Bright, shining BRU: Brussels Airport on the strategy behind its success

Interview: Arnaud Feist, CEO Brussels Airport Company and ACI EUROPE President

Economic Impact of European Airports
New study reveals the real economic impacts of airports

SESAR Deployment Manager
Securing the airport industry's participation

Prishtina International Airport Adem Jashari
Kosovo is ‘Ready for the World’
Welcome to Vienna: Where we fulfil your heart’s desire. The city annually greets more than 13 million guests from around the world. It is here that culture enthusiasts, innovative minds and bon vivants alight in order to discover a city worth visiting, time again and again. This is a powerful recipe for success—and Vienna Airport is your host.
Welcome to Vienna: Where we fulfil your heart's desire. The city annually greets more than 13 million guests from around the world. It is here that culture enthusiasts, innovative minds and bon vivants alight in order to discover a city worth visiting, time after time. This is a powerful recipe for success—and Vienna Airport is your host.

OLIVIER JANKOVEC, DIRECTOR GENERAL, ACI EUROPE

Editorial: Longing for the EU’s aviation strategy

AIRPORTS IN THE NEWS
A snapshot of stories from around Europe

ARNAUD FEIST, CEO BRUSSELS AIRPORT COMPANY AND ACI EUROPE PRESIDENT

BRU delivering world-class passenger experience at ‘the heart of Europe’

ECONOMIC IMPACT OF EUROPEAN AIRPORTS
New study reveals the real economic impacts of airports

SESAR DEPLOYMENT MANAGER
Securing the airport industry’s participation

NEW YEAR RECEPTION
ACI EUROPE’s annual New Year Reception in the European Parliament

Olivier Jankovec, Director General
ACI EUROPE

Airports Council International
European Region
Rue Montoyer, 10 (box n. 9), B-1000 Brussels, Belgium

Director General
Olivier Jankovec
Tel: +32 (0)2 552 09 72
olivier.jankovec@aci-europe.org

Director: Media & Communications
Robert O'Meara
Tel: +32 (0)2 552 09 82
Fax: +32 (0)2 502 56 37
robert.omeara@aci-europe.org

Director: Membership
Danielle Michel
Tel: +32 (0)2 552 09 78
Fax: +32 (0)2 502 56 37
danielle.michel@aci-europe.org

Magazine staff
Publisher and Editor-in-Chief
Paul J. Hogan
Editor
Ross Falconer
Deputy Editor
Amy Hanna
Commercial Manager
Julian Bidlake
Head Designer
Richard Jende
Graphic Designer
Samita Brant
General Manager - Association Business
Paul Sweeney

PPS Publications Ltd
3a Gatwick Metro Centre, Balcombe Road, Horley, Surrey RH6 9GA, United Kingdom
Tel: +44 1293 783851 Fax: +44 1293 782859
email: post@pps-publications.com

© PPS Publications Ltd 2015

Cover photo by Yannick Sas

The opinions and views expressed in Communiqué Airport Business are not necessarily those of ACI EUROPE or the Publisher. ACI EUROPE and PPS Publications accepts no responsibility or liability whether direct or indirect, as to the currency, accuracy or quality of the information, nor for any consequence of its use.
Izmir Adnan Menderes Airport (ADB) is the perfect gateway and the shortest route to marvelous tourist destinations on the Aegean coast.

Please contact marketing@tav.aero for your inquiries.

izmirairport.com
At the heart of Europe

Our ‘economy’ fuels your ‘business’

We offer you the best seats to follow European business from up close. Let us take care of you taking care of your passengers. Come spread your wings at Brussels Airport.

www.brusselsairport.be
This Spring is looking promising for many airports. This is especially the case in the EU, where the expansion of air travel keeps outperforming weaker economic growth. This builds upon last year’s trend, when Europe’s airports welcomed a record 1.82 billion passengers. Lower oil prices, the ECB’s Quantitative Easing policy and improving consumer confidence should all further support demand for air travel in the coming months. Looking back, what our traffic figures have been showing for quite some time is the undeniable central role that aviation plays within the daily lives of European citizens, businesses and economies.

Indeed this relationship between air connectivity and the economy is only getting tighter, largely due to the ever increasing interdependence between national economies on a global scale. In many emerging countries, this has led governments to consider aviation of strategic relevance within national economic development policies, and to support the sector accordingly. In Europe, aviation still has a long way to go to obtain a similar treatment from policy makers. Aviation taxes, restrictions on airport development, lack of tangible progress with the Single European Sky or the absence of public financing for aviation security are indeed all pointing in the opposite direction.

This is precisely why – in the context of the new political cycle at EU level – ACI EUROPE has shed new light on the role of air connectivity for the economy. We started last year with our Airport Industry Connectivity Report 2004-2014, which was then followed in January with the release of an independent third party study on The Economic Impact of Europe’s Airports. As you can read in this issue, this latest study provides both a quantitative and qualitative analysis of the interactions between the European economy and its airports.

This work has already begun to yield results. It has indeed played an important part in convincing the European Commission (EC) that Europe needed a new Aviation Strategy – as part of its focus on restoring economic growth, creating jobs and boosting investments. While the details of this Aviation Strategy still need to be worked out, the EC has made it clear that promoting air connectivity will be a key objective. The EC has also stated that its Aviation Strategy will look at improving the global competitive position of European aviation.

An issue of particular interest to airports is the liberalisation of air traffic rights with external markets – especially with the EU’s neighbouring countries and emerging markets. This should be an essential part of the Aviation Strategy – Open Skies are crucial to develop air connectivity and to further unleash the synergies between aviation and the wider economy.

Yet over the past weeks, some airlines – both in the US and Europe – have actively campaigned to block any further opening of market access for Emirates, Etihad Airways and Qatar Airways. They contend that these airlines benefit from unfair subsidies from their governments and that a level playing field needs to be established. While both the transformation of global air travel and the rise of the Gulf airlines are clearly challenging the competitive position of European aviation, a protectionist response is not the way forward. European airports have been courting these airlines, with many seeing them as key to developing long-haul connectivity for their communities.

Airports do not want to see their network development opportunities jeopardised by the specific interest of any airline. Fair competition is a legitimate concern, and it needs to be addressed. But it would be an illusion to believe that the Gulf States are going to reconsider the way in which they use aviation to support their economic development and global positioning. This model is about State capitalism embracing aviation – and it rather calls for Europe to reconsider the way it treats its own aviation sector. This is possibly the most important issue that the EC’s Aviation Strategy will need to address.

Longing for the EU’s aviation strategy

By Olivier Jankovec, Director General, ACI EUROPE
Airports in the news

Ensure that ACI EUROPE is up to speed with the latest news concerning your airport by contacting us via communique@aci-europe.org or via our Twitter feed @ACI_EUROPE

Cork Airport

Not content with launching a brand new airport brand, Cork Airport has become the first in the world to launch a flight tracking feature in its smartphone app that allows passengers to click on a flight number and track live updates of exactly where the plane is in real time. The flight tracking feature shows the aircraft’s route, speed, type of aircraft, altitude, distance traveled and total distance to destination, as well as a live map of flights in and out of the airport that can be filtered by arrivals and departures.

Paris-Orly Airport

Grew by 2.1% in 2014.

The Espace business, a new lounge concept dedicated to business travellers, has been unveiled at Paris-Orly Airport. Located in Hall 2 of the West Terminal – the departure lounge with the highest volume of business clients – this free, digitally-connected lounge enables passengers to make the most of the time spent waiting for their flight. The facility also includes a dedicated social network, allowing users to arrange meetings with each other at the airport, affording them more access to business information and opportunities for innovative collaborations.

Brussels Airport

Expected to break the 22m pax barrier in 2015.

Brussels Airport Company and Belgocontrol launched www.batc.be, a website on which everyone can consult information about air traffic. The website provides information on air traffic from and to Brussels Airport. It not only provides information on the runways in use at that particular moment, but also on the flight paths and noise measurements at and around the airport.

Frankfurt Airport

With 1.3% and 4.6% growth so far in 2015, the airport is on course to break 60m in 2015.

Frankfurt Airport has started work on the redesign of its Terminal 1 forecourt and access roads. The €36 million construction project is expected to last around 14 months and will focus on the terminal façade and entrances, as well as the pedestrian areas and roadways on the arrivals level of the terminal forecourt.

Keeflavik Airport

Grew by an impressive 26% in January 2015.

