Vueling CEO Alex Cruz:

- On Rome’s importance
- On not liking low cost terminals
- On working with airports to increase passenger spend
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Brussels Airport is an important company in Belgium. Courtesy of its central location, the airport plays a crucial role in the connectivity of the region and the whole country. In addition, Brussels Airport is one of the largest employers in Belgium, employing 20,000 people directly and a further 40,000 indirectly.

Every day, staff at Brussels Airport seek out the most innovative solutions to deliver the best possible service to their customers, passengers or businesses, and in doing so meet the requirements for an airport that serves as an international transport hub at the crossroads of economic and cultural relations. At the same time, we are always looking at how we can reduce the environmental impact as much as possible, in consideration of the requirements that exist in terms of technical feasibility, safety and security and the economic obligations we need to meet.

Alongside being a company with a solar park that generates 3% of its energy requirements, Brussels Airport is also one of the few airports in Europe that has its own water treatment plant and the only airport that purifies the waste water from de-icing operations. Moreover, despite the growing number of passengers, Brussels Airport manages to limit its impact on the environment: the volume of waste is decreasing steadily, and average energy consumption is falling year on year. The noise levels measured in 2013 were also the lowest for 10 years. In designing new infrastructure, we use the latest state-of-the-art technologies in terms of sustainability in order to reduce the environmental footprint of our activities.

In the development of Brussels Airport, we do not shy away from our major responsibilities as an airport operator. At the same time, we remain fully focused on the future with our sights locked on the sustainable development of our activities for the future generations.

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sights locked on the sustainable development of our activities for the future generations. At the same time, we remain fully focused on the future with our major responsibilities in terms of sustainability in order to reduce the environmental footprint of our activities. State-of-the-art technologies for 10 years. In designing new infrastructure, we use the latest measured in 2013 were also the lowest noise levels. Waste is decreasing on the environment: the volume of average energy steadily, and plant and the only airport that purifies the waste water from de-icing operations. Moreover, own water treatment Brussels Airport is also one of the few airports in Europe that has its own water treatment. That generates 3% of its energy requirements, we need to meet. Reduce the environmental impact of economic and cultural relations. At the same time, we are always looking at how we can international transport hub requirements for an airport that serves as an

Every day, staff at Brussels Airport seek out the most innovative solutions to deliver the best possible service to their customers, passengers or businesses, and in doing so meet the needs of our partners. This is central to our mission as a global hub that generates 20,000 people directly and a further 40,000 indirectly. In addition, Brussels Airport is one of the largest employers in Belgium and a key economic player for the region. We are playing our part in the region’s economic growth by retaining both passengers and airlines. ACI EUROPE’s Facilitation & Customer Service Committee has just come up with a comprehensive review of the way airports conceptualise, plan and deliver their passenger experience. Our new Guidelines for Passenger Services at European Airports were presented to EU Transport Commissioner, Siim Kallas, by our President in early June - receiving appreciation and praise. Crucially, these Guidelines will help airports check their fundamentals and further enhance every aspect of the passenger experience.

You may have noticed some new features to our magazine, like Airport People which sheds the light on the individuals shaping our industry – or the Airline Conversation which this time introduces you to Sertac Haybat, the CEO of fast growing Pegasus. And as you have no doubt noticed already, Alex Cruz, CEO of the ambitious Vueling, is the subject of our lead interview in this issue. Vueling is a perfect example of how the airline business is going hybrid. Given that it is airlines likes these which are putting more capacity in the market, you can expect to see more of their logos at European airports in the summer season and beyond.
Shannon Airport

If its current growth path continues, Shannon Airport will get very close to achieving 1.5 million annual passengers in 2014.

Shannon Airport’s nine new European routes (Munich, Paris, Faro, Warsaw, Krakow, Nice, Poitiers, Berlin, and Fuerteventura, with Ryanair, and Bristol, via Aer Lingus) have delivered a 140% increase in passenger numbers on continental services recorded in April in comparison to the same period last year. Shannon enjoyed its biggest monthly increase in over a decade as 31% more passengers flew through the airport in April compared to the same month in 2013. The sharpest increase was recorded in passenger numbers to and from the continent, which more than doubled.

Amsterdam Airport Schiphol

If Amsterdam Schiphol keeps growing at its current rate (4.9%) in 2014 it will surpass 55 million passengers.

Amsterdam Airport Schiphol, Europe’s fourth busiest airport, achieved carbon neutrality in April. The achievement was announced at this year’s Global Sustainable Aviation Summit, which took place in Geneva. Eindhoven Airport – also a member of the Schiphol Group – was certified at the ‘Neutrality’ level of Airport Carbon Accreditation in 2013, becoming the very first carbon neutral airport in Benelux.

Málaga-Costa del Sol Airport

The airport is averaging nearly 10% (9.5%) growth so far in 2014 (January-April).

Honeywell Aerospace’s SmartPath Precision Landing System, which simultaneously reduces weather-related delays, lowers air traffic noise, improves flight efficiency and increases airport capacity, has started operating at Málaga-Costa del Sol Airport in Spain. SmartPath is the world’s only certified Ground-Based Augmentation System (GBAS), a technology that augments GPS signals to make them suitable for precision approach and landing, before broadcasting the data to approaching aircraft.

Eindhoven Airport

At 16.5% so far in 2014, Eindhoven Airport is growing faster than Amsterdam Airport Schiphol.

Eindhoven Airport has developed a new airport operations website, in association with the Alderstafel advisory committee. The website will provide accurate information about the airport, using tools such as Brüel & Kjær’s WebTrak and WebTrak MyNeighbourhood. These provide the community with information about their local airport’s complaint handling process, noise measurements, answers to frequently asked questions, and a better understanding of airport operations.
Minsk Airport

Minsk National Airport in Belarus has deployed Rapiscan Systems’ Real Time Tomography (RTT) 110 Hold Baggage Screening (HBS) systems, as part of the airport’s long-term investment and development of its infrastructure. Equipped with stationary gantry detection technology, the Rapiscan RTT can detect an increased range of explosive threats and prohibited items, such as liquid explosives.

Warsaw Chopin Airport

Chopin Airport handled over 47,000 PRMs (Passengers with Reduced Mobility) in 2013, making it one of the top PRM-friendly airports in Europe. Each PRM has the right to request the free assistance of a specially trained airport employee, provided from the moment they arrive at the airport until they are seated on a plane, or in reverse in the case of arriving passengers.

Izmir Adnan Menderes Airport

Izmir Adnan Menderes continues to maintain its position as the fifth Largest airport in Turkey behind Istanbul Atatürk, Istanbul Sabiha Gökçen, Antalya and Ankara.

Turkey-based Izmir Adnan Menderes International Airport has opened a new domestic terminal, which was built with an investment of €265 million. Built by TAV Construction, the terminal is expected to support growing domestic and international traffic, as well as expand the overall wider economic development of the region. Spread across a total area of about 200,000sqm, the terminal has eight passenger boarding bridges and is located next to the current international terminal.

Helsinki Airport

Helsinki Airport is averaging nearly 5% (4.8%) growth so far in 2014 (January-April). On that basis it should exceed 16 million annual passengers.

Finavia has announced a €900 million expansion project at Helsinki Airport, designed to strengthen its position as a hub between Europe and Asia, and help it meet rising future demand. Improvements will focus on increasing check-in, transit travel capacity and passenger traffic arrangements. The first stage will be completed in the summer, when a new security checkpoint will be introduced in Terminal 2, while new departure processes are scheduled to be built around May or June this year. Additional security check capacity, a new congress area, and an automated check-in and baggage drop are also expected to be constructed this year.

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Paris-Orly Airport

Paris-Orly has achieved 5.4% average monthly growth so far in 2014.

Paris-Orly Airport has also launched an innovative environmentally friendly filter marsh system for the treatment of stormwater run-off. The marsh filtration system, believed to be the first of its kind at an airport, is made up of a pond and a marsh reed bed, which will treat winter products contained in stormwater from the airport. The system consists of 12 basins each measuring 500sqm, 34,000 reeds, and is currently in a one-year period of fine-tuning.

Rome Fiumicino Airport

43 new services (+14%) between August 2013 and August 2014.

Aeroporti di Roma is clearly focusing on the passenger with two recent initiatives. Wi-Fi internet access became unlimited and entirely free from May. Passengers can now connect to Wi-Fi from their laptops, tablets or smart phones, to browse and download mail while awaiting their flight. Additionally, an ‘Airport Helper’ project was also launched in May. Assisting passengers with professionalism and courtesy, enhancing their airport experience: this is the main task of the Airport Helper, a figure called to help travellers find their way around the Rome airport.

Compiled by Inês Rebelo.
See you in Prague next year!

25th ACI Europe General Assembly, Congress and Exhibition
Hilton Prague, 24–26 June 2015
“Airports who want to work with Vueling need to appreciate what service level business travellers expect”

By Paul Hogan

We don’t like low cost airports and low cost terminals.” It’s not exactly what you expect to hear from Alex Cruz, CEO of Vueling, the boss of Europe’s fourth-largest low cost carrier (LCC), which expects to overtake Norwegian to become Europe’s #3 LCC within the next year (you can probably guess which LCCs are #1 and #2). Vueling is on a major growth spurt, taking in lots of new leased aircraft every year, and dramatically opening a major new base in Rome this spring. On the eve of the airline’s 10th birthday (1 July), Vueling will be operating 90 aircraft, up from 38 in 2010, and serving close to 300 routes.

Cruz doesn’t much like the LCC label either. “In recent times commentators haven’t known which category to put us into – ‘LCC’ or ‘hybrid’. I think ‘extremely productive’ might be a better one.” Cruz is referring to the noticeably changed dynamic among all the big ‘non-legacy’ airlines who have decided that they want to raise average yields significantly by putting the business traveller at the core of their model – the same staple passenger which most airlines relied upon for ultimate profitability for 50 years before the invention of the LCC.

“We’re definitely serving the business traveller – they’re 39% of our customers – and a much bigger slice of the revenues and profits. Airports who want to win our business – and get the benefit of serving and selling things to our customers – need to appreciate what service level we know these customers expect. For these reasons we insisted on using the full service facilities at Schiphol and not the low cost offering. Of course, this doesn’t mean that we don’t take airport fees into account; ultimately, we have the best relationships with those airports that have similar commercial pressures to us.”

Airport Business met Alex Cruz at Heathrow, the headquarters of International Airlines Group (IAG) which also comprises British Airways and Iberia. “We have clear profitability and growth objectives and the rest of IAG, starting with Willie Walsh, understand Vueling’s business model.” IAG ownership has also given Vueling access to much larger resources: IAG announced in August 2013 that an additional 120 A320s would be deployed to Vueling 2015-2020.
also comprises British Airways and Iberia. IAG bought control of Vueling in 2013 – previously its other IAG stable mate, Iberia, had a large but non-controlling 48% holding.

According to IAG the takeover allowed Vueling to: “Retain its individual brand and current operations, while the airline’s customers benefit from a larger combined network.” It also means that Cruz reports directly to IAG CEO Willie Walsh. “It’s a high pressured environment to put it mildly. But that’s in the genes of Vueling anyway, having originally grown from a start-up. We have clear profitability and growth objectives and the rest of IAG, starting with Willie Walsh, understand Vueling’s business model. Specifically, Willie’s experience as boss of Aer Lingus shows: Walsh knows very well what is required to manage a company of our size and he supports all of our efforts to become a better airline. He knows we have a lot of competitive pressures coming from the market.”

After becoming part of IAG it quickly became apparent this “market” was about to become a lot bigger for Vueling. IAG ownership gave Vueling access to a much larger pool of all kinds of resources, and IAG announced in August 2013 that an additional 120 A320s would be deployed to Vueling 2015-2020. Big ambitions were in prospect and it did not take long to find out where these lay.

Brussels is a major airport which became a Vueling base this spring, albeit with only one aircraft so far. “Brussels is a small base. We have more important bases in Paris, and even in Florence, where we have two aircraft. But Brussels got us a lot of publicity and attention, especially as the Irish [Ryanair] followed us there. But it’s a nice place – we can be a little bit flexible with the capacity, and try some new routes.”

With growth operations in Brussels, Rome, Paris, Florence and Amsterdam, Vueling will not just focus in non-Spanish markets. “We continue to grow in Spain with an emphasis on non-domestic traffic”, remarks Cruz. Vueling expects to continue slowly building connectivity with northern airports and pushing healthy growth in southern and island airports. “Spain continues to be a fantastic holiday destination and Vueling is consolidating itself as a significant ‘sun and beach’ player in Italy, Germany and France while we also grow in the UK and Scandinavia.”

Rome transformation “won’t be built in a day”

In some contrast Cruz lights up and enthuses about Vueling’s new Rome base: “Rome is a very big bet; we can really make something out of Rome.” Indeed Vueling’s Rome’s Fiumicino expansion is seismic: It comprises the summer 2014 introduction of 24 new routes (seven domestic and 17 international) and the decision to base a total of eight Airbus aircraft at the airport. Of the 24 new destinations only three (all in Spain) are not already served by one or more carriers – including 11 by Ryanair. But the base is especially challenging to Alitalia for which Rome is a ‘last stand’ to which it had already retreated from Milan (Malpensa is a major easyJet base; while Milan Bergamo is similarly for Ryanair). Alitalia has long had to put up with a significant Ryanair base at Rome Ciampino but, once again, Vueling’s move on Rome is a frontal assault on Alitalia’s business traveller market.

“France has always been our second biggest market and Paris our biggest base outside of Spain, but now Rome will be. Rome has a lot of parallels with Barcelona where the whole Vueling story started. Indeed at the end of this year Rome will be about the size that Vueling was in Barcelona by about 2009. We will also be the #2 airline after Alitalia and competing very much with them through domestic and international products by offering frequent flyer programmes and

Vueling’s Director of Network Planning, Strategy and Slots, Javier Suarez, sweeps his hand across the 2014 Vueling route map to illustrate just how much new capacity the new Rome base has delivered – Vueling’s systemwide capacity is up 31% this summer led by with Italy +143% more seats.
many other business products – all the things people had with Alitalia and they want them again.” (Although it is worth noting that Vueling is not a member of the oneworld alliance, even though it does codeshare with Iberia on the vast majority of its routes.) “Rome was not built in a day and neither was its transformation brought about when we turned up with our planes in a single day. We’re building, but we do have a fantastic summer in prospect.”