Keflavík International Airport was ranked the best airport in Europe in the 2014 Airport Service Quality (ASQ) Survey Awards announced by ACI. The survey, which has become the world’s leading airport passenger satisfaction benchmark, is based on passenger feedback on airports’ performance with regard to the quality of its services. This is the third time that Keflavík International Airport has received such recognition for outstanding results. In the Best Airport by Region (Europe) category, runners-up to Keflavik were Sheremetyevo Airport, Porto Airport, Malta International Airport and Zurich Airport.

Venice Airport

Grew in 7 out of 12 months in 2014 to record overall 1% growth.

Venice Marco Polo Airport has implemented Airport Collaborative Decision-Making (A-CDM) and connected to the EUROCONTROL Network Manager. It is the third Italian airport to do so. Milan-Linate and others are expected to follow soon. A-CDM is a process at the airport that optimises the turnaround process based upon an integrated platform which shares real-time information about the status of all departing flights with all local operational partners and with the Network Manager Operations Centre.
**Swedavia**

Swedavia’s biggest airports handled over 40m pax in 2014.

Swedavia is now the first airport operator to join the Fly Green Fund in the Nordic countries. The Fly Green Fund is a Nordic initiative that gives companies and organisations an opportunity to become involved and reduce their environmental impact by kick-starting the market for flights in the Nordic countries that use biofuel. This is done by jointly funding the extra cost of biofuel today compared to fossil fuel, as well as by launching the production of aviation biofuel in the Nordic countries made from local Nordic raw materials.

**Vilnius Airport**

Double-digit growth in January should see the airport break 3m pax in 2015.

Passengers using Vilnius Airport in Lithuania will now have access to six new self-service check-in kiosks to help expedite the departure process. The kiosks are currently available to passengers flying with Austrian Airlines, Turkish Airlines and Lufthansa. The terminals cost approximately €260,000 (US$291,700) each and are part of a project to develop electronic services at Lithuanian airports by the European Regional Development Fund.

**Sofia Airport**

Handled nearly 300,000 passengers in January.

The extension of the red line of the Sofia metro reaching Sofia Airport Terminal 2 was launched on 2 April. The other extension of the same line – to the Business Park – is expected to be completed at the beginning of May. The line will be used by about 90,000 people daily. Sofia received €400m from the EU Operational Programme for Transport and Transport Infrastructure 2014-2020 for the extension of the metro lines.

**Dalaman Airport**

Double-digit growth so far in 2015.

Turkey’s Dalaman Airport will receive a €175m loan from the European Bank for Reconstruction and Development (EBRD) for the construction and operation of a new domestic terminal. The airport will use the fund to construct an energy-efficient and environmentally friendly domestic terminal with road access and parking facilities. The new terminal will be able to boost the airport’s annual domestic passenger capacity from the current three million to 10 million passengers.

Compiled by Inês Rebelo.
BRUSSELS AIRPORT COMPANY

Brussels Airport stands as a shining example of what can be achieved with an ambitious and forward-thinking approach. Since adopting a new strategy three years ago focused firmly on the customer experience – both passengers and partners – its achievements are myriad: Record passenger numbers, an award-winning route development strategy, impressive infrastructure developments, a considerable positive economic impact…the list goes on.

In conversation with Airport Business, Arnaud Feist, CEO Brussels Airport Company and ACI EUROPE President, articulated a progressive vision for the airport and its continued emphasis on the traveller experience. “I am a strong believer that we should look at each situation through the eyes of the passenger, as it is our duty to deliver an outstanding passenger experience throughout their entire journey,” he asserted.

It is a sentiment Feist returns to throughout our briefing on developments at Brussels Airport (BRU), describing with enthusiasm the “huge leap forward thanks to the new Connector opened between the terminal and Pier A in March 2015 and towards Pier B in the first quarter of 2016”.

Our wide-ranging discussion touched on his roles with both BRU and ACI EUROPE. Feist has been CEO and Board Member of Brussels Airport Company since 2010. He joined Brussels Airport as Chief Financial Officer in 2005 soon after its privatisation, and before that worked in several senior management positions at PwC and SCA Packaging Group. He was elected President of ACI EUROPE in June 2013.

To place the airport’s many developments in context, it is worth at this point highlighting its impressive traffic growth. Double-digit increases were reported in the first quarter of this year, building on last year’s dynamic trend that saw an annual record of nearly 22 million passengers – up 15% on 2013. “Growth was recorded in all segments. It is clear that the new approach we have been adopting in recent years is bearing fruit,” Feist commented. “The great performance in 2014 could not have been achieved without the efforts and commitment of our staff and the collaboration with our partners, which made it possible to absorb such a traffic growth. The growth of the airport also has a considerable positive impact on employment and economic growth in our country. We expect further development in 2015, with of course a stabilisation of growth.”

Major landmarks in 2014 included the 10 new routes operated by Vueling, the arrival of Ryanair, Brussels Airlines’ new routes and commercial strategy, and the arrival of Emirates. The aim is to consolidate that growth in 2015, and indeed Brussels Airlines has continued its expansion with new flights to St Petersburg, Billund, Bordeaux, Zagreb, Calvi, Dubrovnik, Lourdes, Olbia and Ibiza. Emirates, meanwhile, has built on its success by increasing capacity to a
B777-300ER. “The prime target in our strategy remains to grow the Star Alliance long-haul network. Destinations such as Tokyo, Singapore, Shanghai, Houston and San Francisco are key for Brussels Airport and the Belgian economy,” Feist noted.

The airport’s route development strategy has certainly borne fruit. It won several marketing awards last year – Routes Europe, World Routes, and the World Air Cargo Awards among them. “Key is the ‘have seats, will travel’ strategy,” Feist stated. “The aviation marketing team works closely with the airlines for new routes, extra frequencies and seat capacity optimisation. We share passenger data, passenger survey results, route proposals, incentive schemes and joint marketing. All based on sound market intelligence – know your customer and come forward with the right proposal.”

Connector – emblem of BRU’s new strategy

BRU, of course, is the front door to the capital of Europe. It is a unique position and one reflected in the airport’s new tagline – ‘the heart of Europe’ – introduced with last year’s rebranding. “The communication campaign around this change was strong and consistent. We noticed quite soon that the logo has been adopted and appreciated,” Feist explained.

The new visual identity is designed to reflect the core values of the airport and builds on the strategy adopted in 2012, which focuses on BRU’s customers, whether passengers or partners. “Our objective is to make Brussels Airport, as a Star Alliance hub, a customer-intimate airport which offers its customers an agreeable experience, easy access and differentiated services of a unique quality.”

Indeed, Feist speaks fluently about all aspects of the airport’s development, reserving most passion for the firm focus on the passenger experience. Concrete steps have been taken to enhance this further with the recent opening of the new Connector building – one of BRU’s most striking innovations. “Connector is the emblem of the strategy we adopted in 2012. which places the passenger at the centre of everything we do – because the first and foremost purpose of Connector is to further improve the quality of the airport infrastructure for our passengers and airlines,” Feist explained.

The €75 million project is described as the most important investment at the airport since the construction of Pier A in 2002. Connector links the terminal to the airport’s two piers, replacing the existing tunnel with a spacious new facility. Passengers will notice myriad enhancements: A quicker, more efficient security process with 25 lanes, the largest in Europe, and contemporary retail and F&B with a distinctly Belgian flavour chief among them.

Other key infrastructure developments include the renovation of the three

The Connector building was officially opened on 24 March in the presence of King Philip (centre) and Prime Minister Charles Michel (right), who are pictured with Arnaud Feist.
runways over 2015-2018. Gateway, a project developed in partnership between BRU and property developers, will see the old terminal be completely renewed to welcome the 2,000 staff members of Deloitte in Belgium. “This huge project includes a full renewal of this zone and is an important step towards the ‘Airport Business District’ concept. Deloitte will move into the new offices in 2016,” Feist commented.

The Gateway project involves 36,000sqm of offices and 398 parking spaces at the very heart of BRU. It is the first office building in Belgium to be built on the actual site of an airport, following in the footsteps of similar developments at Amsterdam, Frankfurt and Munich.

Digital innovation

Digital is the key enabler that allows airports to forge a direct relationship with their passengers, and BRU is embracing this in various ways. Its constant drive for innovation is seeing the installation of beacons, which are the future in communicating with passengers at every step of the airport journey, for a test project that will begin soon. The aim is to reach out to passengers in “an easy and non-invasive way”. “Passengers who have downloaded our smartphone app will receive information such as real-time road traffic information to access the airport, the latest guidelines regarding hand luggage, or a retail promotion from our shops,” Feist commented. “Passengers choose the kind of information they want to receive. We hope to improve communication with our passengers when at the airport.” While early days, it is a sign of BRU’s progressive approach, which already fully embraces social media – particularly Twitter and Facebook – to connect with passengers. Its smartphone app enables travellers to track their flight and get real-time updates (when boarding starts, which baggage belt to go to, etc).

The airport has also installed data-collecting sensors in the new Connector facility, utilising WiFi to track passengers via their personal electronic devices. The aim is to reduce queues and common bottlenecks. “We use this data to track and monitor queues. This is useful to plan and evaluate staffing, and to detect problems. All this is done whilst respecting the privacy of the passengers,” Feist explained. “We also use these waiting times on the screens in shopping areas before security screening and on our app – to give passengers an indication of how long it will take to get through security and to their plane.”

BRU a centre of economic growth

The link between air connectivity and economic activity is clear, and Feist asserted that “the growth of the airport has a considerable positive impact on employment and economic growth in our country”. The figures certainly bear this out. Brussels Airport is the second most important centre of economic growth in Belgium, with an added value to the Belgian economy of €3.2 billion each year. “About 260 companies are active on our airport, and offer a wide range of jobs in logistics, restaurants and bars, shops, maintenance, administration, security, cleaning, etc,” Feist explained. “The airport provides direct and indirect employment for 60,000 people, so 20,000 direct and 40,000 indirect jobs. In this regard, we can’t underestimate the importance of Brucargo. 100,000 of tonnes freight is equal to 1,000 direct jobs and 2,000 indirect jobs. With a tonnage of 454,000 last year, nearly a quarter of our jobs are found at Brucargo.”

ACI EUROPE has released a new study on the Economic Impact of European Airports (a full article on this can be found on p16). Conducted by InterVISTAS, the study independently quantifies and documents the economic contribution of the airport industry, revealing that Europe’s
Vanderlande designs, builds and services baggage handling systems for airports of all sizes. Relied upon by more than 600 airports, from regional to large international hubs, Vanderlande is the world’s leading baggage handling solution provider. Vanderlande has proven its reputation as a reliable partner for value-added baggage handling solutions. This partnership covers not only the turnkey delivery of high-quality baggage handling systems, but also includes smart software solutions and continuous lifecycle support.

vanderlande.com

Visit us at stand 7220 from 10-12 May, Dubai
airports contribute to the employment of 12.3 million people earning €365 billion in income annually. Overall, they generate €675 billion of GDP each year, accounting for 4.1% of GDP in Europe.

"With the European Commission now conducting a review of aviation policy and preparing a new Aviation Package, there is a need to better explain and substantiate the crucial role of air connectivity – and its interactions with the economy. That is what this study is about," Feist stated. "The figures on airports’ contribution to jobs and GDP are impressive. They clearly show that airports and their associated aviation partners are not just providing a service to other industries and the travelling public, but that they are in fact a key driver and facilitator of economic growth and prosperity in today’s globalised world. While economic growth naturally supports air connectivity, increased air connectivity also supports wider economic growth."

Focus on sustainability

Sustainability is clearly central to the development of BRU – measures include a water treatment plant, solar panels, and even beehives, while the new runway lighting systems will use energy-efficient LED technology. The airport is also accredited at the Optimisation level of Airport Carbon Accreditation. "For Brussels Airport Company this includes implementing action plans to reduce the consumption of natural gas, electricity and fossil fuels," Feist explained. "Various airport partners also collaborated regarding Continuous Descent Operations (CDO) or ‘green landings’, and Collaborative Decision Making (CDM).

Brussels Airport was the second airport in Europe to be CDM-certified in 2012. Also, the waste, energy and water management policy was set up in joint collaboration. Every new project at Brussels Airport is evaluated in order to manage emissions and make sure we stay at this Optimisation level."

There has also been widely-reported controversy regarding aviation noise over Brussels, following flight path changes made under the Plan Wathelet. Commenting on this, Feist said: "The flight paths are the competence of the Minister of Mobility. The new Minister issued new flight paths in early April. Brussels Airport is working on its Masterplan 2040: the expected traffic growth requires an increase to daytime capacity, whilst maintaining night capacity at its current level."

State-of-the-art commercial environment

Non-aeronautical revenues are, of course, crucial and currently account for 33% of the total at BRU. Feist articulated a desire to increase the share of commercial revenues in the total revenues. Plans for a step-change in the commercial environment are perhaps most vividly seen in the new Connector building, part of which is home to a state-of-the-art retail and F&B complex. Passengers will enter the Connector through a brand new walkthrough duty free store housing liquor, tobacco and beauty products. Many high-end fashion brands will be present, including Zegna, Ralph Lauren, Ferragamo, Delvaux and Hugo Boss. The complementary F&B offer will feature an upmarket seafood restaurant – Black Pearls, and a new patisserie concept – Blend in Brussels. "One of the key aspects of this project is that passengers will be able to do all of their shopping on one level, and every single passenger will walk past every shop. Also the local touch will be represented, allowing passengers to sense and taste the true culture of Belgium, best illustrated by the 6m high Tintin rocket," Feist enthused.

"One of the key aspects of this project is that passengers will be able to do all of their shopping on one level, and every single passenger will walk past every shop. Also the local touch will be represented, allowing passengers to sense and taste the true culture of Belgium, best illustrated by the 6m high Tintin rocket," Feist enthused. "One of the key aspects of this project is that passengers will be able to do all of their shopping on one level, and every single passenger will walk past every shop. Also the local touch will be represented, allowing passengers to sense and taste the true culture of Belgium, best illustrated by the 6m high Tintin rocket," Feist enthused. It is clear that BRU’s progressive approach touches every aspect of its operations. Considering all developments “through the eyes of the passenger” has produced tangible results in the airport’s desire to deliver an outstanding passenger experience, befitting of the airport at ‘the heart of Europe’.

Commenting on ACI EUROPE’s new study on the Economic Impact of European Airports, Feist said: “With the European Commission now conducting a review of aviation policy and preparing a new Aviation Package, there is a need to better explain and substantiate the crucial role of air connectivity – and its interactions with the economy. That is what this study is about.”
FLY DIRECT TO ANKARA

The capital of Turkey is expanding its network.
Do not delay your Ankara operations, be there on time.
New study reveals the real economic impacts of airports

The economic impact of airports and associated aviation activity is a crucial component of modern economies. However, what is also increasingly important is that this economic impact is fully understood and appreciated outside of the aviation sector. It is for this reason that ACI EUROPE commissioned an all new study, with very thorough approach, which was produced by consultancy InterVISTAS and which was published in January of this year. Donagh Cagney reports.

Within the aviation world, the wider economic impact of our sector sometimes seems obvious to us. We see people going to work every day at the airport. We see business travellers departing to strike deals on the other side of the world. We see offices and factories springing up around the airport campus. But what is apparent for us is less obvious for others, and this perception gap threatens the healthy future of aviation in Europe.

It is a reality that there are a wide range of policy issues which will have a major bearing upon the growth of Europe’s airports in the coming years. Legitimate concerns over issues such as aircraft noise, wider environmental impacts and depleted public finances, for example, all place decision-makers in positions where they may be tempted to see the curbing of aviation activity as a supposed solution. These temptations are reinforced in some instances by cumbersome planning rules, or politicised decisions concerning airport expansion.

Impressive key figures

However it is crucial that these decision-makers fully appreciate the wider trade off they are making when aviation growth is constrained. The Economic Impact of European Airports study found that today European airports and associated aviation activity create and facilitate a total of almost 12.5 million jobs, or €675 billion in Gross Domestic Product (GDP) each year – that’s just over 4% of the entire European economy. Curbing existing aviation will also cost jobs and growth.
while unduly constraining aviation’s future growth will deny us potential jobs and growth.

It is worth briefly dwelling on the mechanism by which airports support and drive wider wealth generation. While a large part of airports’ economic impact is associated with those that work within the sector and its wider supply chains, it is the wider catalytic impacts which set aviation apart from other industries. These are the wider economic activities which occur beyond the aviation sector, but which are facilitated and supported by the connectivity that aviation delivers between localities, countries and world regions. Tourists can spend money in previously unreachable locations. Businesses can produce goods to be consumed in far corners of the world. Investors can set up new offices, call centres and factories exactly where they are needed.