Cruz also says he’s thoroughly enjoying establishing a major Italian business: “Italy has a lot of parallels with Spain; the cultural closeness is very important and a great benefit – the Italians think similarly to us and have a great work ethic. I am not just talking about stereotypes – obviously Vueling is not just Spanish or Spain – but we’re working towards our Italian citizenship – to be accepted by the people with a reliable product, but at very reasonable prices.”

Bigger Vueling: Which airports will get new routes?

According to anna.aero’s analysis of Innovata/Diio Mi data for August 2013 and August 2014, Vueling’s capacity is up 31% this summer, with Italy (+143%), Belgium (+111%) and Greece (+169%) seeing particularly rapid growth. The first two are driven by the airline’s expansion at Rome and Brussels. Overall, since last summer, Vueling has started operations in eight new country markets: Armenia, Cyprus, Estonia, Hungary, Poland, Senegal, Serbia and Tunisia.

However, with the new bases, Cruz thinks that the bulk of the route growth will centre on new services between existing airport operations. “It’s fair to say that we have put most of the dots on the map, that there won’t be a great increase in destinations, but with the new bases we’ll do a lot of dot connecting. It’s true that there are ‘white spots’ – with 125 different airport destinations on our system we have a bit of everything in terms of north-south, east-west, business, leisure, and highly liberal, and highly regulated. We’re not big in certain markets for obvious reasons – for instance a lot of people are very excited about Turkey, but for us it’s an outbound and leisure market which has yet to prove it can generate a healthy traffic base from our key markets like Barcelona, and we don’t fly to Dublin yet where we’d be competing with the incoming airlines.”

Routes to Russia/CIS/Eurasian Economic Union

Like many airlines the crisis in Ukraine has meant that Vueling has had to postpone some very positive route developments which were just about to happen – Vueling was due to launch three services to Ukraine from Barcelona this year – Kiev Zhuliany went ahead on 12 April, but not services to the eastern Ukraine cities of Kharkov on 4 June and to Donetsk on 5 June. However, Cruz says that despite the unrest, performance of the new Kiev route has been “very good” and he is keen to resume expansion when the situation normalises.

Indeed Vueling is very experienced in the Russian market having first begun services to Moscow Domodedovo in 2009. Reporting that load factors are “all in the nineties” from Russia and the CIS/Eurasian Economic Union countries, Cruz says that there are substantial opportunities: “Russia is still a very old fashioned, regulated bilateral market, although there are some flexibilities from second cities.” In this respect Cruz hopes to soon add Rome-St Petersburg and Florence-Moscow: “We want to start these as soon as possible. To appreciate the size of this growing opportunity, when we started Barcelona-Moscow services exactly five years ago, we were operating 3-4 weekly frequencies. Now we’re doing the equivalent of that every day from across the Vueling network.”

Vueling was born into the Spanish domestic travel market at a time when it was being revolutionised by the high speed train, and this is clearly a big influence on Cruz: “From a customer perspective...
experience perspective at the station vs. airport, the high speed train experience beats us every time – you can arrive at the station just a few minutes before your train, the security is not as onerous, and there is much more space.” Cruz agrees that the threat is largely structural and not related to all of Europe’s high speed rail providers and to only specific markets, but that high speed rail serves as both a warning, as well as competitive example, and ultimately “a potential business opportunity through partnerships.” He also thinks that, in response, one of the key areas of airport improvement should be centred on application of traveller technology and airport commercial offers.

“In terms of technology, in essence, we have what we need; the industry is just not using it. If I arrive at an airport, and there have been delays, and I need to find out which train to catch next and re-book, I want to avoid multiple platforms, so there should be a single-entry point, and for my customers I frankly think that will be the Vueling app and nobody else’s. For the first time Vueling’s IT budget will now see much more spent on our mobile application than the web platform – we fully expect our app to develop into a tool covering the whole journey, including travel to and from the airport, and the airport experience itself.”

Cruz on improving airport technology and shopping

Cruz’s clear implication is that airports need to cooperate more with airlines like his if they hope to play any role at all: “We know everything about the passenger – when they fly, where they are going, and the booking tools they use etc etc. We all need to think outside of the box – connectivity is one thing – we have had that for some time. But then we have to find out which ideas will make money and recover the costs of the hardware and programming. To be honest I think we know what we’re doing at Vueling, we have the innovation DNA.”

And while talking to Airport Business in the shadow of Heathrow – arguably something of a ‘university’ in how to merchandise to passengers – Cruz is still critical of airport commercial enterprise on two key fronts: “I agree that airports need to do everything possible to maximise revenue, but every time I travel I am astonished that there is never anything to buy in the boarding gate where there is so much significant dwell time. This is such a missed opportunity. And, while we’re talking of missed opportunities, airports have very patchy Wi-Fi and vastly differing models of supply.” But even these points are overwhelmed by his final message: “I have also spoken to airports many times about working together to jointly increase passenger spend. So far, only small initiatives seem to work out but I’m still optimistic that further opportunities will be developed jointly in the near future.”
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We need to talk about cyber-security

Over the last decade, airports have made a tremendous leap into the evolving age of technology. User-friendly airline and airport websites, online check-in, unmanned border controls, automated checked baggage systems, Wi-Fi networks, the list goes on. However, networked hyper-connectivity exposes us to cyber-threats. And just as technology rapidly evolves, cyber-threats are doing so too. Monika Simonaiyte reports.

Cyber-security incidents are dramatically increasing year-on-year across the full spectrum of international trade. Due to their visibility, disruption of the essential operations of airlines and airports could feasibly be the subject of a cyber-attack by cyber terrorists. One such example would be the attack on Istanbul Atatürk and Sabiha Gökçen airports. In July 2013 the passport control systems at the departure terminals in both of these airports were shutdown by a cyber-attack. Passengers were forced to stand in line for hours, and the majority of flights were delayed. Even though the systems were restored, the damage could be felt for many hours after.

In order to keep the global aviation system operating smoothly, the industry relies on information and communications technology (ICT) to deliver critical information, empowering the people working within the network. It is clear that airport infrastructure supports many different operations that are critical for the efficiency and effectiveness of the air transport system.

Unfortunately, not all airports have implemented cyber-security systems that would protect and control those operations and all related features. It simply means that even though many may have security measures in place, cyber criminals, ‘hacktivists’, or cyber terrorists may consider this as a perfect opportunity to attack the airports in many different ways.

4 types of security incident
But first, we need to understand what are the possible threats for airports. According to 9 Steps to Cybersecurity by Dejan Kosutic, there are four types of security incident: Natural Disaster, Malicious Attack (External Source), Internal Attack, and Malfunction and Unintentional Human Error.

Firstly, natural disasters – these include severe floods, earthquakes, snow, and ice storms, hurricanes and other hazardous natural processes that may disturb the business continuity of an airport or even completely shut down the airports for an indefinite amount of time.

Secondly, malicious attacks are a serious threat, which usually come from external sources. These attacks are taking place all around the world almost every minute and the targets vary from banking systems to e-mail servers. In terms of airports, the most ‘desirable’ exposed parts could be public wireless hotspots, which are heavily used by the passengers at almost every airport; the baggage systems, serving thousands of passengers’ belongings; main airport websites, and so on.

Thirdly, if a member of the airport staff destroys airport data, leaks sensitive information, or in a worst-case scenario, harms the systems intentionally, then the airport would not have a pleasant experience from an internal attack.

And finally, sometimes the airport may suffer from random errors or accidental failures like power loss, equipment shutdown or damage, loss of internet and phone lines; this type of incident would be called a malfunction and unintentional human error.

As mentioned, the air transport industry is one of the targets likely to be selected by cyber terrorists, be it airlines or airports.
It is crucial to understand that the disruption caused by a cyber-attack also depends on the airport’s size and traffic. However, all these types of incidents may result in long-term implications for any type of the airport.

Loss of operations for any period of time would seriously harm the business. The same goes for reduced throughput, for example, Hold Baggage Systems, which would lead to chaos from the passenger’s side, and operational productivity would drastically drop.

Moreover, the leakage or destruction of data does not sound convincing – sensitive information may reach third parties that are willing to use it for their own interest, which could be disastrous not only for the airport, but also for the whole of the aviation sector.

Usually, any severe incidents that require time to be solved inevitably lead to a financial loss; whether it affects a stable hub airport or a small regional airport, delays or cancellation of flights result in high recovery costs.

If that were not worrying enough though, the whole situation would be aggravated by the press and an immediate negative ripple effect on social media.

Preparing for the worst

That’s not to say that airports will be left entirely defenceless against this new foe; there are many activities ongoing in Europe from different institutions and bodies aiming at spreading awareness of cyber-attacks and how to protect businesses. In 2013, the European Commission released a policy document called Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace that invites industries to take certain actions at the national level in order to protect their business and to have harmonised cybersecurity measures among all Member States airports in the EU.

In early 2014, the EU Cyber-security strategy was reviewed and it was agreed to continue the work with the Member States, national and private organisations.

The European Commission has also developed a policy on Network and Information Security (NIS). The aim of this policy is to better coordinate cyber-security measures between EU institutions and EU Member States, involving public and private sector cooperation. The European Network and Information Security Agency (ENISA) was established in 2004 and a new Regulation to strengthen ENISA and modernise its mandate is currently being negotiated by the Council and European Parliament.

Despite progress based on voluntary commitments, there are still gaps across the EU, notably in terms of national capabilities, coordination in case of incidents spanning across borders, and in terms of private sector involvement and preparedness. In terms of airports in the EU, they are specifically vulnerable because air transport infrastructure (that includes ground and inflight ATM) is dependent on continuous and uninterrupted information flows and databases, which cannot be allowed to fail. An agreement on a Directive on NIS is planned for the end of 2014.

What is more, the UK Centre for the Protection of National Infrastructure (CPNI) published a report in 2012, Cyber-security in Civil Aviation, based on discussions of the Joint Coordination Group (JCG), which states that cybersecurity should be part of all civil aviation considerations. The JCG aims to coordinate operations related to developing cybersecurity for the air transport industry. The report gives a background of the current situation, and names organisations and government bodies that are related and involved with the issues. Furthermore, it gives recommendations and guidance that the aviation industry should consider, in order to increase its cyber-security.

Research: ECAC Study Group & the EACCC

Furthermore, the European Civil Aviation Conference (ECAC) has a Study Group on Cyber Threats to Civil Aviation that provides guidance for Member States, in terms of cyber-security control measures. The Study Group considers recent developments in cyber-security and a cyber-threat matrix taking into account work that was done by the International Civil Aviation Organisation, a framework for establishing best practices for reducing cyber-attacks on critical aviation information systems (CIAS), and risk assessment comparability.

Conclusions and lessons learned were presented from a cyber-crisis management exercise, which was held in May 2013 and one of the aims was to activate the European Aviation Crisis Co-ordination Cell (EACCC). The guidance material, written by the Study Group, is a supplementing directive on ‘cyber-threats to aviation’ in ECAC DOC30 chapter 14.

When the guidance material is prepared and published, it will depend on Member States to ensure that organisations and air transport operators take actions and implement measures accordingly. Although the guidance material is more focused on Air Traffic Management (ATM) and aircraft systems, airports are also encouraged to take action. ACI EUROPE has two representatives (from Birmingham Airport and ADPI) in the ECAC Study Group and is actively involved in this work.

If we look at the US, the Transportation Research Board (TRB) is a part of the National Academies of Science that is aiming to develop Airport Cyber-security Best Practices. The research team, which consists of Grafton Technologies, Embry-Riddle Aeronautical University, Massport, or Grafton Information Services, asks airports to share their experience, knowledge and concerns about cyber-security issues. The results of this research will be freely available in a guidebook and multi-media material on the TRB website. The outcome of this research is intended to help airports to set up and manage an efficient cyber-security programme.

How airports can prepare

There are a number of actions that airports could consider and implement in order to protect their business. Firstly, it is important to recognise the cyber-risk and threat, and then it would be easier to establish a cyber-security strategy, objectives, vision, and mission.

Secondly, promotion of cyber-security awareness would be effective at all levels, both business practices and the interface with customers. In particular, industries...
should reflect on ways to make CEOs and Boards more accountable for ensuring adequate cyber-security measures. The first step could be the provision of training on cyber-security to all relevant staff, and a dialogue at all levels of airport management. Furthermore, airports should regularly test their own systems through the use of external audits, penetration testing, and regular examination of the airport’s websites. What could also help is deployment of advanced protection gateways for Supervisory Control And Data Acquisition (SCADA) networks. SCADA is a part of airports’ critical infrastructure and responsible for control of equipment (water pipes, apron services, etc.) and having security devices installed, would eliminate the risk of access by cyber criminals to SCADA networks. Moreover, airports should be encouraged to share their experience with other airports and national and international organisations by spreading the word through conferences, meetings, and so on.

ACI EUROPE is following discussions in the Council and European Parliament to ensure that the interests of airports are taken into account and that any reporting requirements are not too burdensome for members.

Not just for geeks
Ostensibly, cyber-attacks are not the responsibility of IT departments alone; it covers all the elements of an airport business and should be considered as a serious threat. Since airports are heavily dependent on interconnected systems, a sudden shutdown or a failure would undoubtedly reduce and suspend the continuity of business for an indefinite amount of time.

There is absolutely no guarantee that cyber-attacks will not happen, but if – or rather when – they happen, the time it takes to recognise, analyse and respond to an incident will limit the damage and lower the cost of recovery to an airport. The consequences can cost billions, but it is not only about the money: trust and reputation of the airport would be significantly harmed as well. Possible next step? “Put Cyber-security on the agenda before it becomes the agenda” (UK GCHQ, 2012).

It is crucial to understand that the disruption caused by a cyber-attack also depends on the airport’s size and traffic. However, all these types of incidents may result in long-term implications, such as those pictured, for any type of airport.
Bridging the gap between airlines & airports

It's been 5 years since the EU Directive on Airport Charges became law. As part of its standard review process, the European Commission released a formal report on the application of the Directive across the EU. How does it perform in today's market reality? Robert O'Meara reports.

The independent report which reviews the application of the EU Directive on Airport Charges was released in May with minimal fanfare, maybe because there was nothing dramatic or particularly exceptional in the report. The European Commission (EC) talked about the additional transparency achieved by the Directive. For its part, ACI EUROPE underlined the generally successful implementation of the Directive across Europe.

But perhaps the lack of fanfare was also partly itself a sign of how the oldest debate between airlines and airports is moving on. Historically, the cost of airport charges has been one of the standard gripes that airlines like to make on a regular basis. To get an airline CEO to recognise the full cost involved in running an airport is a rare thing – even rarer still for that CEO to acknowledge that airport charges are actually reasonable.

And yet, airport CEOs regularly acknowledge that the airline business is a difficult one, and often cite the health of their key airline clients as being their number one business concern. One of the reasons for this is that over the past 15 years airports have invested vast amounts of time and resources into understanding what airlines want, in order to be able to attract them to set up new routes, to increase capacity on existing ones and, as often as not, even just to retain existing traffic.

This is where the disconnect occurs between today’s market reality and the EU Directive on Airport Charges. As recent as the Directive is, it is still essentially based on the assumption that airports are natural monopolists and that their charges need to be scrutinised. In the intervening years, the EC has recognised that the development of new airline business models has resulted in a shift in bargaining power between airports and airlines – to the benefit of the latter. As well as being explicitly referenced in the new Communication, this was largely what drove the content of the new EC Guidelines on State aid for the aviation sector, released last February.

Even Ryanair’s combative CEO Michael O'Leary has acknowledged several times in the mainstream media that airports are competing with each other.

Moreover, this is no longer limited to regional airports and Low Cost Carriers at a time when ‘airline hybridisation’ is becoming the rule of the game – with Low Cost Carriers moving up market and Full Service Carriers adapting. The emergence of global hubs outside Europe, in particular in the Middle East, has added significant competitive pressure for some time on our European hubs. A comprehensive study, Airport Competition in Europe was already released in 2012, documenting and quantifying these developments.

Commenting on the release of the EC’s report on the Directive, Olivier Jankovec, Director General ACI EUROPE said: “Airports cannot move to a better market location, unlike airlines who enjoy a wide choice of airports to fly from. All airports can do is work hard to make their market location more attractive. This means that for every airport, offering competitive charges is a key business requirement, to retain existing traffic and attract new air services – all without the need for regulatory intervention!”

The tensions between prescriptive regulation and dynamic competition are already evident in issues such as charges incentive schemes that airports have developed to support airline growth, as well as in the differentiation of services offered to airlines. These tensions manifest not only between airports and airlines but also between incumbent airlines and new entrants. There is clearly a risk that regulation ends up caught in the middle – potentially undermining normal commercial interactions and constraining competition.

On this aspect, Jankovec added: “Now that we can no longer assume that the airport is the dominant party in the airport-airline relationship, surely the objective of airport regulation needs to be reconsidered – along with its scope and content. The potential benefits for the aviation sector and the travelling public are significant.
We are pleased that the Commission seems to be willing to look in that direction and we very much look forward to contributing to the Thessaloniki Forum next month.”

While the EC’s report is looking more in detail at specific issues regarding the way in which the Directive has been implemented in different States (including the consultation of airlines and two-way flow of information between airport and airline), its most significant addition is the establishment of a Forum of national regulators. This Forum is supposed to meet on a regular basis to exchange on the implementation of the Directive and ensure more uniformity and commonality in the way airport charges are regulated at national level. The first meeting of the Forum is scheduled to take place on 13 June in Thessaloniki, under the auspices of the Greek Presidency of the EU. As a result, the Forum has been named the Thessaloniki Forum. ACI EUROPE has been invited to represent the airport sector and it is expected that the Forum will discuss specific aspects of implementation of the Directive as well as the competitive landscape in which airports operate. We look forward to reporting on it in the future.

The Italian exception

**WHILE AIRPORTS** in most EU Member States are calling for less regulation, the situation in Italy is uniquely different. After an astonishing 10-year freeze on airport charges under the old system, the newly established Regulatory Authority for Transport in Italy is now responsible for setting the economic regulation in compliance with the EU Directive 12/2009. With this purpose in mind, the Authority has just launched a public consultation with the relevant stakeholders. Assaeroporti, the Association representing 36 airport operators in Italy, expects the future airport charging systems to provide a clear, predictable and transparent regulatory framework. There are many issues which need to be addressed, not least a lack of clearly-defined procedures to allow a timely implementation of new charges at each price review.

According to Stefano Baronci, Secretary General of Assaeroporti, the biggest concern at the moment is how to move from the old system to the new one. Baronci tells Airport Business: “Legal certainty, adequate return on investment, proper cost orientation and procedures, simplicity of rules – these have all been absent from airport regulation in Italy. That needs to change immediately, if we are ever going to be able to attract private capital to finance much needed investment. Currently, the price caps of several airports which were approved under the previous regulation by the Italian CAA have expired or are about to expire. We urgently need to explore transitory solutions which ensure an adequate level of tariffs so as to allow the implementation of planned investments by those airports until the new charging system is in place and fully applied.”
ACI EUROPE launches groundbreaking Guidelines on the passenger experience

This month, ACI EUROPE released a landmark publication, the Guidelines for Passenger Services at European Airports. Entirely dedicated to the passenger, the Guidelines offer a holistic approach to passenger services at European airports. That approach takes into account the development of a new airport business strategy that is increasingly focused on meeting the needs and expectations of passengers. Inês Rebelo reports.

The new Guidelines highlight the various passenger trends of the moment and present a new and multidimensional model for passenger categorisation. In addition, it features the so-called 3P approach (Premises, Processes & People), looking at how the design of the premises, the quality and smoothness of the processes at airport terminals on departure, arrival and transfer, as well as the role played by people working within the airport, significantly shape the passenger experience.

Additionally, the Guidelines explore how fast evolving communication technologies, such as Wi-Fi, tablets and smartphone apps, are being incorporated by European airports in their plethora of services and, at the same time, are inspiring them to foster a closer relationship with the passenger.

The publication also includes nine case studies (Aena Aeropuertos, ANA, Athens International Airport, Hamburg Airport, Munich Airport, Nice Côte d’Azur Airport, SEA Milan, Warsaw Chopin Airport, and Zurich Airport) with the aim of showing how European airports are successfully implementing the diversification and customisation of their passenger services.

On 6 June, the Guidelines were formally presented to Siim Kallas, Vice President of the European Commission in charge of Transport, by Arnaud Feist, President of ACI EUROPE and CEO of Brussels Airport.

Feist commented: “Putting passengers front and centre of our strategy is a major business imperative for airports across Europe. The digital revolution has empowered the passenger, and with competition between airports now a firm reality, it is all about providing the best airport experience. This involves looking for more efficient processes, using an ever-increasing array of communications platforms and coming up with creative and innovative concepts to inspire.”

He added: “With these Guidelines, we are providing airports of all sizes with a tool box that will help them check the fundamentals and further enhance every aspect of the passenger experience – from the moment they arrive at the airport to the moment they step on board their flight.”

Siim Kallas, European Commission Vice President responsible for Transport, commented: “With all that has happened in air transport over the past 15 years, these Guidelines provide real insight into how the passenger has become a focus of airport customer service. Given all the EU’s hard work in developing air passenger rights and other supporting legislation, I am delighted to see this kind of industry-led publication being launched and I congratulate ACI EUROPE on taking the initiative.”

By identifying efficient means and measures to enhance the overall passenger experience at European airports, the Guidelines provide airport operators of all sizes, and other partners, with the relevant tools to evaluate and improve the quality of the services provided to passengers.

These Guidelines for Passenger Services at European Airports were produced by the ACI EUROPE Taskforce on the Passenger Experience, in which airport operators and ACI EUROPE World Business Partners (SITA, Morpho, TH Airport Consulting, and TMT Management GmbH) actively participated.

ACI EUROPE’s Guidelines for Passenger Services at European Airports is available in printed format from ACI EUROPE and also in electronic format from this download link: http://bit.ly/1kPDHDV
GLOBAL TRAVEL RETAIL EXCELLENCE
Airports today are under enormous pressure to perform. In a challenging economic and social environment, they need to find ways of meeting the ever-evolving aspirations and expectations of a range of different stakeholders. Running an airport in the 21st century requires deft leadership skills. Report by Richard Plenty, Managing Director of personnel consultancy This Is. Edited by Robert O’Meara.

The High Performing Airport

I have heard it said the airport is the ultimate theatre of life. The cast is certainly broad and diverse in the airport industry: passengers, investors, airlines, regulatory authorities, local communities, airport staff, contractors and politicians. Dramas little and big can play out between these different groups and ultimately the airport has to ensure that the show goes on. Airports face complex, interlocking and sometimes paradoxical sets of challenges to which they must be able to demonstrate transparently that they are performing at a high level.

But what exactly does high performance look like? What are the characteristics of a high performing airport organisation? And what should airport leaders be doing to create a high performance environment?

Our understanding of what characterises ‘high performance’ is made more difficult by the uncertain, volatile, and complex environment that airports face. It’s not enough to be a high performing airport at any given moment in time – it’s as important that performance is sustainable in the face of unpredictable change.

Great leadership is particularly important in navigating organisations through times of uncertainty. Attention needs to be given to building intangible assets (such as organisation culture) and the human capital base so that organisations develop the resilience, flexibility and capability to cope with changing circumstances. Of particular importance are issues such as:

- The ‘courageous leadership’ needed to bring about change and engage, motivate and inspire people through challenging and difficult times;
- The development of a high performance ethos and culture;
- The design of organisations, processes and infrastructure to enable people to perform at their best;
- The planning, recruitment, selection and development of people to work in a high performance environment; and
- Human capital measurement and assessment.

Given the importance of these topics, it’s timely that ACI EUROPE will be sponsoring the Airport Leadership and Change Management Summit in Munich, Germany, from 1 to 3 December, to examine more closely what’s involved in the High Performing Airport. The focus will be on reviewing how leadership, organisation and people can bring about change and make a real difference to performance.

The event will bring together airport CEOs, and Operations, Commercial and Corporate leaders from Europe and around the world with the airport HR community and experts in leadership, organisation behaviour and change management.

The Summit builds on the success of previous Leadership and Change Management Fora held in Dublin 2011, London 2012 and Bologna 2013, and provides a learning environment a little different from those of most conferences with interactive workshops, best-in-class ‘change stories’, a CEO Master Class and great panel sessions.

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Commercial revenues vital to operational excellence

23rd ACI EUROPE Airport Trading Conference & Exhibition, Zurich, 26-28 March

The ACI EUROPE Airport Trading Conference & Exhibition this year headed to Zurich. Home to many financial institutions and banking giants, the city is one of the world’s biggest financial centres and was an apt location – the airport itself also being a model of commercial excellence.

Attracting over 400 key industry stakeholders, representing airports, retailers, brands, and consultants, the event highlighted the critical importance of commercial revenues to the development of both airport infrastructure and connectivity. Importantly, global travel retail sales grew by 7.5% to US$60 billion (€44bn) in 2013.

The theme, ‘Travel Experience – Operational Excellence vs. Commercial Opportunities’, was a prescient one. Indeed, while the conference covered a broad range of topics, it was widely agreed that without commercial revenues, operational excellence cannot be achieved. The challenges facing airports are prompting an ongoing business transformation – from B2B to B2C businesses – with revenues increasingly coming not from the airlines, but from passengers. This perhaps heralds a new frontier for airports, redefining the relationship between airport and passenger through retail. Above all, this business transformation is about leadership and innovation, and the event highlighted several examples of both.

Next year’s 24th ACI EUROPE Airport Trading Conference & Exhibition takes place in Milan.

Keynote speaker Tyler Brûlé, Editor in Chief, Monocle, and Founder and Chairman, Winkreative, offered a truly unique perspective on the airport retail experience. As a seasoned traveller – Brûlé travels 250 days a year – he has vast experience of aviation and international markets. The Winkreative team helped Brisbane Airport develop its blueprint for the new international terminal, with a vision to create a world-best experience. It also created a strong brand for Canada’s Porter Airlines, which is based at Toronto City Airport. Offering his observations on airport retail, Brûlé commented: “Everyone likes to talk up differentiation, innovation and sense of place, but few are delivering on it.” He called for more originality in the product mix, and more pleasant surprises for travellers. Among those airports getting it right, Brûlé highlighted Helsinki – “The best hub in Europe for buying unique, interesting food and craft products”; Zurich, which is “a model of efficiency”; and Oslo, which “should be admired for its warmth and use of solid materials”.

Thomas E. Kern, Chief Executive Officer, Zurich Airport, stated that “airside, duty free is key”, while “landside, connectivity is key.” He also highlighted the local flavour of the airport’s retail and food & beverage offer. Kern explained that there are three commercial centres at Zurich Airport: the Airside Center, which offers a premium international retail experience; the landside Airport Center, which is heavily frequented and has a mid-market offering; and The Circle, featuring new premium brands.

Patrick Graf, Chairman, ACI EUROPE Commercial Forum, and Senior Vice President Commercial, Zurich Airport, emphasised “that there are many opportunities in airport retail to provide a unique passenger experience”. “We as airports have to find the right answers to passenger needs. We will, in future, be able to individualise and personalise the experience for each traveller,” he added. Graf also raised the potential of loyalty programmes, explaining that airport operators still don’t know much about their passengers – who they are, when and how often they use the airport, and why, business or leisure?
Sarah Branquinho, President, ETRC, delivered a passionate address on the importance of working together to protect airport retail income. ETRC and ACI EUROPE have strengthened their relationship over the past year, working closely on two key issues: LAGs and Air Passenger Rights. Branquinho explained that new LAGs rules are an “opportunity for retailers to sell to international transfer passengers to a greater extent”.