These impacts have been proven empirically. The Economic Impact of European Airports study looked at macro-economic data for circa 40 European countries over the span of a decade. Taking into account other factors which influence growth, it was found that a 10% increase in a country’s air connectivity was associated with a 0.5% increase in GDP per capita. In a world where sources of growth are increasingly precious, this is a compelling statistic.

And it must also be remembered that on a European level, the role of air connectivity is only likely to become even more important in the future. With limited growth anticipated in Europe in the medium-term, it is increasingly important that we tap into those regions in the world where faster growth is expected. The inward investment opportunities offered by the wealth of emerging economies will enable Europe to hire people that would otherwise be left idle. The markets in these regions offer European business sales possibilities and economies of scale which would otherwise be unimaginable. And if the continent as a whole is to benefit from these global economic flows, it is equally important that Europe is properly connected internally also. This can only be delivered by a robust and unencumbered aviation sector.

This is a crucial message to decision-makers. However, it also has to be a credible message. In recent years the reality is that a degree of cynicism and even suspicion has crept into readers of economic impact studies. Indeed, some of these reservations have had sound bases.

Ensuring the integrity of the study

It became apparent from a very early stage of ACI EUROPE’s work that an approach needed to be taken, which would ensure the credibility of not only the ultimate end results, but also the methodology used to calculate those results. For this reason the Economic Impact of European Airports study is a comprehensive and transparent reference. Data sources are provided, key assumptions are articulated, and where there is relevant nuance to arguments within the paper, these subtleties and counterviews are recognised upfront. The various methodological approaches are outlined in great detail, but accessibly, in various technical annexes.

One potential drawback to this approach is that as a result the study is quite an imposing document. To ensure that this transparent and comprehensive approach did not deter potential readers, ACI EUROPE published in parallel a smaller synopsis, entitled The Impact of an Airport which summarised the key findings of the main study. This companion publication will help ensure that the key results from the study are as widely disseminated as possible, without undermining the authority of the source document.

The synopsis also considered some of the practical policy implications of these findings. If the full economic fruits of a healthy aviation sector are to be fully enjoyed by European citizens, there are a number of steps which both national and EU decision-makers will need to take. Firstly, the looming airport capacity crunch will need to be addressed. The Economic Impact of European Airports study, based on EUROCONTROL passenger projections, estimates that by 2035 a potential 2 million jobs, and €67 billion of GDP will be lost each year, due to insufficient airport capacity, unless action is taken now.

Considering the bigger picture

In addition it is essential that Europe deepens its connections with those regions in the world which are fast becoming centres of global wealth and economic activity. EU-negotiated aviation agreements implementing open sky regimes with key trading partners will be crucial in this respect. Aviation taxes need to remain off the table, and to be abolished where they remain in place. Small open economies such as Ireland, Denmark and the Netherlands have already experienced the wider damaging effect on national economies associated with such measures, and have repealed their own individual taxes.

Finally, operating costs need to remain as low as possible, if Europe is to retain its competitive position globally. Regulation needs to be proportionate, fit for purpose and streamlined. In this respect consideration should be given to the public funding of aviation security. Failing this, a more focused, risk-based approach should be put in place.

Both the main Economic Impact of European Airports study and its companion synopsis The Economic Impact of an Airport are available in the policy section of the ACI EUROPE website.
Empowering airports to address their carbon emissions

www.airportcarbonaccredited.org
Securing the airport industry’s participation in the newly-established SESAR Deployment Manager

Since mid-2013, ACI EUROPE has been working on coordinating and ensuring the participation of the airport industry in the recently-established SESAR Deployment Manager through the creation of the SESAR Related Deployment Airport Operators Grouping (SDAG) – a European Economic Interest Grouping (EEIG). So what does that mean for European airports? Inês Rebelo reports.

The SESAR Deployment Alliance, which comprises 4 airline groups, 25 major European airports and 11 ANSPs, became the SESAR Deployment Manager, appointed to that role by the European Commission (EC) as of January this year. The Deployment Manager is the EU mandated body tasked with the development and coordination of the deployment of a set of initial Air Traffic Management (ATM) and ground processes and technologies developed in the SESAR Program.

“It is the first time ever that such an important cross-industrial partnership has been established to modernise the European airspace,” stresses Luc Laveyne, Managing Director, SDAG and Senior Advisor for ATM and SES at ACI EUROPE. “This partnership is really something new – it is all about an industrial partnership that will cooperate to coordinate and synchronise investment. It’s about the buy-in for the timely and synchronised roadmap to make the mandatory investment happen that is laid down in the implementing regulation 716/2014. This IR describes the main functional technology, systems and procedures needed to modernise the European ATM system.”

What does the SDAG Airport Grouping want to achieve in the Deployment Manager? Luc puts it very clearly: “We want to be in the cockpit when decisions are made on what needs to be deployed, where, by whom and when. For us, only indispensable and mature technologies and solutions that have a proven benefit to the whole European ATM network should be deployed. They need to be deployed at those airports that have an important impact on the network. In parallel, we need to see who is responsible for the investment, by analysing the national regulation case-by-case. We will also have a say when those technologies and procedures need to be deployed in order to ensure a timely, synchronised and coordinated deployment with airlines and ANSPs so that the investment gives a return on a short-term basis.”

Through SDAG, the Airport Grouping, ACI EUROPE’s involvement in the SESAR Deployment Manager will allow our 25 member airports that are in the scope of IR716/2014 to apply for available EU public funding for the deployment of SESAR at their airports. “Airports were selected by the EC based on the preparatory work of the SESAR Joint Undertaking and the Performance Review Body, mainly taking into account their impact on the European ATM network,” says Luc.

Under the Connecting Europe Facility (CEF) funding, €300m of co-funding is available to fund projects, i.e. on those 25 airports, that will bring immediate benefit to the ATM modernisation. Airport operators may receive EU grants for up to 50% of the eligible cost involved.

A first call for the funding of the implementation projects closed on 26 February 2015. Applications for funding for all investment on airports (airport operators, airlines and ANSP) were coordinated by ACI EUROPE through the SDAG Airport Grouping and assessed by the Deployment Manager. The projects selected for EU funding will be announced before the summer break. A total of 61 projects were submitted by airlines, ANSPs and airport operators – 29 of which came from airport operators. The related financial contributions will be made available before the end of the year.
On 20 January, ACI EUROPE held its annual New Year Reception in the European Parliament, hosted by Gesine Mei\ssner MEP (Germany), Franck Proust MEP (France) and István Ujhelyi MEP (Hungary). This year’s event was attended by more than 150 people, including members of the Board of ACI EUROPE, Chair & Vice-Chairs of ACI EUROPE, Committees, key representatives of the European Commission, and 16 Members of the European Parliament (MEPs) from the Transport & Tourism Committee. There were also representatives from EUROCONTROL, SESAR and various others from across the aviation sector, including airlines, air traffic management and manufacturers. The event also served as the occasion for the release of a new study on the Economic Impact of European Airports (see page 16 for article on this). The study, conducted by InterVISTAS at the request of ACI EUROPE, independently quantifies and documents the economic contribution of the airport industry.

A special ACI EUROPE synopsis publication entitled The Impact of an Airport was also released.

ACI EUROPE’s annual New Year Reception in the European Parliament
Olivier Jankovec, Director General of ACI EUROPE, visited Bratislava Airport in February at the special invitation of the airport. Jankovec met Mr. Ivan Trhlik, Chairman & CEO of Bratislava Airport, Mr. Ján Breja, Director of Transport Authority, and Mr. Viktor Stromček, State Secretary at the Ministry of Transport, Construction and Regional Development of the Slovak Republic. During the meeting, all these representatives were very supportive of increasing the air connectivity of Bratislava Airport.

Connectivity is, in fact, Bratislava Airport’s main issue. Jankovec explained why air connectivity matters, presented the results of the ACI EUROPE/InterVISTAS Study on the Economic Impact at European Airports and discussed the findings of the ACI EUROPE Airport Industry Connectivity Report 2004-2014. According to this report, Bratislava Airport has the lowest national connectivity level of all European countries (even lower than Bosnia, FYROM or Montenegro) despite sizeable national GDP. Also surprisingly, its indirect connectivity is lower than its direct connectivity. Jankovec stressed: “We are here to support our members. We released the study that measures the connectivity of each European airport. When it comes to Bratislava it shows that compared to the economic weight of Slovakia as a country, the connectivity of Bratislava is very low. Especially in direct connectivity Bratislava is really missing some connections. That is the message we want to pass to the government – to explain those figures because Bratislava faces very strong competition from Vienna. In a European context, this is really a unique situation. At the same time, the level of figures shows that there is room to really grow the connectivity of Bratislava Airport. And if you grow that connectivity, of course you will grow the economy in the country.”