On Air Passenger Rights, she said: “Airports and retail partners need to work together to succeed.”

Lise Ryevad, Director Airport Sales, Copenhagen Airports, commented that “today’s passengers are just like ‘real’ consumers”. “They shop where they are, pay as they like, with delivery as they wish,” she said. Ryevad also emphasised the importance of meeting passenger expectations, with services such as order from home and pick up on departure or arrival.

Stéphanie Griffiths, Director of Strategic Development, Future Foundation, expanded on how to utilise mobile devices to enhance travellers’ experience and maximise retail opportunities. “Mobile is hot,” she said, with 91% of users keeping their mobile device within arm’s reach 100% of the time. “And mobile in retail is even hotter.”

Mobile currently influences 5.8% of shopping trips, and by 2020 that figure will have grown to 50%. Griffiths added that the multiple tailored messaging opportunities presented by iBeacons have the potential to help airports increase revenues from on-site retailers.

The exhibition was an excellent showcasing platform for industry suppliers, and provided valuable networking opportunities.
ACI EUROPE Regional Airports’ Conference & Exhibition

The 7th ACI EUROPE Regional Airports’ Conference & Exhibition took place in Madeira from 12 to 14 May. The event provided an opportunity to review trading conditions and key challenges for regional airports. It was preceded by a plenary meeting of ACI EUROPE’s Regional Airports Forum. This year’s event comprised seven sessions, covering the full spectrum of issues affecting regional airports, and brought together more than 200 delegates from regional airports, local and national authorities, the European Commission, airlines (including airberlin, easyJet, HOP! and TAP Air Portugal) and ACI EUROPE World Business Partners.
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Hub Performance is currently involved in using its capacity planning software PAX2SIM to forecast and validate the resources needed for the future extension of Bordeaux Airport’s low cost terminal billi. Working closely with the project team, the target is to experiment several options and to measure the associated passenger dwelling times, thus defining best ratio of ‘cost versus service levels’.

Meanwhile, Hub Performance baggage handling system validation experts have been supporting Beumer Group UK and Vinci Airports on a project at Gatwick Airport. The challenge has been to provide visibility on systems demand for early bag storage (EBS) and to validate strategies for future IT in order to avoid saturating sorters, chutes and make-up positions during normal operations and failure mode.

Improving passenger experience and operational efficiency

Today, airport infrastructure managers face a two-fold challenge – ensuring the efficiency of airport processes while providing a top quality service to passengers. This challenge has to be met in a complex environment, marked by increasing passenger numbers, together with restrictions on the level of available infrastructure investments that are required in order to cope with this growing demand. This is all happening while users are demanding better services and a faster, more comfortable airport experience.

“At the same time, airport managers have to deal with the complexity of managing the multiple processes and stakeholders involved in an airport’s day-to-day operations, in an integrated manner,” explained Albert Algans, Ikusi’s Director for Airports. “So analysing airport management from the perspective of process engineering and cooperation between stakeholders, as might be implemented in a factory for example, makes sense. Methods like Six Sigma are perfectly applicable in such an environment, so why not apply them? By defining the different processes in the airport, we can establish indicators (KPIs), metrics, alarms and action plans, within the context of ongoing improvements.”

He continued: “On one hand, there is no doubt that the latest cutting-edge technology is now present in airports: the smartphones of the passengers themselves are excellent Wi-Fi tracking points. These locating technologies allow us to increase the productivity of the Wi-Fi networks already in place, providing extremely key data for the operators. On the other hand, technologies such as video analysis or boarding pass barcode readings mean that the infrastructure can be reused, generating greater intelligence in the data warehouse that can benefit operators using those process engineering-based solutions. Thus, we obtain a holistic vision of airport management in real time.”

These solutions for integrated airport management increase the efficiency of complex infrastructure, while improving the passenger experience.
CAST simulation in action – flight status on the apron and display of security control status in the terminal.

Dynamic simulation environment

When developing an airport, or improving operations, several processes have to be considered. Infrastructure has to be planned and the objectives of several stakeholders have to be reached. With the CAST airport simulation software, developed by Airport Research Center, Germany, specific areas of focus such as security control or stand allocation, as well as complex inter-dependencies between the terminal and airside, can be analysed and understood. “Capacity assessment and testing of options takes the risk out of management’s decision making,” explained Michael Laubrock, Managing Partner at Airport Research Center. “Utilisation of resources can be optimised by balancing capacities and demand.”

He added that a permanently available simulation model represents the airport with all its relevant operational components, thus providing a test environment always available for various questions to be asked. This may concern the short and medium-term future, or both.

In order to provide a suitable tool for this task, Airport Research Center has equipped CAST with appropriate interfaces and analysis functions. “This allows a very time-efficient generation and distribution of information, and a baseline for quick decisions. Depending on specific stakeholder needs, the relevant system parts of land-side, airside and airspace are considered,” Laubrock commented.

Meanwhile, for SESAR, CAST together with the ATHOS system by Airbus provides the simulation and gaming test bed for the SESAR concepts, like Airport Operations Management, where the processes of performance steering, performance monitoring, performance management and post operations management build the core for proactive decision making. “The concepts are validated in a dynamic simulation environment where CAST provides a full model of the airport, not only representing the infrastructure and traffic, but also all related processes, control actions and the information flow between the contributing parties,” Laubrock said.

AeroParker recently worked with Humberside Airport to design and implement its completely responsive booking system, which is already seeing fantastic results in just the first few weeks after launch.

Car parking and ancillary pre-booking system

AeroParker is a pre-book and pay e-commerce system which allows for the cross selling of all airport ancillary products and services whilst building customer relationships for future commercial gain. The system is designed to boost non-aeronautical revenue through the collection of customer data, intelligence tools, analytics and CRM. AeroParker allows the cross selling of airport car parking, lounges, fast track security and any other third party ancillaries in one seamless transaction.

Having worked with airports for over 14 years, AeroParker enables back-end administrators to easily manage and offer the simplest solutions to purchasing their products and services. With digital marketing and technical support 24/7, AeroParker has delivered fantastic ROI results and reduced reliance on third party companies for a number of UK airports.

Integration of the AeroParker system directly onto an airport website, a system which can be easily administered to ensure customers are given the most up to date prices, is intended to increase non-aeronautical revenue through customer satisfaction. Allowing customers to easily book all ancillary products direct from the airport enhances the passenger experience before even arriving at the airport. Gathering customer details then allows the airport to contact customers in the future regarding offers and promotions, which in turn boosts bookings and customer loyalty.

This also allows the airport to spot booking trends and tailor the experience accordingly, making sure they are providing the best possible service to individual customers. AeroParker has delivered fantastic ROI results to a number of UK airports, such as Manchester, East Midlands, Bournemouth, Leeds, and Humberside, and the car park booking service JetParks. It recently worked with Humberside Airport to design and implement its completely responsive booking system, which is already seeing fantastic results in just the first few weeks after launch. AeroParker comes in a range of flexible packages, which cater to any size airport, ensuring cost-effective and unique solutions to all clients.
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For any passenger, throughout the airport journey there will always be questions that need answers – be it the location of a gate, where is available to eat before boarding, or whether a flight is departing on time. “Travel is a high-stress activity for passengers, having to navigate unfamiliar spaces, often within a limited amount of time,” Carrasco said. “A high-quality directory and wayfinding experience helps passengers find where they need to go, while also providing information on their flight status, how long it will take them to get to the gate, and shopping or dining options along the way.”

The NCR Wayfinding solution is truly omni-channel, centrally managed to deliver consistent wayfinding information to mobile, the web, and self-service devices within the airport. Each experience is totally optimised for the capabilities of the device, with multi-touch zooming, rotation, and map navigation. “We can even integrate gate-level wayfinding for airlines’ mobile apps for all of their hub airports,” Carrasco added. Passengers can access this information via web or tablet, an app on their smart device, or on interactive screens within the airport itself, to access not only the location of their destination, but also the optimal route to get there. While core functions of the solution are consistent between airports, the solution is designed to integrate directly with the airport’s own Flight Information Display (FID) system.

The first and most important job of an interactive wayfinding solution, Carrasco explained, is to help people find airport amenities like dining and shopping. “Our annual Traveler Experience Survey found that approximately 1 in 3 passengers are more likely to make a purchase after seeing it promoted through airport digital signage. So instead of just waiting for 30 minutes at a gate, travellers can be incentivised to grab a bite or do some shopping without fear of finding their way back to the gate in time to make their flight,” he said.

One of the best examples of NCR’s Wayfinding deployments is at Dubai International Airport, where the solution is deployed in all passenger facilities. The airport is unique in that a very large percentage of passengers are transiting, and of those, many are there for more than four hours. Being able to cater to passengers who want to explore the airport is important, especially for the airport’s duty free retail operations.

**The airport experience of the future**

The next generation of solutions that improve the passenger experience will revolve around convenience, minimising waits, and maximising the time that a passenger can engage in enjoyable activities, Carrasco determined. “We expect the passenger’s mobile device will play a key role, both for accessing information, and for the airport/airline to be able to identify and locate passengers as they move through the facility. Both airlines and airports will continue to make advances in understanding the passenger at an individual level, and proactively help tailor an experience aligned to the passenger’s preferences, all informed by their time and location constraints.”
Virgin Atlantic starts iBeacon trial at London Heathrow

At the beginning of May, Virgin Atlantic launched a trial of iBeacons in the Upper Class Wing at London Heathrow Airport, with the aim of exploring if and how the technology can help to personalise the airport experience for passengers. The iBeacons together create an indoor proximity system and they transmit a signal using Bluetooth Low Energy (BLE) to nearby devices, enabling them to trigger specific actions on travellers’ smartphones.

For instance, a passenger approaching the security area in the Upper Class Wing might receive a signal to their smartphone, triggering their mobile boarding pass to be automatically displayed, saving them having to search for the digital boarding pass themselves. The iBeacons are also currently being used to notify passengers of currency exchange offers in their locality, highlighting the potential retail benefits of the system.

Reuben Arnold, Brand & Customer Engagement Director, Virgin Atlantic, said the carrier has “only skimmed the surface” of the benefits beacon technology can provide. He added: “In the future, we expect it to further personalise our passengers’ journey, such as notifying an Upper Class passenger that there is an open appointment in the Clubhouse spa, or introducing the crew members on their flight as they board the aircraft.”

Virgin Atlantic is working with SITA to trial the iBeacon devices in the Upper Class Wing at London Heathrow.

Iberia, Vueling and airberlin launch smartwatch boarding passes

Wearable technology continues to gradually gain traction as both a personal and enterprise tool, and three European airlines have embraced smartwatch technology to offer a new form of boarding pass. Building on the popularity of mobile boarding passes, Iberia, Vueling and airberlin have developed boarding passes for Samsung, Sony and Pebble smartwatches respectively. Iberia has teamed up with Samsung to develop a boarding pass for the Samsung Gear 2 smartwatch, airberlin’s is available for Pebble and Pebble Steel devices, and Vueling has partnered with Sony to develop a boarding pass for the SmartWatch 2.

Travellers who own these devices can choose to store their boarding pass on their device, as an alternative to carrying a more traditional paper or smartphone-based version.

World’s first Bloomberg Hub at London City Airport

London City Airport is now home to the first-of-its-kind Bloomberg Hub, which has been introduced to give the airport’s business travellers access to relevant news, data and information in a highly digital environment. The project consists of five core elements: The Media Panel, The Media Ticker, The Lounge, The Media Wall and The Wi-Fi Sponsorship.

The Lounge, which can seat more than 180 people, is divided into multiple zones, including ‘Connect’ where travellers can work in a dedicated space equipped with tablets pre-loaded with Bloomberg’s suite of apps, charging stations, Bloomberg terminals and free Wi-Fi. The Media Wall, meanwhile, is made up of 12 55-inch ultra-high definition 4K screens, and includes a mixture of Bloomberg content, real-time market prices, news summaries and live departures information. The Media Ticker, which is 130m long and comprises 23 million LEDs, displays multiple streams of news headlines and financial information, while the Media Panel is located at the entry point to pre-security and passport control, and displays branded content and messages tailored according to the time of day.
Society has woken up to the potentially damaging effects of climate change. A clear priority has now been placed on efficient use of energy in business, in travel and at home to lower emissions, lower environmental impact and achieve better, cleaner living.

SAVE spa is empowering efforts in managing, reducing and ultimately neutralising Venice Airport carbon footprint by pursuing airport carbon accreditation which is the only institutionally-endorsed carbon management certification programme for airports.
With over 8.4 million passengers, Venice Marco Polo Airport grew by 3% in 2013 and 12% in 2012, a period in which Italy’s passenger volumes were declining by an average of 2% per annum. While 2014 will be a year of consolidation, its growth will continue. The primary strategy for the airport will be to continue its intercontinental growth. Recognised as the third intercontinental airport by the Italian Civil Aviation Authority, Venice Airport has seen during the 2014 summer season the inauguration of Tokyo, its eighth intercontinental gateway (after New York, Philadelphia, Atlanta, Toronto, Montreal, Doha and Dubai). The development of new intercontinental flights opens new markets both for inbound tourism, but most importantly for the industries that are scattered in the airport’s immediate catchment area; as a matter of fact,

Venice Marco Polo Airport over the last couple of years has continued its growth path despite a shrinking Italian market. The secret of its success is linked to a strategy of non-dependence on domestic traffic, and a quest to increase the number of carriers that operate from the airport.

most people know Venice as a must see destination in the world, but what most people do not know is that over 35% of Venice Airport’s passengers declare business as the reason for travel.

Venice Airport is also home to two based carriers, Volotea and AirOne, which guarantee links with less developed points in Europe. In addition, over 30 carriers offer point-to-point services, which, together with 13 European hub carriers, guarantee capillary penetration to the world.

Venice Airport is widely recognised as a small jewel and in order to guarantee that the growing passenger numbers can enjoy an infrastructure that is in line with the city and the territory it serves, it has an extensive master plan with a total value of over €600 million to be implemented up to 2021. The new investment phase has already started during this calendar year, which is seeing the expansion of the apron, as well as the flight infrastructure and the new fire brigade extension. 2015 will see the expansion of the terminal and the construction of the new people mover that will link the air terminal with the water terminal.

The outstanding performance of Venice Marco Polo Airport

Venice Marco Polo Airport is accredited at Level 2.
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Rome's iconic tourist attractions are well known and its status as a business destination is growing. About 600 multinational companies are based in the central region of Italy, of which Rome is the beating heart.

Connectivity is, therefore, key for Rome Fiumicino, which handled over 36 million passengers in 2013, with 200 destinations served by more than 100 airlines. The latest available figures for the year-to-date (January to April 2014) show 2.5% growth to around 10.5 million passengers.

Importantly, connectivity is increasing alongside passenger numbers. This summer’s growth in available capacity at Rome Fiumicino will be unprecedented. “To meet high demand and guarantee quality service to passengers and companies, our company has begun a series of investments aimed at considerably improving both infrastructures and passenger service,” explained Fausto Palombelli, Director of Aeroporti di Roma’s (ADR) Aviation Marketing Development.

“Furthermore, it should be noted that in addition to the natural increase in connections coinciding with the summer season, 2014 saw a 10% increase in seats offered compared to the same peak period last year. For the whole summer – end-March to end-October – there will be more than 50 new flights to and from the airport, made available both by companies already operating at Fiumicino, and by new carriers who chose to invest in Leonardo da Vinci Airport. Added to the existing offer are 10 new destinations. The most important news is the considerable growth of direct connections towards Italian and European tourist and seaside destinations, and towards long range destinations.”

Rome is one of the world’s great cities, and a prominent business and leisure destination. It is served by two airports managed by Aeroporti di Roma – the hub airport of Rome Fiumicino and Rome Ciampino, which is mainly used by low-cost carriers. Here, Airport Business focuses on developments at Rome Fiumicino, including rampant route growth and major enhancements to the passenger experience. Report by Ross Falconer.

Rome Fiumicino
enhancing connectivity

Strategic international hub

Several important new routes have been launched from Rome Fiumicino this year. In April, SWISS strengthened its presence in Rome with the launch of a new route to Geneva. Lorenzo Lo Presti, CEO of Aeroporti di Roma, passionately described the new service as “further confirmation of the importance of the airport as a strategic hub of international air traffic”. Switzerland represents an important market for Rome, with an average growth rate of 7% over the past four years, and a volume of about 850,000 passengers in 2013. “In such a scenario, SWISS is certainly a carrier of choice, and we are pleased that it enriches the existing offering of flights to Zurich with this new direct service to Geneva,” Lo Presti added. Thanks to this development, ADR will be able to offer up to 14 daily frequencies between Rome Fiumicino and Switzerland.

Meanwhile, Air Canada rouge introduced services between Montréal and Rome Fiumicino in May. Initially operated five days per week, the service became daily from 2 June and complements
the Air Canada Rome-Toronto operation. Air Canada rouge was established by Air Canada in 2012 to offer services aimed at the leisure market. It has also further strengthened its position in Rome, by changing from operating the 767 to the A330 on the Toronto route, meaning it can now offer 50 more seats per flight.

Another notable piece of annual growth is the restart this month of Air India operations to Delhi after a 10-year hiatus. “The permanent connection to Rome, inaugurated by Air India, stresses the importance of the Italian market for the Indian carrier and once more confirms Rome’s attraction,” commented Palombelli. “This new flight consolidates and reinforces the development and expansion strategy of flights towards new markets with a high commercial potential that Aeroporti di Roma started with success, also thanks to the important infrastructure development works that are raising the quality of services offered in the main national airport. I would also like to express my best hopes that this new partnership will help to reinforce the economic bonds and tourist connections between India and Italy.”

Vueling and Ryanair are also contributing to Rome Fiumicino’s growth. While Vueling is adding 27 new destinations this August, increasing its total to 35, Ryanair opened a base at Rome Fiumicino last December and will offer 112 weekly flights this year.

Dedication to the passenger

Lo Presti speaks eloquently of ADR’s goal to “achieve excellence in the quality of all the services offered to passengers”. Its strong focus on the passenger experience has seen the introduction of two interesting new initiatives – the new Airport Helper and also free Wi-Fi.

Launched at Fiumicino in May, the Airport Helper project had already been adopted by ADR at Ciampino last year, where it recorded very positive feedback from travellers. The Airport Helpers aim to enhance the travel experience by assisting passengers with professionalism and courtesy, and they perform this task in addition to their regular jobs. There are around 530 members of the Airport Helper community at Fiumicino, representing ADR and the companies operating at the airport, such as cleaning companies, shops, restaurants, and handlers.

Stefano Donnarumma, Airport Management Director of ADR, explained that the results at Ciampino last year were outstanding. “The percentage of passengers satisfied with the efficiency of the information provided, and the courtesy and professionalism of personnel, reached around 92%,” he said.

Meanwhile, unlimited Wi-Fi internet access has been available at Fiumicino since May, in another enhancement of the passenger experience. ADR has launched a new communication campaign called ‘Dedicated a te’, meaning ‘dedicated to you’, in order to create awareness among passengers of the services available to them.

It is clear that the needs of the passenger are at the heart of ADR’s strategy. Its initiatives to improve the airport experience, coupled with its route development and connectivity enhancements, further strengthen Fiumicino’s hub positioning, as well as the competitiveness of air transport in Italy.
19 new services generate growth at Verona

Verona is part of the del Garda airport system that manages both Brescia and Verona airports. Verona primarily handles passenger traffic, while Brescia is instead dedicated to cargo. The system handled 2.8 million passengers and 44,000 tonnes of cargo in 2013.

Last year, Verona handled 2.7 million passengers, 1.8 million of which were international. Despite the decline over the previous year, mainly due to the difficult economic situation and the Ministry of Foreign Affairs’ warning concerning departures to Egypt that lasted from last summer through the autumn period, signs of remarkable recovery were recorded later in the year. Domestic traffic at Verona increased by 5% in the last two months of 2013.

Passenger traffic in April and May this year began to grow significantly, with an 8.8% year-on-year increase in April, and a 6.6% rise in May. An important contribution to growth is the 19 new routes (Berlin, Hamburg, Cologne, Palermo, Bari, Dublin, Amsterdam, Bucharest, Timisoara, Southampton, Barcelona, Paris, Cambridge, Geneva, Zurich, Edinburgh, Leeds, Mostar, Zakynthos, and Corfu). The new services have led to a 17% increase in international traffic, while the figure for domestic traffic still remains negative (-4% compared to a year ago). In the 2014 summer season, Verona Airport will be connected to 57 destinations – nine domestic, 34 EU and 14 non-EU. If the current trend continues, the airport expects to exceed three million passengers by the end of 2014.

Verona Airport’s catchment area comprises three Italian regions – Veneto, Lombardy and Trentino-Alto Adige. More than 385,000 SMEs are based in these regions, representing one of the richest and most productive areas in Italy, with a high frequency of business travel. Meanwhile, for incoming traffic, the airport is the main gateway to an important tourist area, well known thanks to its important artistic and cultural heritage, the Dolomite Mountains and Lake Garda, and the strong tradition of cuisine and wine production.

While some of Verona’s 19 new routes have already commenced operations, they will all be fully operational by the end of July. Furthermore, Air One has opened a new base at Verona with five flights to domestic and international destinations.

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Milan Malpensa is experiencing solid passenger growth, with the latest available figures showing a 2.9% increase to 5.5 million passengers between January and April 2014. Cargo traffic has performed even more strongly – a 10.7% rise to 147,337 tonnes handled in the first four months of the year perhaps indicating that the airport is at the vanguard of the economic recovery.

‘Malpensa is pivotal in the Milan airport system; it is strategic for this country, and SEA invests in an infrastructure that was able to grow even during the crisis and is now capturing the signs, albeit still weak, of an upcoming recovery,’ commented SEA President Pietro Modiano. ‘What we can see today is only the beginning of Malpensa’s new success story unfolding before our eyes.’

Non-aviation revenues are increasingly important to SEA, growing by 6.8% in 2013 to €180.6 million, which represents 23% of SEA’s overall revenues.

The new retail area – the Piazza del Lusso – creates a real sense of place. Truly Italian in style, the design is a tribute to the city of Milan. The desire was to create a luxury commercial platform on a par with that of the city, and both the architecture and the materials used are similar to those of the famous downtown Galleria Vittorio Emanuele shopping mall.

While the figures are impressive – a total area of 8,000 sqm with 46 commercial units, including a 2,000 sqm walkthrough duty free area – even more impressive are the important new brands. These include Tod’s, Moncler, Bottega Veneta, and the first Giorgio Armani boutique in a European airport.

The new shopping area is accessible to passengers travelling to both Schengen and non-Schengen destinations, and increases the total retail offering in the departures area to 23,000 sqm, with around 100 shops, bars and restaurants. These include the Davide Oldani Café, where passengers can enjoy a gourmet meal (Davide Oldani is a renowned Italian chef).

Luxury retail at heart of Milan Malpensa makeover

SEA is investing €30 million in the renovation of Milan Malpensa’s Terminal 1, ahead of the city hosting EXPO 2015. The first phase, completed in May, saw the opening of a new luxury retail area, reflecting Milan’s status as a fashion capital. Report by Ross Falconer.

Elegant, bright and state-of-the-art

The lighting is one of the most distinctive features of the new area, and was created by renowned lighting designer Cinzia Ferrara. ‘Constantly alternating full and empty spaces in the drop ceiling creates a light and shade effect, an effect that changes according to how one looks at it,’ explained Ferrara.

The €30 million restyling of the current part of Terminal 1 involves a surface area of 18,000 sqm, including the Arrival Hall, the check-in level and the entrance to the airport from the railway station.

Once the overall renovation is complete in April 2015, Terminal 1 will be an elegant, bright and airy state-of-the-art steel and glass facility, featuring an aerodynamic design, marble floors, and zinc-titanium cladding. It will have a total surface area of 350,000 sqm, 90 boarding gates, 270 check-in desks, and will be the first Italian airport able to accommodate two A380s simultaneously.

‘The new spaces have been conceived, designed and built to project into the future an airport facility intended to contribute to the relaunch of a new Milan, while keeping the memories of its past, having a careful eye on its present and eager to participate in a leading role in the creativity of the years to come,’ commented architect Gregorio Caccia Dominioni. ‘The works are inspired by the Lombard architectural and design tradition, characterised by the search for innovative materials and special care of details aimed at achieving overall harmony.’

The restyled Terminal 1 showcases Milan Malpensa as an icon of innovation and design. The airport expects the new shopping area to become a destination in its own right, and the renovation is sure to further enhance both the passenger experience and the airport’s vital non-aviation revenues.
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The scope of the renovation works at Bergamo Orio al Serio Airport took in the runway, which is 3km long with a paved width of 60m, the main apron to the south of the airport, a smaller secondary apron to the north, the taxiways and ramps. In addition to the resurfacing of these areas, 2,000 new LED runway lights were installed, which provide an energy saving of around 70% when compared with traditional lighting systems.

The project was undertaken in three stages, the first of which began in March and did not require any flight restrictions, as it was focused on the west side and in the area north of the aircraft apron. Phase 1 involved the upgrade of surfacing and asphalt on an area of approximately 80,000sqm, the installation of 400 new LED runway lights, the creation of a new 5,000sqm concrete apron, and levelling and increasing the load-bearing capacity of 13,500sqm of the grass safe area located at the end of the runway.

The second phase began towards the end of April, while ensuring that the airport continued to be operational; this phase took in the east end of the runway. Phase 2 involved the upgrade of surfacing and asphalt on a 55,000sqm area, the installation of 250 new LED runway lights, and levelling and increasing the load-bearing capacity of 8,000sqm of the grass safe area located at the end of the runway.

The third stage was carried out between 13 May and 1 June, and resulted in the total closure of the runway. This final stage of the runway works was characterised by a whirlwind of activity 24 hours a day. It involved the upgrade of surfacing and asphalt on a 295,000sqm area, and the installation of 1,200 new LED runway lights.

The figures associated with the project are impressive and indicative of the task at hand. The ground surface area on which the work took place totals 550,000sqm – equivalent to more than 80 football pitches. Over 220,000 tonnes of asphalt were laid, corresponding to 6,500 truckloads of 35 tonnes. Meanwhile, new runway markings total 58,000sqm and 370km of power cables have been laid.

The first aircraft to land on the newly renovated runway was an Air Dolomiti Embraer 195 at 06:10 on 2 June.

While the airport was temporarily closed for the runway works, it took the opportunity to implement some terminal improvements, giving it a brighter, more attractive feel. This included 1,600sqm of porcelain tiles being laid, the restoration of 5,000sqm of parquet flooring, and restructuring of the suspended ceiling. There was also refurbishment of some retail stores.

Looking ahead, a further phase will take place, which will see the modernisation of the ground handling aircraft area on the north apron, with asphalting of a 45,000sqm area.

Bergamo Orio al Serio Airport – Italy’s fourth largest airport, handling 8.9 million passengers in 2013 – has completed the major overhaul of its runway. The third phase of the €50 million project required the total closure of the runway for 20 days – it reopened at the beginning of June.
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New Oslo MD Øyvind Hasaas to focus on terminal development

These are exciting times for Oslo Airport, which has reached the halfway point in its major expansion project, is experiencing healthy growth in passenger traffic, and has a continually expanding route network – the latest announcement being new SAS services to Hamburg and Vilnius. In August, a new Managing Director – Øyvind Hasaas – will take the reins, with plans to continue the dynamic approach taken by his longstanding predecessor Nic Nilsen, as Ross Falconer found out.

The Board of Directors of Oslo Airport has appointed Øyvind Hasaas as its new Managing Director. Hasaas (57) will take up his new role in August. Hasaas brings a broad range of industrial experience to the role from major international organisations, including REC Solar ASA – a solar power company headquartered in Oslo; and Norsk Hydro ASA – an aluminium and renewable energy company, similarly headquartered in the Norwegian capital. His key competencies include turning businesses around, restructuring projects, as well as launching new products and market segments.