The airport has suffered traffic loss since 2008 – from +2 million passengers to 1.35 million passengers. Its main competition is Vienna, which is 65km from downtown Bratislava and which captures 2 million local passengers. The lack of government support to air connectivity is also preventing the airport from asserting itself more competitively. However, Bratislava Airport is seeking to boost its connectivity to key European hubs by working with the national tourism authority and the chamber of commerce. In this regard, Jankovec pointed out that ACI EUROPE is providing best practices as regards cooperation and joint strategy between airports, tourism boards, business communities and national authorities.

This year promises to be more positive for Bratislava Airport as Ryanair has decided to base 2 aircraft and flydubai has started services.
Audacity in the dust

Over the past century, the global air transport system we enjoy today was built on the spirit of bold development, iconic machines and people with ambition and courage. One airport stands out as a place where you can see the past, present and future interacting. Robert O’Meara reports on a visit to Mojave Air & Spaceport and his meeting with its CEO & General Manager, Stuart Witt.

About an hour and a half north-east of Los Angeles, the motorway becomes very straight for quite a while as you find yourself in the middle of a shallow and very flat valley. There are very few houses and cars. The main feature of the landscape is an abundance of wind turbines and occasional signs with one word on them: Mojave.

Turning off the motorway, driving into Mojave, there are immediate reminders of how established, yet desolate the area is. A dusty old fighter jet and an even dustier old jet airliner sit side by side, to the left of the entrance to Mojave Air & Spaceport – dusty relics of the past. However, to the right of the same entrance, there is a nod towards the future, in the form of the billboard image of SpaceShipOne, the first test flight of the much-hyped Virgin Galactic.

It’s no exaggeration to say that Mojave is an iconic place – albeit not a very busy airport in the classic sense. It has no scheduled airline flights and precious little in terms of ‘passenger’ facilities. Paradoxically though, it’s also the place you are most likely to see large passenger aircraft parked en masse. It’s a distinctly surreal sight to look out on the airside at Mojave and see so many long haul aircraft (many with their airline livery still intact), without a single passenger or ground handler in sight. No movement at all. These big beasts of the sky that cost hundreds of millions of dollars to purchase, which transported millions of people around the 4 corners of the earth innumerable times over a couple of decades and here they are now – grounded and ready for retirement in sunny California. I note the code on a Boeing 747 in Thai livery, which I’m nearly sure I saw parked at Stockholm-Arlanda, not so long ago. Oh the stories these aircraft could tell…

Business acumen beyond the boneyard

But relying exclusively on ‘aircraft boneyard’ services isn’t an option. As some iconic airports in Europe know all too well, a reputation built on past glories and sentimental aviation geekery can certainly be useful, but it doesn’t pay the bills. At 3,300 acres, Mojave occupies the same amount of space as LAX, so a business strategy is vital. In that regard, the main things Mojave has going for it, are that 1. it’s very dry and 2. in the middle of nowhere.

With those two somewhat underwhelming advantages, it’s fair to say that to run
an airport like Mojave successfully, you need a ‘can do’ entrepreneurial spirit at the helm – someone who sees the opportunity at the heart of a problem.

Enter Stuart Witt, the CEO & General Manager at Mojave. I’m standing in his office, taking a photo with my smartphone, when he arrives in through an airside door in the room. Wearing a brown leather pilot’s jacket and sporting sunglasses, he’s barely in the door when it’s all too obvious how much he fits the mould of the all-American hero. One side of his office is dedicated to his years as a fighter jet pilot and test pilot, complete with personalised messages from astronaut friends and more. His taste for the innovative, the never-attempted-before, is writ large on the wall for all to see.

‘Risk is absolutely necessary to the advancement of humanity,’ he tells me, with calm authority, not too long into our discussion.

In conversation, it doesn’t take long to engage him on how his past informs his current job. He is clearly passionate about innovation and risk, showing me a magazine with ‘the only advert’ he has ever commissioned for the airport, on a back of an aviation magazine. The advert features a compelling overhead photo of the airport, with an exotic looking aircraft ascending above it with the word ‘PERMISSION’ written boldly over the upper half of the image. Most remarkably in the smaller text, it talks overtly about ‘Permission to Fail.’ In the country where NASA’s boldest achievements were informed and underscored by the spirit of ‘Failure is not an option’, Mojave’s tagline throws down a gauntlet that goes in the other direction, echoing the playwright Samuel Beckett’s famous maxim “Try again. Fail again. Fail better.”

Witt took on the job at Mojave in 2002 and he shows no sign of being tired of it. In 2004, Mojave was designated the nation’s first inland spaceport, a status that he apparently had to fight tooth-and-nail in Washington DC to attain. Since then, it has thrived – even during the worst recession in 3 generations. The airport has 10 space companies based at it (4 of which have been there since before 2002), along with others in light industrial development. It facilitates about 200 to 300 movements per day, 15% of which are test flights. Predictably enough, he isn’t really easy to engage on the aircraft recycling and retirement activities operating at the airport – although over the course of our meeting, he touches upon it from time to time.

50% of the airport’s total revenues are generated by services facilitating space companies at Mojave, so while the ‘boneyard’ services of aircraft storage and recycling still count, their place on the balance sheet at Mojave is diminishing as the airport further diversifies its activities.

One recent development which has helped generate additional revenues is the rail line connecting Mojave to some local industrial sites. Originally installed in the 1940s, it had fallen into disrepair. One of Witt’s first moves after his appointment was to invest $1.5 million into returning the rail line to service and adding some additional spurs. This has since proven to be a very useful and additional source of revenues for Mojave.
During our visit, some military aircraft stopped by to refuel – in a natural reflection of the sense of community there, the crew knew Witt personally – in fact, one of them was the son of a former test-pilot colleague of Witt’s, back in the day.

Asked about the long-term, Witt’s vision is to maintain Mojave’s principal focus on facilitating research & development, however some companies may seek to operate at Mojave on a regular basis and he feels that that is feasible.

I mention the new Spaceport facility in New Mexico, which has been built and is merely waiting for Virgin Galactic to start full time operations. A little bit piqued by the question I sense, Witt shrugs off the competition and says he concentrates on maintaining first-rate facilities at Mojave, telling me “I run my airport like Tiger Woods plays golf. I focus on my operations and I don’t think too much about the competition.”

That said, he does seem very informed about European space projects and developments underway in Germany, the Netherlands and Spain. He speaks very positively about the Spaceport that has opened at Kiruna in Sweden and talks about how good the facility is and how its future should be bright, given the trend towards ‘experiential’ leisure and holidays.

**Time’s up**

Witt undoubtedly talks a good game – as the CEO of Mojave, he has probably realised that Mojave is only as attractive as the story he tells about it. But beyond the polished PR and the well-calibrated mystique, there does seem to be something genuinely exciting happening at Mojave. The hush-hush entrepreneurship underway; the big name regulars there such as Elon Musk, Harrison Ford, Paul Allen, Ratan Tata and Richard Branson; the test flights of custom-developed aircraft; the risks inherent in developing something still as new as orbital space flight for civilians (albeit, very wealthy ones); the fighter jets running exercises – these are just the things I heard about or saw while I was there on a very quiet day in late December.

Kevin Mickey of Scaled Composites confirms this impression. His company has been in Mojave for 32 years, during which time it built SpaceShipOne and won the $10 million Ansari X Prize, among many other things. He told me “The great facilities, runway, taxi-ways and open spaces make Mojave a great place to do research prototype and flight test work. We are a community of engineers, scientists and pioneers who know that we are all often trying things that have never been done before. And so we support one another and there is a sense of community and spirit that is unique to Mojave. It is a hidden gem to aviation entrepreneurship that I’ve not witnessed anywhere else.”

During our meeting, Witt talked about civilian space travel having its ‘Wright Brothers moment’ right now and repeatedly mentioned that all progress only happens by overcoming risk. With a working culture like that at Mojave, I think that its place on the map is secure for future generations. History after all, is written by the victors.
Brussels Airlines is implementing a new strategy built on innovation. Introduced last September, this new market focus responds to consumer demand for more choice and is designed to position it as a hybrid no-compromise airline – the aim being to ensure both competitive pricing and a high quality of service.