He replaces Nic Nilsen (67), who has decided to step down after 15 distinguished years at the helm. Nilsen’s tenure was characterised by a real passion for the aviation industry and the role that Oslo Airport plays in the Norwegian economy and society. While this made his decision to step down after 15 difficult one, he also alludes to seeing “a need for renewal”, and Hasaas speaks with enthusiasm about continuing the passionate approach: “I look forward to taking over from Nic Nilsen and to developing Oslo Airport as a part of the Avinor Group. I will do everything to ensure that the terminal development will be completed on time and within the budgetary constraints, and with the least possible disruption for the users of Oslo Airport during the construction period. I also look forward to cooperating with Avinor employees and other partners to the benefit of the passengers.”

He joins the airport at a time of intense activity. After breaking ground in 2011, construction of the new departures and arrivals hall, new railway station and new pier will be completed in April 2017, increasing the airport’s annual capacity to 28 million.

Under Nilsen’s stewardship, the airport has developed into a major international success story. 2013 was a record year, with around 23 million passengers handled – up 4% year-on-year. A central part of Nilsen’s strategy has been expanding Oslo’s portfolio of long-haul routes, and notable success was achieved with the announcement that Emirates will commence services between Dubai and Oslo in September. “Demand for good routes is huge, and it is of course gratifying that we can offer travellers almost 170 direct routes,” he said.

Norway’s generally healthy economic situation combined with attractive routes, including new intercontinental services to the US and Asia, made 2013 a banner year for the airport. Meanwhile, the latest available figures for April show a 4.6% rise in passenger numbers to almost two million, fuelled by an impressive 13.2% increase in international traffic, pointing to an exciting future as Hasaas prepares to take the helm.

Nic Nilsen is stepping down as Managing Director of Oslo Airport after 15 years at the helm. His dynamic approach to the development of the airport has seen it develop into a major international success story.

Øyvind Hasaas will take over as Oslo Airport’s new Managing Director in August. “I will do everything to ensure that the terminal development will be completed on time and within the budgetary constraints, and with the least possible disruption for the users of Oslo Airport during the construction period,” he commented.
Expanding towards a greener future
The importance of forward planning and preparation

Established for over 15 years as a manufacturer and supplier of environmentally friendly runway and commercial de-icers, Proviron supplies runway and aircraft de-icing and anti-icing products all over Europe, from Scandinavia to Turkey, and Iceland to the Baltic States. During the last few years, the company has heavily invested in its de-icing activities in order to expand its production capacity and grow its market share in Europe. Proviron recently added Vienna Airport and Prague Airport, among others, to its customer portfolio.

“The decision to manufacture and supply aircraft de-/-anti-icing fluid (ADF) products in Europe was mainly driven by the fact that airlines, ground handlers and airports were unhappy with the quality and/or service of their current ADF suppliers, or were sometimes even ‘left in the cold’ when winter was challenging,” explained Frederic Versavel, Business Manager De-icing Solutions, Proviron. “Proviron teamed up with its long-term partner Cryotech (USA), world leader in de-icing technology. Proviron manufactures the full range of Cryotech’s ADF products (Type I, II and IV), all of which are FAA approved, fully comply with the latest SAE AMS requirements, and are proven and very popular with airline operators in the US.”

Following the harsh winter conditions of recent years, Proviron has noticed that the requested lead times for receiving runway or aircraft de-/-anti-icing products have become shorter. It has also seen that airports, airlines and ground handlers have increased their storage capacity to be better prepared for severe winters.

“As always, forward planning and preparation prior to the start of winter is critical,” Versavel commented. “It is vital, as well as being common sense, to ensure that de-icer stock levels are kept full throughout the winter season. Preparedness combined with good communications between customer and supplier can go a long way to ensuring things run smoothly.”

Winter preparations

De-icing innovation

VESTERGAARD supplies a range of de-icing vehicles designed to ensure that aircraft get off the ground safely. There are several innovative features, but the most prominent one for this year is the Precise Positioning System, which helps keep the nozzle within exactly one metre of the aircraft surface – the optimal distance in de-icing.

The company is present across the world, with very large operations in Germany, France, the UK, Scandinavia, Russia, Canada, the US, Japan, Korea, and lately also China. Its latest big order in Europe is to service British Airways at London Heathrow with 10 Elephant Beta aircraft de-icers.

“The new Precise Positioning System works with sensors and the safety aspect is that the nozzle cannot touch the aircraft surface when engaged, and it aids the operator to stay within the most optimal distance, thus helping save on both fluids needed and time needed for the de-icing operation,” said Lars Barsoe, Sales Manager, Vestergaard. Commenting on the environmental benefits of the Precise Positioning System, he added that the saving on fluids means a corresponding saving on energy. “Because the system also speeds up the de-icing, there will be less taxiing and waiting with engines running, again helping the environment, and decreasing congestion on aprons,” Barsoe stated.

Of course, an effective winter services strategy must have a well-trained staff and a solid winter operations plan that includes the various players on the airport. For Vestergaard, de-icing is the focal point, and Barsoe explained that “it is very important that the tower releases aircraft at the right time, in the right sequence to push back, to fit with de-icing pad capacity and runway capacity”. “The de-icing operation then has to be made up of a well-trained, well-motivated, and well-equipped group,” he concluded.
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The airline conversation

Of course our growth can be maintained – as long as Sabiha Gökçen Airport builds the second runway by end 2016 – and if we get all the traffic rights we want.” Sertaç Haybat, the CEO of Pegasus Airlines, works from one of the modern office developments which have sprung up around Sabiha Gökçen Airport – part of the very prosperity both his airline and the airport have brought to the neighbourhood. Pegasus is inextricably linked to the boom which rocketed Sabiha Gökçen from an airport of 240,000 passengers 10 years ago, to one that will leap past 20 million in 2014. (Unable to ignore this success any longer Turkish Airlines also finally opened a major base with 25 aircraft last year.)

Founded in 1990 Pegasus was reinvented as a low cost carrier (LCC) in 2005 with just six domestic routes. It has grown 25-30% each year since then and will deliver over 20 million passengers in 2014, operating to 80+ destinations in some 35 countries. Its operations differ significantly from other LCCs in Europe which largely fly point-to-point: Pegasus’ international connecting traffic in Istanbul approaches 25% of its total; it truly operates a hub and not just a big LCC base. Indeed Haybat says some things that closely echo Turkish Airlines: “Istanbul is a natural hub given its geographic location, and very convenient, as domestic and international traffic is all under one roof.”

But the Pegasus boss still feels that modernisation has gone only so far and that bilateral air service agreements are heavily biased in favour of Turkish Airlines. “The Turkish-EU bilateral situation is almost liberalised, and even if Poland has not been fully opened to us, we started flying to Budapest in May, and we now have traffic rights to Prague. The Turkish CAA is working hard for us; we just wish that progress could be faster.”

Indeed the situation with the Middle East, North Africa and the Russia/CIS/Eurasian Economic Union is still very limiting. “Turkish Airlines is ‘cherry picking’ as Istanbul is designated as a city and not two airports – we often just get their leftovers. It’s frustrating as we’d love to fly to almost all cities in the Middle East, we don’t have services to Saudi Arabia, or Jordan and we’d like to serve 10-20 destinations in Russia, and the CIS – yet Pegasus was overlooked again when Turkish Airlines got Sabiha Gökçen-Kiev. Turkey is very popular in these markets – Russians have visa-free travel, although there has been some easing, and I genuinely believe that eventually these bilateral will disappear.”

Surprisingly Haybat is not fazed by the apparently daunting competitive prospect of the giant new €10 billion, six runway Istanbul Grand Airport (IGA) and dismisses suggestions that it will overwhelm both Sabiha Gökçen and his own operation. “I think the opening of IGA happening within four years is optimistic. But the airport is a must, indeed closing Atatürk airport will be a big mistake – a mega city like Istanbul should have three airports to serve different catchment areas. But even though we’ll have 100 planes when it opens, we don’t want to spread ourselves across two Istanbul airports and, in any case, judging by its costs IGA is likely to be a very expensive airport!”

An LCC; but a reliable partner for new routes

Haybat considers Pegasus to be a very reliable partner. “We’ve dropped hardly any routes since 2005, maybe Sofia, a couple of domestic points, and Frankfurt because we had the wrong slots – then when Frankfurt opened the third runway, we restarted. Now we have 84 destinations and we’re real market-makers – wherever we fly we create traffic because we bring low fares.”

So the question remains: How long can Pegasus keep growing; will it keep all the existing Boeings 737-800s after the 75 A320/21 neos are delivered by 2016, and will it even take up more from the 25 options? (i.e. +150% fleet expansion to 125 from current 50). “Our decision on keeping the -800s after the big Airbus order depends on getting the traffic rights we need – if we can get access to Russia and the Middle East we’ll take all the Airbuses in 2016, and keep the Boeings, doubling the fleet to 127. If not, we may lose the 25 options and the -800s and we’ll have 75 planes.”

Once again Haybat reemphasises the same advantages of geography which have allowed Turkish Airlines to build a super-hub with narrow body aircraft: “Our aircraft have a six-hour range from Istanbul – enough to get us to places like Almaty and Bishkek and the whole of Europe. We have a huge potential market to exploit, so we have no plans for long-haul aircraft. We just need the bilateral to become more liberal and for Sabiha Gökçen to build its new runway so we can accommodate it all.”
The race to find the fastest airline in the world

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12km or 6km races (four or two lengths of Runway 1)

€75 single entries
€50 (per runner) team entries

An unforgettable running experience on Budapest Airport’s Runway 13R-31L

100% entrance fees donated to children’s cancer charities and other good causes

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*Registrations from Hungarian enterprises handled separately - details to follow
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With burgeoning passenger traffic, airports are being continuously challenged to find the right balance between security, cost and efficiency. Be it in arrivals at border control, or departures at gates or scanning checkpoints, factors such as increasingly stringent legislation, increased passenger frustration with checkpoint procedures, limited budgets, and changing passenger habits, like the increasing use of cabin bags, are encouraging airports to search for new and innovative solutions. Then there is the greatest challenge of all – the challenge to deliver a security experience that is convenient and comfortable for the passenger. “In addition to ensuring a high degree of security, airports must also consider the passenger experience, wait times and cost. Passenger experience and wait times affect turnaround times for flights, usage of airport facilities – especially retail – and customer satisfaction,” said Sten Peeters, Senior Director of Business Development, Security at leading security screening and imaging specialist Analogic.

“Our technology enables airports to quickly and safely move passengers to their destinations, while meeting the security demands of today and tomorrow,” he explained. Analogic’s COBRA Checkpoint CT system is among the most sophisticated 3D imaging checkpoint systems in the industry. Featuring continuous-flow Computed Tomography-based technology, the future-proof checkpoint solution allows airports to double the throughput of checkpoint lanes while lowering false-alarm rates and improving the passenger experience, without compromising security.

“Our technology was designed with the customer in mind,” Peeters asserted. “Passengers can leave their laptops and liquids inside their bags, allowing for less bin use and higher throughput. This has enabled passengers to move through the line faster, without sacrificing safety. The COBRA’s advanced algorithms and 3D imaging capabilities offer superior detection and more efficient resource utilisation.” COBRA Checkpoint CT system also enables bags to be viewed in full 3D and to be rotated to show potentially hidden objects, eliminating the need to put a bag back through the scanner, which saves time. The COBRA system scans up to 550 bags an hour and can accommodate more than 300 passengers per hour based on Type D+ operations. “That’s two times faster than the industry best,” Peeters commented. The system’s performance has resulted in improved operational efficiency, shorter airport lines, and an overall better passenger experience, while still meeting the security demands of busy airports all over the world. “COBRA’s innovative 3D imaging technology gives operators the ability to easily manipulate baggage scans on screen to get a 360 degree detailed view. The outcome at product trials has been fewer bag searches, better resource utilisation, and lower false-alarm rates, which result in improved efficiency and improved passenger experience.”

Biometric identification

As well as fulfilling the security needs of the airport and creating a calming experience for the passenger, meeting legislative criteria is a crucial factor in the development of security solutions. Legislature played an important role in the creation of the biometric technology by Atkins – a pioneering leader in facial recognition at UK airports. The firm developed, in collaboration with Gatwick Airport, and later Heathrow Airport, its revolutionary facial recognition technology in response to a government regulation that requires the airport and the airlines to confirm that the person named on the ticket is the one that gets on the plane.

Meeting the needs of airport and passenger

A passenger’s experience at a security checkpoint can have a deciding influence on the way he remembers his airport journey, which is why the airport industry is placing more emphasis than ever on the development of ingenious solutions that meet the security demands of the airport and satisfy the needs of the passenger.
COBRA Checkpoint CT

With Analogic’s COBRA 3D checkpoint CT technology, you can double the throughput of your checkpoint lanes and improve passenger experience without reducing security.

- 550 bags per hour
- Laptops and liquids stay in bags for quicker throughput and less bin use
- ECAC Type D/D+ and UK DfT ACBX-LEDs Certified

The result is improved operational efficiency, shorter security lineups and better resource utilization.

To watch a video on the COBRA Checkpoint CT System, visit: www.analogic.com/cobra

To learn more:
Visit: www.analogic.com/innovation | Call: 978-326-4000 | NASDAQ: ALOG
"We worked with a partner company called Aurora who have developed a technology that works for facial recognition in the infrared spectrum," explained Nick Whitehead, Atkins’ Strategic Services Manager (Identity Assurance). Infrared facial recognition is now deployed in Heathrow’s Terminal 5 and Terminal 2, and is operating in Terminal 1. It’s a facial recognition link, in addition to the photograph attached to your boarding card, which means you cannot swap your boarding card and board a flight without biometric authentication.

In recent years airport security, Whitehead explained, has begun to evolve. 'In terms of the ongoing requirements for security, there is I think probably a change in perception about the risk associated with air travel. The further we get away from 9/11, the more opportunity I think there is to reconsider what the appropriate level of security check is for travellers on an aircraft.' Risk-based assessment, he explained, is now being openly discussed as a genuinely deliverable possibility, and a way of improving not only the passenger experience but targeting security where it has the most effect – "now that fits not only a governmental regulation, but also in an era of austerity there would appear to be cost savings to be made by moving away from a one-size-fits-all to a more risk-based assessment". "Obviously that’s fraught with some political overtones," he continued, "so there’s a journey to go in this space, but fundamentally the direction of travel is to try to get to a properly risk-based assessment."

Working in cooperation with its airports, Atkins is committed to the development of solutions that satisfy the demands of both passenger and airport. Its present focus is on expanding the use of self-service and biometric technology used in the various aspects of the travelling experience so that it applies to the whole airport journey.

"Now, self-service is being expanded into the airline checkpoints. The original deployment was for the airport – protection of the lounge, which is the responsibility of the airport. Now though, airlines are looking for self-service options right through the whole of the departure process," Whitehead said. "A number of years ago now the airlines had massive success with getting you to check-in at home online, and what we’re now trying to do is get to a situation where you could go through the whole process, board the plane, and you didn’t have to present your ticket to an agent at all."

The importance of integration at the gate
René Kraemer, Head of Business Development, Mass Transit, at security gates developer Gunnebo Entrance Control, explained that there are four major stakeholders in the airport security process. The airport operator, whose interest is in operating the airport in the most efficient, secure and profitable way; airlines, who seek to get passengers in and out of their aircraft in the fastest and most convenient manner; the government, represented mostly in immigration; and, of course, the passenger. "When we compare all these interests from the different groups in regards to security, we come to the conclusion that they are not all going in the same direction," he said. "This is the biggest challenge for us today, where the new integrated passenger gate technology can help to find the best compromise for everybody. Fully integrated self-service devices like pre-screening gates for boarding pass checks, automated immigration and self-boarding gates located in front of the jet-bridges at the terminals can make the passenger experience most convenient, saves valuable time during the boarding and immigration process and reduces delays and waiting times drastically." So far, he described, these three gate devices are communicating individually with different data sources. But if they can communicate with each other and have access to the same database, there will be a solution created that provides all the benefits for the passenger, airports and airlines, with a much higher security level. "Bringing this already available fully integrated solution in compliance with personal data protection requirements, is the biggest challenge the airport security industry is facing today."

Gunnebo’s automated boarding gate technology has been developed to deliver all-important efficiency, safety, and passenger comfort, in answer to the needs of the airport of today. The new AFL Boarding Gate, which has been installed at airports including Naples, Beijing, Hamburg and Bristol since last year, features low power consumption and full height glass panels, and is EN 16005 compliant. "There is currently no other boarding gate beside the AFL in the market that facilitates passenger comfort, sustainability and revenue generation simultaneously in a better way," Kraemer said.
For enquiries:
airport.entrancecontrol@gunnebo.com

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World-Class Airport Security

eezetas agency introduces a new experience in the self-service bag drop process. And it all starts with the tags itself. eezeetags are high-quality bag tags that have no backing paper to pull away and nothing that sticks to clothes, bags or floors. They only stick to itself and to nothing else. The result? No waste paper at drop off point, no false sticking possible and therefore a much higher self-tagging success rate. According to some major airlines that use eezeetags for their bag drop process this ensures a more easy and seamless travel experience and increases the level of satisfaction of the passengers.

www.eezeetags.com
The year of Hamburg Airport

An ever-flourishing route network, significant infrastructure developments and promising growth in passenger numbers so far are all signs that 2014 is a year full of potential for Hamburg Airport.

2013 was a year of turbulence for Hamburg Airport. Amid an already arduous economic climate, industrial strikes, severe storms and the infrastructure developments of some of its primary airlines all presented obstacles to passenger numbers, while the negative impact of the German Aviation Tax presented hurdles too. “Despite this challenging environment, though, we can indeed be satisfied with our result,” said the airport’s CEO Michael Eggenschwiler.

Germany’s fifth busiest airport recorded 13.5 million passengers last year, and finished the financial year with a profit of €37.3 million.

With an encouraging start to 2014 behind it, the airport is now rightfully optimistic that it will this year achieve its ambition to welcome 14 million passengers to Hamburg. In the first five months of the year it has achieved an increase of +8% compared to the previous, and expects this favourable result to continue, as more and more passengers choose the airport for its attractive mix of holiday and business destinations, combined with short walking distances and ongoing good service. “This is our recipe for success,” Eggenschwiler said. 2014, it seems, will be Hamburg Airport’s year.

“In 2014, our passengers can choose from a broad route network with 120 destinations. We are focusing on the new routes and on even more comfort for our passengers,” established Eggenschwiler. “The new, more convenient P1 multi-storey car park, for example, with around 2,800 parking spaces, will open in July in time for the summer holidays.” In the terminal complex, meanwhile, the airport has just expanded its lounge to serve around 300 guests at any one time.

“We are always looking for ways to make our passengers’ time at the airport even easier and smoother. At present, we have a six-month test of a self-service baggage drop off system for passengers operating in Terminal 1. The really special feature here is that these kiosks will in the future be used for baggage for all airlines,” he continued.

“What matters most to me is that we listen to our customers. Every customer suggestion is looked at in detail. Older passengers, for example, have particular expectations of an airport. The walking distances can’t be too long and the writing on the signs has to be a bit bigger. We are working hard to make sure these needs are met.”

Discovering Hamburg’s potential

In line with the pioneering developments taking place in the terminal environment and beyond, Hamburg Airport’s route network is flourishing, driven by the increased services of many of its airlines, germanwings is presently completing its takeover of Lufthansa’s non-hub European services, adding its own new routes – it now operates more than 50 different services from Hamburg in the current summer timetable.

easyJet meanwhile has made a huge step, opening its second German base at Hamburg Airport in March. At the start of 2014, easyJet’s route network from Hamburg consisted of six destinations; by the end of the year, it will have grown to 21. In addition, Norwegian has significantly expanded its services between Hamburg and Spain, and SAS is further expanding its presence in the market for flights to Scandinavia. The airport’s timetable also now includes flights to Athens, Marrakech, and Tel Aviv, and an increased long-haul network.

The airport’s low-cost offering has grown considerably too, with quality low-cost carriers having discovered the potential of the northern German market, and offering new opportunities for its passengers. Flights to 100 of the roughly 120 non-stop destinations in its timetable are now available for less than €100. In 2005 there were just 50 of them, and four years later 80. Today, passengers have a broad range of service and price models to choose from. “They can put their journey together just how they want it, guided by their own service expectations and budget,” Eggenschwiler stressed. “Experience shows that it is precisely the low-cost carriers that bring a lot of additional traffic, boosting the incoming market in particular. This is good for the city of Hamburg as a whole.”

Michael Eggenschwiler, CEO, Hamburg Airport: “What matters most to me is that we listen to our customers. Every customer suggestion is looked at in detail. Older passengers, for example, have particular expectations of an airport. The walking distances can’t be too long and the writing on the signs has to be a bit bigger. We are working hard to make sure these needs are met.”
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: hamburg-airport.de/en
No other airport in Europe has the diversity of routes and destinations that can be reached from Frankfurt. “German jobs depend to a great extent on the exporting industries, and these in turn rely on good connections to the rest of the world. These are concrete competitive advantages that secure our prosperity here in Germany,” said Dr Stefan Schulte, CEO and Chairman of the Executive Board of Fraport AG.

Germany’s gateway to the world

Europe’s world-class hubs serve as the driving force of the continent’s business, industry and mobility, and with the theme ‘Compelling Connectivity for our Cities, Regions and Europe’, this year’s ACI EUROPE General Assembly, Congress & Exhibition could hardly have a more fitting host than Fraport AG.

Over centuries, Frankfurt has developed as one of the world’s most important strategic regions for transportation and trade. Located in the heart of Germany and Europe, it is a city that epitomises ‘connectivity’ – with intermodal transportation networks, international trade and communications and digital connectivity all vital parts of its DNA. Frankfurt is Germany’s gateway to the world – and its airport provides the global connectivity that is crucial for a country which depends on its export-driven economy.

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The forerunner of Fraport AG was founded 90 years ago, and now the industry pioneer is Germany’s largest work complex at a single location – employing some 78,000 people and representing a diverse array of nationalities, occupations and career opportunities. The Frankfurt region depends on the airport for key industries, ranging from banking and finance, transportation and logistics, trade fairs and congresses, international tourism, consulting and business services to pharma and chemicals, autos and machinery. Not surprisingly, Frankfurt is the country’s most international city and boasts many foreign business communities including expanding Chinese and Indian representation.

It is for these reasons that Fraport considers it so important to continue developing the airport’s infrastructure – firstly to enable more companies to base their operations at the Airport City site and secondly to address the issue of terminal capacity expansion promptly before bottlenecks emerge, Schulte stressed. In recent years Fraport has concluded a number of major capacity expansion projects at the airport, including Runway Northwest – the only new runway in Europe – and Pier A-Plus at Terminal 1, and in September of last year, Fraport submitted technical plans for the new Terminal 3 to the City of Frankfurt. The first construction phase, allowing for 14 million passengers per year, is expected to start in 2015, for completion around 2020. In its next phase Terminal 3 will be able to serve a total of 25 million passengers, increasing FRA’s total capacity to about 88 million passengers per year.

Fraport works closely with its airlines to show them the unique qualities of Frankfurt Airport, and its role as a vital hub to the leading economies of the world. Its route network growth continues at a consistent pace, and June will see the initiation of the airport’s first ever China Southern route, as well as the return after some years of MIAT Mongolian Airlines’ Frankfurt to Ulan Bator. The airport’s home carriers, Lufthansa and Condor, are also adding new routes.
AeroParker

AeroParker is a pre-book parking and ancillary system, which increases non-aeronautical revenue whilst collecting passenger data. Amazon cloud-hosted, trusted online and across all mobile devices, the AeroParker software has been generating real ROI results for both large and small airports such as Manchester, Humberside, Bournemouth and East Midlands for over 20 years.

AeroParker offers airports the most simple, easily administered yet sophisticated yield management to help control all ancillaries. PCI compliant, the system enhances the passenger experience through a single basket transaction. Enabling you to engage with customers before they arrive at the airport, AeroParker helps you gain vital passenger insight and develop relationships for future financial gain.

AeroParker is available in a range of cost effective packages, AeroParker Pro, Lite and WS, all easily integrated with a wide variety of barrier systems such as Skidata, Scheidt & Bachmann, Designa, ZEAG and ACS/Xerox. Not only is the system technically supported 24/7, AeroParker also includes Digital Marketing support from basic maintenance, to in-depth analysis, strategic digital planning and email marketing.

Jon Keefe, CEO of AeroParker and Rhodri Edwards, Client Services Director, will be attending the ACI EUROPE General Assembly, Congress & Exhibition, giving visitors to the AeroParker stand the chance to win an iPad mini. Positioned at stand 33 the chance to win an iPad mini.

Xsight Systems

Xsight Systems is the provider of advanced runway sensor solutions chosen by leading airports worldwide. For the first time in aviation history, Xsight runways solutions presents a new paradigm in runway management and allows constant command over airport runways and their surroundings. Xsight enables airports to manage runways more efficiently and feel confident that the runways are safe, secure and clear for operations.

Solutions from Xsight Systems, having exceeded FAA regulatory requirements, have been adopted by major airports including Boston Logan, and by top-tier integrators such as Thales Group. FODetect is an automated and comprehensive FOD detection solution collocated with runway edge lights and is the most powerful solution to improve runway safety, operational efficiency and increase runway capacity.

STAND 33

STAND 37

STAND 45

ADELTE

ADELTE designs, manufactures, installs, operates and maintains state-of-the-art passenger boarding bridges (PBBs), innovative ground support equipment (GSE) and smart terminal solutions, and provides high value technical services which improve performance on the apron and deliver a better experience for passengers. With hundreds of PBBs successfully installed at airports worldwide, ADELTE’s reputation is internationally recognised for setting high standards, not only in design, aesthetics, safety, reliability and comfort, but also in maintenance services, promptness of execution and customer service.

ADELTE will showcase its whole range of products with a special emphasis on its advanced Apron Drive PBB designed and built to provide total safety, unparalleled flexibility and long-lasting performance; its new generation of PCA unit designed to significantly enhance operational performance on the ramp, and its new Automatic Baggage Cart Dispenser bringing smart technology to the challenge of running busy airport terminals.

As a global airport services partner, ADELTE will also showcase its full range of technical solutions to both airlines and airports, which ensures continuous and maximum effectiveness on the apron, and guarantees safety and comfort for passengers and operators: training, operation, maintenance, spare parts and refurbishment for equipment such as PBBs, PCAs, GPUs, VDGS, BHMS, etc.

STAND 33
Welcome to the Maltese Islands, the Mediterranean all year round destination that Winter forgot.

To enjoy free landings in Winter contact us on marketing@maltairport.com
www.maltairport.com
**Zodiac Arresting Systems**

**NEWS**
Zodiac Arresting Systems is recognised as the world’s leading manufacturer of military and commercial aircraft arresting systems. EMASMAX® is the latest, most durable version of Zodiac Arresting Systems’ field-proven EMAS, developed with and approved by the FAA. EMASMAX arrestor beds are composed of blocks of lightweight, crushable cellular cement material designed to safely stop aircraft that overshoot runways. The EMAS predictably and reliably crushes under the weight of an aircraft, providing deceleration and a safe stop. It is FAA-accepted as an equivalent to a standard Runway End Safety Area and is an acceptable alternative for preventing overrun catastrophes at airports where runway end safety areas (RESA) do not exist or are impractical due to environmental or other issues. There have been nine overruns into these arrestor beds at US airports by aircraft ranging from a Cessna Citation to a Boeing 747. The lives of 243 passengers and crew members have been saved, with no injuries of consequence, very little to no aircraft damage, and minimal service interruption. EMAS installations worldwide have grown to 81 systems at 50 airports, including two each at Sichuan Province, China (2006), Madrid-Barajas, Spain (2007), Kristiansand, Norway (2012) and one at Taipei City, Taiwan (2012).