In conversation with Airport Business, Lars Redeligx, Chief Commercial Officer, Brussels Airlines, is candid about both the challenges and opportunities facing the carrier. He joined the company two-and-a-half years ago, having previously been with Lufthansa, and is driving a progressive strategy that is delivering results.

Brussels Airlines operates a fleet of 49 aircraft and 300 daily flights, connecting the capital of Europe to over 90 destinations in Europe, Africa and the US. It carried 6.7 million passengers in 2014 and Redeligx has a clear goal to pass the seven million mark in 2015. The results so far are positive. 4.6% passenger growth was achieved in January, followed by 10.7% growth in February. This positive trend is mainly the result of increased traffic on the European network.

“We're building the new Brussels Airlines by changing the business model and positioning. The big success factors are low fares and a great service offer – customers like this,” Redeligx enthused.

Indeed, the airline’s response to consumer demand really centres on increased flexibility and choice. There are four travel products developed for those travelling within Europe: Check&Go, which is aimed at the price-sensitive consumer travelling without checked baggage; Light&Relax, which aims to offer value for money, while also allowing checked baggage and the ability to select a seat; Flex&Fast, which is aimed at business travellers and includes check-in priority and fast-track security; and Bizz&Class – a premium service, including lounge access, a fine dining experience onboard, increased baggage allowance, and a free middle seat.

Redeligx speaks passionately about this diversity of offer, explaining that it resulted from a year of research. “Our new positioning is unique, no other airline operating out of Brussels Airport offers as many options as Brussels Airlines. Our guests don’t need to compromise between price and quality, we offer them a competitive price and a quality service.”

Innovation and competition

Brussels Airlines is part of the Lufthansa Group and a member of Star Alliance. “We’re a very happy member of Lufthansa Group, working together with them on many areas, including network, sales and procurement,” Redeligx commented. “Ultimately all network decisions are made by us, though we work closely to coordinate with Lufthansa and look for synergies.

Several new routes are being launched this summer, including Billund, Bordeaux, St Petersburg, Dubrovnik, Lourdes, Olbia and Calvi. There is, of course, strong competition from the low-cost carriers (LCCs) at Brussels Airport, and this has heightened with the intense competition between players like Ryanair and Vueling at BRU. ‘It’s fair to say that this has further increased competitiveness. It’s a wonderful time for passengers, and we see it in our yields,’ Redeligx acknowledged. “But what we’re able to do is grow strongly on the passenger side and increase our load factors.”

There is a clearly defined focus on expanding the leisure offer for the Belgian market. This is, Redeligx explained, the key to continued growth, as 60% of demand in the Belgian market is for leisure travel. On the very day of our discussion, Brussels Airlines announced two new leisure routes to Tenerife and Gran Canaria. Interestingly, the carrier also recently announced an expansion of its strategic partnership with Thomas Cook. “This partnership is a perfect match, as it allows us to offer even more holiday destinations to the Belgian market on the one hand, and to innovate with new attractive travel products on the other hand, like our f.family product,” Redeligx explained.

The f.family product is a package, free of charge to families, that is designed to make travelling with children easier. Features include discounted fares and parking, and priority boarding. Launched only a few months ago it has received a “fantastic reaction from passengers”. “Innovation is at the heart of what we do and comes from two dimensions – we have to offer quality products, with a cost base that’s competitive with the LCCs,” Redeligx added.

Our conversation showed that Brussels Airlines is agile in responding both to the competitive pressures of the LCCs, and to traveller desires for an innovative and expanded offer.

“Building the new Brussels Airlines”

Lars Redeligx, Chief Commercial Officer, Brussels Airlines, in conversation with Ross Falconer.
SMART TECHNOLOGY
SMARTER AIRPORTS

AT EVERY STEP OF THE JOURNEY

My phone battery is running out, do I have to go back to get a paper boarding pass?

My phone is dead. Where is my gate? Is my flight on time?

I have an eight hour flight. I need a movie.

Let me help you board.

It’s so fast.

Wow, no queue!

I missed my flight. Where can I rebook?

SITA Common Use in the Cloud – Access and deploy passenger processing solutions anywhere and on demand.

Media Kiosk – In just 10 seconds passengers can download a movie, buy a magazine, a tour voucher or a lounge pass for the day.

FIDS – Ensures that passengers receive accurate and timely information. Introduce new revenue opportunities through targeted advertising.

SITA Common Use in the Cloud – Use roaming agents to speed up the boarding process.

Biometrics – Use biometric credentials for secure self-service boarding.

Transfer Kiosks – Facilitate self-service rebooking on arrival with common use kiosks.

Automated Border Control

Only SITA can deliver an integrated, seamless self service passenger experience, from check-in through security to boarding, border control and baggage claim on arrival. We pioneered Common Use in the Cloud. We are driving the adoption of Common Use beacons. We are breaking new ground with Business Intelligence.

TOGETHER WE CREATE SMARTER AIRPORTS.
I want to tag my own bag and drop it.

New Generation Kiosks – Common Use, dedicated and biometric. Beyond simple check-in passengers can purchase priority lane access, generating ancillary revenue for airports.

Do I really have to dig out my passport and boarding pass?

Bag Drop – Common Use, dedicated, agent enabled or self service.

Biometrics – At a biometric enabled airport, you only need to present your travel documents once at enrollment for the entire journey.

Well, that shop’s got an interesting deal!

Where is my boarding gate? How do I find the duty free? Where is the lounge?

Business Intelligence – Empower staff to react to passenger flow conditions at hot spots, gate changes, and flight delays through real-time information on the go.

Beacons – Deploy a set of beacons and share the beacon specific data with all stakeholders at the airport via SITA’s Common Use Beacon Registry.

Mobile App – When integrated with beacons & BI, the airport’s mobile app allows for sharing of way finding, proactive alerts about flight boarding and retail offers.

Where’s my bag? Has it arrived?

Passenger with mishandled bag on flight 260.

Super, there’s my bag.

BagJourney – End-to-end baggage tracking of bags both intra and extra airport.

World Tracer – Enable staff to proactively engage with passengers whose bags have not arrived. Process delayed baggage reports more quickly and efficiently.

www.sita.aero/airports
Reflecting the dynamism and diversity of people at the heart of the airport business

**MAN power**

Ken O’Toole, the recently appointed Managing Director of Manchester Airport, explained to Amy Hanna that exponentially growing passenger numbers and a flourishing destination network are just the beginning to MAN’s story of success.

As the biggest and busiest airport outside of London, Manchester Airport’s is a pivotal position in the air transport infrastructure of the UK. One of only two airports in the country to operate two runways – and with a network of airline partners and routes characterised by its depth and diversity – MAN has well established its post as an indispensable global gateway to the UK. The airport is presently enjoying a period of sustained success, and unprecedented growth over the last four years has seen passenger numbers rise exponentially to 22.3 million in 2015 – surpassing records set at its throughput peak in 2006.

Manchester Airports Group – which also operates Stansted, East Midlands and Bournemouth airports – too has made remarkable progress in recent years; and is now a fast-growing airport services group with enormously strong prospects and a wealth of potential. As Chief Commercial Officer – a role he held since 2012, Ken O’Toole has been in the vanguard of the Group’s growth, and his recent appointment in March to the new role of Managing Director of MAN will see him pioneer the continued prosperity of the gateway to the north of England – an achievement he aims to underscore by leading the airport to surpass 23 million passengers in the not too distant future.

“Whilst the debate over South East capacity continues – with all of the associated uncertainty as to when, or if, increased capacity will become available – it’s my intention to ensure Manchester continues to develop as a thriving international hub providing new direct services for the benefit of UK plc,” O’Toole established. “Customers do not have to fly through a London airport to reach their final destination, and as we grow frequencies and new routes at Manchester, we’re confident the numbers of people using Manchester Airport – which demonstrated 7.5% growth in the 12 months to March 2015 compared to the 4.5% UK average – will see our national importance increase further.”

Prior to joining M.A.G. O’Toole spent six years with Ryanair – initially exercising his experience as a qualified chartered accountant as Head of Revenue Management, before moving into the role of Director of New Route Development. “Having personally worked for an airline – as have many of my key senior management team – we have a strong and clear understanding of their needs, which is not always the case with airports,” he emphasised. The airport maintains strong and mutually supportive relationships with the 70 carriers that already fly from Manchester – something reflected in the expansion of its route network in the last few years. Many airlines have added new services and more capacity on existing routes – Saudia to Jeddah, Vueling Airlines to Barcelona, and Iraqi Airways to Erbil and Sulaymaniyah all serving as valuable examples. Emirates, Turkish Airlines and Qatar Airways too have all increased their frequencies. Thomas Cook will begin a new direct service to Miami in May, and the new Cathay Pacific service to Hong Kong – which makes Manchester the only airport outside of London to offer a direct route to China – is already performing impressively.

“As demonstrated by the fact that we serve over four million long-haul passengers a year – up by 20% over the last five years – our continued significant growth is testament to the critical role Manchester plays in UK aviation, providing the North of England and our extended catchment area (to Scotland and the Midlands) with global connectivity through an unrivalled network of short and long haul destinations,” O’Toole said. “We make no secret of wanting to add a second route to China, and following the success of the new Hong Kong service, we’re confident Beijing will come next.”

The needs of the passenger are at the heart of every development at Manchester Airport, and M.A.G is now investing heavily in its infrastructure – to deliver the best airport journey to its travellers. This includes new food and beverage offerings in Terminals 2 and 3 and the introduction of a £3.5 million (£4.8m) improvement to security in Terminal 1. “As we look to the future, O’Toole said, “we plan to continue this investment in Manchester Airport, to ensure it stays best in class and prepared for its continued growth.”
Reflecting the dynamism and diversity of people at the heart of the airport business

**Cameroon airports shape their future in Lyon**

Aéroports de Lyon is renowned the world over for its expertise in the development, operation and management of airport services. Lyon-Saint Exupéry Airport is making a €180 million investment in the redesign of its Terminal 1 and innovation increasingly influences its exemplary service culture.

Since 2010, through Aéroports de Lyon Management & Services (ADLMS), Lyon Airport has shared its mastery of the air transport business, and imparted its knowledge to broaden the development of other airports around the world. Through the subsidiary, skilled teams with extensive grounding in the airport environment pass on their real experience for training, advice, management, engineering and airport operations, to enhance the activities of other international gateways.

In 2013, ADLMS made an agreement with Aéroports du Cameroun to share its learnings with the operator’s seven West African airports – including Douala International and Yaoundé Nsimalen International airports, delivering customised services tailored to their needs. Denis Fontanel, who heads ADLMS, explained that the partnership between the two operators will provide Aéroports du Cameroun with support to better integrate its environmental concerns; assistance with the methodology and tools dedicated to developing and operating a business plan and financial reporting; technical assistance in preparing the installation of a Geographic Information System; and with a strategy to enhance the freight operations across its airports, in accordance with the operator’s priorities.

“The programme is a transfer of skills and expertise, and over the course of the next three years we will work with Aéroports du Cameroun to help them in reaching a sufficient level,” Fontanel explained.

Over the last four years ADLMS has assisted in the development of airports in Burkina Faso, Nigeria, Togo and Mali, as well as the developing and operating the modern new Prishtina International Airport in Kosovo, and the programme, Fontanel explained, enables a two-way learning, which facilitates the continued growth of all the airports involved within the programme. “For Aéroports de Lyon,” he said, “it is a strategic way to develop, because it offers our Project Managers the opportunity to see different airports, different countries and the realities of operation there. And what better way to improve the skills and the knowledge of the airport activities?”

In February of this year the ADLMS team welcomed delegates from Aéroports du Cameroun at Lyon-Saint Exupéry Airport to participate in three training workshops as part of their collective agreement.

**Bringing Together Every Piece of the Puzzle**

**Gate Equipment**

**Ground Equipment**

**Maintenance**

**Management Technologies**

Tel: (801) 627-6600  www.jbtaerotech.com
Milan Malpensa’s commercial revamp “a tribute to Italian excellence”

SEA Aeroporti di Milano is a truly fitting host of this year’s ACI EUROPE Airport Commercial & Retail Conference & Exhibition. The vibrant new commercial environment in Milan Malpensa’s Terminal 1 showcases the best of a city renowned as an icon of fashion and design. Luigi Battuello, Director Commercial, Non-Aviation, SEA Aeroporti di Milano, outlined the concept to Ross Falconer.

What immediately strikes you about the new commercial environment in Milan Malpensa’s Terminal 1 is that it exudes a strong Italian flavour. It is, in many ways, a tribute to the city of Milan itself – a global capital of fashion, design and architecture.

The elegant refurbishment has been undertaken ahead of Expo Milano 2015 – the major global event taking place from 1 May to 31 October. Visitors to that event, and indeed the ACI EUROPE Airport Commercial & Retail Conference & Exhibition, will experience the results of a €30 million investment.

The overall vision for the development, which began in 2012, is to make Terminal 1 easier for passengers to use, and this has been achieved by relocating the security search area to the same level as check-in, placing it right at the centre of the terminal. Importantly from a commercial perspective, this new centralised security zone is used by both Schengen and non-Schengen travellers, meaning all passengers pass directly into the same retail area via a 2,000sqm walkthrough duty free store operated by Dufry.

SEA Aeroporti di Milano expects a 10% increase in throughput at Malpensa during Expo Milano 2015, and passengers will experience a vibrant, enhanced commercial proposition totalling 13,000sqm and 46 new stores.

The concept of the piazza

The man directing these improvements is Luigi Battuello, Director Commercial, Non-Aviation, SEA Aeroporti di Milano. In conversation, he speaks with exuberance about the opportunities presented by this commercial redevelopment. “When we undertook the project, we decided to work on a new vision,” he told Airport Business. At the heart of this new vision are two piazzas dedicated to luxury retail and food & beverage. Piazza del Lusso (Luxury Square) opened in May 2014 and Piazza del Gusto opened in May 2014 and Piazza del Gusto...
Piazza del Lusso is home to major luxury brands and is almost a destination in its own right. Alongside iconic Italian brands like Gucci is the first airport concept from Michelin-starred Milanese chef Davide Oldani.

(Taste Square) followed in December 2014. “We decided to nurture the concept of the piazza, which is deeply rooted in Italian culture,” Battuello added.

Piazza del Lusso is home to the major luxury brands and is almost a destination in its own right. The idea was to have predominantly major Italian brands, augmented by some well-known international brands. The range includes icons such as Gucci and Bulgari, as well as brands new to Malpensa, like Bottega Veneta and Tods.

The local flavour continues in Piazza del Gusto, which has a distinctly Milanese atmosphere and is a spectacular showcase for the city’s cuisine. Caffé Milano bears the official Milano Brand with its red and white livery, used courtesy of the Municipality of Milan. At the centre of Piazza del Gusto is an Italian champagne bar – Ferrari Spazio Bollicine (Ferrari Bubbly Space) – which Battuello described as “a tribute to Italian excellence in food and wine”. There is also a bakery concept called Briciole, which translates as crumbs, and the offer was further enhanced with the opening of Emozioni (Emotions) – a 500sqm delicatessen, selling a selection of domestic food and wine, operated by Dufry.

Meanwhile, Piazza del Lusso also features the first airport concept from Michelin-starred chef Davide Oldani, whose most famous dish is Risotto Milanese. The location means Davide Oldani Café is surrounded by luxury brands. Battuello relayed how he and his team visited Gordon Ramsay’s Plane Food in London Heathrow’s Terminal 5 and Jamie Oliver’s ‘Jamie’s Italian’ at London Gatwick, and were inspired to create their own Milanese version.

More ambitious brand propositions

What makes Piazza del Lusso and Piazza del Gusto really stand out is the new design, which is a fitting tribute to the city of Milan and reminiscent of Galleria Vittorio Emanuele – the Milanese temple of great shopping and great food. Renowned architect Gregorio Caccia Dominioni was chosen to realise SEA Aeroporti di Milano’s vision, while Studio Ferrara was selected to create a distinct ambience through special use of lighting in the new shopping area.

Battuello enthuses about the “outstanding architecture” and “innovative concepts.” “The terminal is really astonishing in terms of light, design, materials and the size of the shops,” he said. “The desire we had, planning for the next decade, was to have a more ambitious airport in terms of brand propositions.”

Battuello’s flair for retail is evident. His background includes six years spent with Weitnauer Group (now Dufry) and nine years with McArthurGlen. “So my bread and butter for 10 years was shopping centres and outlet villages,” he explained, and this experience has been expertly applied to the Terminal 1 refurbishment. “The way we have done it will make the retail area in Malpensa Terminal 1 look more like an excellent shopping centre. We used the rationale of good shopping centre development.”

Looking ahead, plans are already in place to further enhance the retail offer after Expo Milano 2015 with a ‘Pop’ (Popular) Piazza. “We are starting to plan this next retail phase, which will look very different and be a completely different proposition and offer,” Battuello commented.