**STAND 43**

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**T-Systems**

**NEWS**
T-Systems has more than 30 years’ experience in the airport business, and is now enlarging its total airport management system portfolio in offering its solutions out of the Cloud. Thanks to a new service model, smaller airports can also afford the continuous ICT support of T-Systems, and airports across the world are benefiting from the ICT support of Telekom’s daughter company. T-Systems is Deutsche Telekom’s corporate customer arm. Drawing on a global infrastructure of data centres and networks, T-Systems operates information and communication technology (ICT) systems for multinational corporations and public sector institutions. T-Systems provides integrated solutions for the networked future of business and society. Some 50,000 employees at T-Systems combine industry expertise and ICT innovations to add significant value to the digitisation strategies and core business of customers all over the world. T-Systems generated revenue of around €9.5 billion in the 2013 financial year.

**STAND 28**

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**Ennis-Flint**

**NEWS**
Ennis-Flint is a worldwide leader in the traffic safety and road marking industry, providing quality and performance-driven solutions designed to enhance traffic safety for all users: drivers, pedestrians, cyclists and pilots. Ennis-Flint manufactures and supplies AirMark® preformed thermoplastic pavement markings that are engineered for use on taxiways, ramps, aprons, gates, as well as vehicular roadways on the airside. AirMark can last up to 12 times longer than paint. To learn more about each of the company’s products take a look at its ‘The Big Book of Infrastructure Solutions’ – a solutions-based manual with all the answers for governments and councils, highways agencies and road operators, infrastructure and facilities architects, designers, developers, town planners, contractors and more. Visit the Ennis-Flint stand for more details and to pick up your copy.

**STAND 47**

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**AviaVox**

**NEWS**
AviaVox has intensively studied the information needs of passengers, airports and airlines. As a result, the company has structured its automatic announcements such that it supports the efficiency of passenger flow from the moment the passenger sets foot on the airport to the moment they board the aircraft. The basic system can be extended by a number of options, addressing the main information needs at airports. The system can be implemented relatively easily, as it integrates with the existing equipment and software such as the AODB, FIDS and PA-Systems. Furthermore, AviaVox has developed the ‘Airline-Gate-Client’ that enables airlines to accompany their boarding procedures with automatic announcements. AviaVox is the only company in the world that has made an extended set of editors for different airlines. The software can be implemented at existing CUTE/MUSE/CUPPS and is certified by companies such as SITA, ARINC, RESA and Ultra Electronics.

**STAND 2**

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AviaVox has developed state-of-the-art phoneme technology that actually makes a computer speak. It delivers a subscription-based service in 24 languages, with synthetic voices that cannot be distinguished from a human speaker. It is affordable for every size of airport.
Join the revolution

happening in Europe, Africa, Asia and Australia.

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Airports responding to climate change.

www.airportcarbonaccreditation.org
**Routes**

The Routes business is focused entirely on aviation route development, and the company’s portfolio includes events, media and online businesses. The company organises and operates world-renowned airline and airport networking events through its regional and World Route Development Forums and many airports and airlines are now using Routes’ events as part of their planning cycle. Routes events include Routes Americas, the only route development forum for all of the Americas, which now incorporates Network USA, an event previously run by RBI; Routes Asia which, now in its 12th year, took place in Malaysia for the fourth time in March; Routes Europe, which saw 1,200 delegates in attendance in 2014; Routes Africa, which is expected to attract over 250 delegates to Zimbabwe; Routes Silk Road and of course World Routes, the world’s largest annual commercial aviation event which celebrates its 20th anniversary in 2014 when it takes place in Chicago, USA.

Airports, tourism authorities and other industry stakeholders wishing to seek out new opportunities to build and negotiate on existing air services and network with industry decision makers should ensure the Routes 2014 Event Programme is added to their diaries for this year.

You will find more information at routesonline.com, where the route development community meets! Routes is a UBM Live brand.

**Heinemann**

Gebr. Heinemann is the only family-run business among the global players of the travel retail business. Located in the HafenCity in Hamburg, Heinemann operates duty free and Travel Value stores at 60 airports in 27 different countries. The company also runs shops at border crossings, along with 21 shops aboard 11 cruise liners and two ferries. In addition to the retail business, Heinemann also supplies goods to more than 1,000 customers in more than 100 different countries. Heinemann has developed strong partnerships with customers from several different channels, as there are airports, airlines, ferries, cruise liners, border shops, duty free zones, military shops and more.

Heinemann invites all visitors to get in touch with the company and especially the brand Heinemann Duty Free. You will discover a fascinating variety of different topics on more than 150sqm at the exclusive Heinemann stand at the ACI EUROPE General Assembly, Congress & Exhibition. This year’s highlights will be the presentation of the new shop design of Frankfurt T2 Non-Schengen, as well as the introduction of a brand new Home Delivery service, which is outstanding within the travel retail business.

**APCOA PARKING Group**

APCOA PARKING Group is the leading European parking manager. More than 40 years of operational experience and innovation, the combined know-how from 12 European countries and a highly diversified portfolio distinguish APCOA PARKING Group from its competitors. More than 30 European airports have chosen APCOA to manage their parking facilities, making the company the market leader in this segment, too. The group currently manages around 1.4 million parking spaces at more than 7,400 locations in Europe. APCOA’s products for airport operators are parking management, e-solutions, taxi-management system, advertising solutions.

APCOA PARKING offers a sophisticated added value programme.

**Altadona**

Altadona is proudly presenting its newest solution, its Automated on/off Blocks Detection System – a cost-effective way to know in real-time stand occupancy/vacancy and integrate this data into airports’ AODB/RMS to improve stand utilisation and in many cases billing. Additionally, Altadona’s new stand utilisation solution comes complete with RIDS to improve further the efficiency on the stand, as well as a camera for a real-time view of the stand from the AOCC.

Altadona develops solutions that improve operational efficiency by facilitating both real-time data and integration of such data into existing ecosystems for airports. Its core product is the Altadona Real Time Integrated Data Engine (ARTIDE) – a powerful, flexible platform that integrates disparate systems and sensors seamlessly with current airport systems such as AODM/RMS, creating true situational awareness for improved operation of airports. Powered by ARTIDE, Altadona also offers different solutions and sensors that manage real time data to solve operational efficiency problems in a vast array of areas inside airports.

Altadona’s Automated on/off Blocks Detection System is a cost-effective way to know stand occupancy and vacancy in real-time, and integrate this data into an airports’ AODB/RMS.
**eezeeTags**

**NEWS** Stimulated by the IATA fast travel initiative, kiosks, bag drop, biometric iris scanning, automated passport readers, modern security lines, self-boarding gates and even vending machines are dominating the landscape of the modern terminal building. The key component is self-service.

Airports adopt more and more CUSS solutions instead of renting out CUTE counters to airlines. Passengers can check in at any kiosk, print out a boarding card and bag tag, self-tag their bag and drop it. This helps airports create decentralisation of queues and hugely expand terminal capacity. All though home-printed and permanent bag tags will be a part of the future - there will always be a need for on-demand terminal-printed bag tags. Most passengers do not understand how to apply a traditional tag, and how can we expect them to? They were created 40 years ago for trained agents. Once self-service is the standard, these will not be around anymore. So there is an urgent demand for an easy bag tag. That is why eezeeTags created the eezeeTags.

There are just two simple steps to follow, no backing to pull away, no messing around with claim tags, no false sticking, and no waste. eezeeTags makes self-tagging 100% intuitive.

**STAND 7**

**Airport Carbon Accreditation**

**NEWS** The Airport Carbon Accreditation & WSP stand will showcase the ACI EUROPE-owned programme which encourages and enables airports to implement best practice carbon and energy management processes and to gain public recognition for their achievements. This programme is the airport industry reference standard for airport carbon mapping and management, and is the only industry-specific performance based, voluntary and institutionally endorsed carbon and energy certification label. WSP is the administrator of this programme, and will be in place to provide details of the programme, its benefits and how to become accredited, as well as information about its carbon and energy management activities.

**STAND 32**

**Aviation Media**

Aviation Media is an independent, business-to-business communications company. It specialises in the production of global aviation magazines, special publications, conferences, exhibitions and events, and websites for the global aviation industry.

The team has over 40 years of experience in all forms of media. Aviation Media’s portfolio of magazine titles include: Routes News, Airline Fleet Management and ACI World’s Airports World. Aviation Media’s event portfolio includes the ACI Airport Economic and Finance Conference, various Airport Cities World Conferences and Exhibitions, ACI EUROPE’s Regional Airports Conference and Exhibition, SMART Airports and ACI World’s Annual General Assemblies.

**STAND 5**

**DATA MODUL**

**NEWS** DATA MODUL (formerly CONRAC) is a leading supplier of Flight Information Display Systems and Public Displays. Its philosophy is to provide customers not only with products, but also with the best display or system solution for their projects: Professional project management from consulting and conceptual design to installation and service. Longstanding business relationships and installations in over 200 airports worldwide clearly prove the success of this strategy.

DATA MODUL’s HQ, R&D and production are based in Germany. Its factory in the south-east of Frankfurt covers 18,000sqm of manufacturing space and provides the latest state-of-the-art production technology, including optical bonding. A global network of subsidiaries and sales offices, as well as sales and service partners, ensure the company is as close as possible to its clients.

DATA MODUL will be showcasing its brand-new display concept: Super-slim displays based on energy efficient LED backlight technology with protective front glass and new, extremely power saving industrial PCs which are integrated in a highly innovative way.

**STAND 41**

**ThyssenKrupp Airport Systems**

**NEWS** ThyssenKrupp Airport Systems is one of the main providers of global gate solutions. The company sells, delivers and maintains passenger boarding bridges with over 4,000 units at airports worldwide. ThyssenKrupp Airport Systems accompanies its clients from the design consultancy phase through to the handing over and beyond, with excellent operation and maintenance services all over the world. Its expertise allows the successful handling of projects no matter their size or characteristics; projects range from a single VIP Bridge to more than 123 bridges in Dubai. The company also focuses on developing other equipment for the airport industry and in particular in the area of auxiliary equipment.

**STAND 16**

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**STAND 16**

**Aviation Media**

Aviation Media is an independent, business-to-business communications company. It specialises in the production of global aviation magazines, special publications, conferences, exhibitions and events, and websites for the global aviation industry.

The team has over 40 years of experience in all forms of media. Aviation Media’s portfolio of magazine titles include: Routes News, Airline Fleet Management and ACI World’s Airports World. Aviation Media’s event portfolio includes the ACI Airport Economic and Finance Conference, various Airport Cities World Conferences and Exhibitions, ACI EUROPE’s Regional Airports Conference and Exhibition, SMART Airports and ACI World’s Annual General Assemblies.

**STAND 5**
The calibre of the retail experiences at former BAA airports are a telling indication of the instrumental part that Brian Collie played in making airport retail what it is today. The former Group Retail Director of BAA plc sent ripples through the industry when he announced in 2004 that he would end his 13-year stint with the operator at the age of 50. Nearly a decade on, and Collie is at the heart of another travel industry institution – as Chairman of Irish hotels group Jurys Inn.

Ahead of his Aer Lingus flight to the group’s Dublin headquarters, Collie sacrificed his well-treasured airport time to meet with Amy Hanna at Gatwick Airport, where he once stood as a Board member for four years.

Collie thrives on delivering experiences, and is very much at home in the people-driven hotel business. Jurys Inn owns and manages 31, what Collie calls, 3*+ hotels. “If you were looking at the low-cost carriers we’re more like easyJet than Ryanair,” he said. Jurys Inn Heathrow is the group’s only hotel on airport grounds, and while the group has enterprise plans for expansion, competing with the dozens of hotels that hem the UK’s airports isn’t a priority. “We look for good locations like every other good operator – the right location that attracts the right guest,” Collie stated.

At the company behind ‘Exceptional everyday hotels’, Collie explained, delivering an outstanding customer experience is not all that different to doing so in an airport retail environment, except with greater face-to-face opportunities to add that crucial customer service to a good fundamental product “– be it comfortable beds or a smooth route to security”. “And then, underpinning all that has got to be value for money. And that’s the same at the airport. You’ve got to get the formula right – the environment, the product, the customer service, and the value for money. It’s not rocket science – it’s just what people want, in real life.”

As well as developing the World Duty Free brand and giving life to the Heathrow Express, Collie was responsible for the retail operations of 20 airports during his time at BAA – an experience he relished. His excitement for the industry is contagious, and he remains at its forefront – an advocate of all things online, he is a keen supporter of advancements in home delivery, pre-ordering and Shop & Collect, a service he pioneered.

The once Board member still has an affinity for his local airport. “I’m a huge fan of Gatwick – I think they’ve probably got the best operation of any UK airport, and I think the work that Stewart Wingate and his team have done here operationally has been terrific,” he said. “The entrance to both the terminals is very special. The security is second to none. They’ve expanded it, they’ve made it easier, the people are friendly – they’ve just lifted it to a whole new level.”

Commercially though, Collie (who initiated the extensions at Gatwick’s South and North terminals) doesn’t agree with everything that has been done. “I always think that retail should be on the way and not in the way,” he said. The walk-through duty free area, he explains, is “convoluted and disorientating”, and doesn’t create the same sense of place that was the essence of the first ever walk-through store that Collie established at Heathrow’s Terminal 3. “You’ve got to remember that people aren’t here to shop; they’re here to get on a plane. You’ve got to make them feel comfortable that they’re in control of their time and where to go,” he said.

Six months after leaving BAA Collie rejoined the Board of designer outlet operator McArthurGlen, and shortly after became a partner. Since then the company has grown from having eight or nine luxury centres to 21 across Europe today. The firm is now building its first centre in North America in a joint venture with Vancouver Airport operator YVR. Located at the end of the runway, it will be McArthurGlen’s first airport site. “We’ve been approached by a lot of airports since we launched the YVR relationship, but we’d first like to see how it works,” commented Collie. “We open early next year, and we’ve got extremely high hopes for it.”
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