The Pop Piazza will offer brands at a more accessible price-point, meaning Terminal 1 will have areas dedicated to luxury retail, mass-market retail, and food & beverage, all adjacent to one another to maximise convenience for customers.

The result of the development so far is an elegant interpretation of Milanese retail and design that is sure to inspire travellers. Importantly, after the investment of the past three years, 2015 is the year in which SEA Aeroporti di Milano expects to see a tangible benefit from this development, with a sharp increase in retail revenues at Malpensa.

Delegates at this year’s ACI EUROPE Airport Commercial & Retail Conference & Exhibition will have the opportunity to experience these vibrant new commercial areas first-hand.
This year, Keflavik International Airport anticipates the arrival of nearly 1.2 million tourists – a 23% rise on last year – and the growth of Iceland’s booming tourism industry shows no sign of slowing. In response, the airport is embarking on its new master plan, which will facilitate growth of the airport’s capacity from 4.5 million passengers today to nine million by 2040, as Björn Óli Hauksson, Managing Director, Isavia, explained to Amy Hanna.

The tourism industry in Iceland has in recent years flourished, as passengers flock to the Nordic island in unprecedented numbers to take in the natural beauty of the ‘The Land of Fire and Ice’ – called so because of its unique position as the home to some of the largest glaciers in Europe, and most active volcanoes in the world. Two spectacular volcanic eruptions have marked Iceland firmly on the map, and since 2010 the amount of international travellers visiting the country has doubled – a rise further bolstered by the efforts of the government, airlines and Isavia, operator of the nation’s primary gateway Keflavik International Airport – to promote Iceland as an unmissable touristic destination.

The burgeoning tourism trade has played a pivotal role in the revival of the Icelandic economy, and has been the driving force behind roughly a third of economic growth and 45% of all new jobs created since 2010. This year the number of tourists visiting Iceland is once again predicted to increase, and as the country’s economy gains in strength, Icelanders too are once again travelling internationally, while airlines are continuing to introduce new routes to Keflavik Airport, and enhance the frequency of services in their established destination networks. Most recently, IcelandAir has addressed with fresh emphasis Keflavik’s position as a hub bridging Europe and North America, and strengthened connections between the two continents have seen a dramatic rise in the level of transfer traffic handled at the airport.

Together these factors have resulted in a staggering 87% growth in the number of passengers that have passed through Keflavik International Airport in the last four years – a figure that has far exceeded the gateway’s expectations – and its spiralling throughput shows no sign of slowing. “Keflavik International is predicted to see the arrival of nearly 1.2 million tourists in 2015, up 23% on last year,” Björn Óli Hauksson, Managing Director of Isavia, explained. “Total tourists numbers are expected to reach 1.35 million – more than four times the population of Iceland. Few countries in the world register such high tourist-population ratios.”

The swelling number of tourists visiting Iceland forms a key component of Keflavik International Airport’s continued success.
**KEFLAVIK INTERNATIONAL AIRPORT**

but has also begun to put strain on the airport’s capacity, and means that the airport’s existing master plan has been exhausted far earlier than expected. Investment is now needed to accommodate the increased demand for space and services, and open Icelandic skies to more competition between airlines, with the expansion of the Keflavik’s airfield and infrastructure. Last year Isavia held a design contest for the acquisition of a new master plan that would outline the long-term development plan for the airport from 2015 to 2040. It announced in February that Oslo-based Nordic Architecture was the winning company, and will create the plan that will facilitate growth of the airport’s capacity from 4.5 million passengers today to nine million at the end of the 25-year period.

*Keflavik International Airport master plan 2015-2040*

The new Keflavik Airport master plan centres on the optimisation of the airport’s existing facilities, and was selected, Hauksson explained, largely for its phased approach to expansion, which will allow the airport to operate unhindered by construction. According to the plan, while the terminal building will grow significantly, walking distances within the terminal will be minimised – a two-level traffic forecourt giving simpler access to a future terminal and arrival hall.

A solidified strategy for the development of Keflavik’s airfield is also a key aspect of the new plan. “A third runway is proposed west of the terminal and parallel to the existing 02/20 runway, thus developing the terminal into a midfield terminal with added operational advantages in future planning,” Hauksson said.

The master plan will be finalised in September of this year, while it is anticipated, Hauksson explained, that works on the expansion according to the plan will take place as need demands it. “This development can partly take place on land which is cost-efficient and without challenging the current level of service.” The third runway is expected to be required by the end of the expansion period in around 2040.

**Meeting passenger demand**

The airport has forecast that the number of travellers flying via Keflavik International will rise from 3.6 million in 2014 to 5.2 million in 2017, but already, Hauksson disclosed, passenger traffic for the first three months of 2015 has increased by 25% compared to the same period last year, as airlines too recognise the increased interest in Iceland as an extraordinary travel destination, and exercise enhanced promotional efforts which are bearing fruit. The growing throughput in the period leading up to the future major expansion of its terminal means that Keflavik Airport must be proactive in improvement and refurbishment, to ensure that it can continue to provide travellers with world-class services. More than €100 million will be invested in the airport between 2014 and 2016, focused on eliminating bottlenecks and upgrading passenger services, as well as providing crucial stand space, enabling airlines to expand their services. “We began in 2014 extending the southern part of the terminal to the west, and this will provide us with at least six new bussing gates – a decision taken to ensure that we could more rapidly provide for the demands of the airlines with more gates in the peak hours. We will have the two gates ready for this summer and we will finalise the rest next year,” Hauksson said. Last year the airport also doubled the capacity of the baggage handling system, while the extension of the arrivals lounge and the modernisation of the retail and food & beverage offering in the second-floor departures lounge are also underway.

With its exponentially growing traffic and expansion to meet passenger demand, Keflavik International Airport is in an ideal position as the host of the 8th ACI EUROPE Regional Airports’ Conference & Exhibition, 18-20 May. Focusing on increasing the visibility of the important contribution that regional airports make to the connectivity of Europe, the mobility of its citizens and the economic performance of its communities, the conference underscores the vital role of regional airports within the aviation environment.

“Regional routes are the mainstay of the air transport industry of Europe, and it is the regional airports that provide the connectivity that is so very important for the economic performance of all the different regions,” Hauksson said. “It is a great honour to host the 8th ACI EUROPE Regional Airport’s Conference and Exhibition here in Iceland in May, and we look forward to a fruitful professional exchange and a pleasant visit to a unique place.”

*Spring 2015 Airport Business 33*
The period leading up to the independence of the Republic of Kosovo was a time fraught with difficulty for its people. Seven years on, the dynamic young country is flourishing – its development led by the construction of the new Prishtina International Airport Adem Jashari. Haldun Firat Köktürk, CEO, Limak Kosovo Airport, explained to Amy Hanna that with the landmark opening of the gateway, Kosovo is putting forth the message that it is ‘Ready for the World’.

As an airport concession, Prishtina International Airport Adem Jashari is considered to be among the most successful in the Balkans, having so far satisfied all of the goals and objectives set for it by the government, and achieving on-time performance figures of 99.5%.

The opening of Prishtina International Airport Adem Jashari was a defining moment in the lives of the citizens of Kosovo. Hundreds of people flocked to the new terminal to witness the Prime Ministers of Kosovo, Albania and Turkey cut the inauguration ribbon in October 2013 – and welcomed the first flight with tears of elation. For the establishment of the airport was a landmark event in the growth of the country. The most important infrastructural development in the Republic of Kosovo since the declaration of its independence in 2008, it is the only international gateway, and its opening has been deemed the second most significant day in the history of Kosovo since it became an autonomous nation. In the eyes of Kosovans it serves as a prominent symbol of its newfound liberty, of new freedoms, and of the prosperous future of the dynamic young state.

Connecting Kosovo with the world

A consortium of Turkish corporation Limak Kosovo Airport and Aéroports de Lyon took on the management and operation of the airport in 2011, and began developing the state-of-the-art €140 million terminal. It has the capacity to handle 3.2 million passengers, and the potential to be expanded to handle the 4.5 million annual passengers forecast by the end of the consortium’s 20-year concession period.

Far removed from the nation’s previous air terminal, the 42,000sqm new airport is a spacious, modern and efficient facility with new apron stands, four air bridges, and a large departures hall and ample car parking suited to the needs of the close-knit Kosovan community. The airport also features passenger processing technologies rarely before seen by Kosovan travellers, who saw with the construction of the airport developments not only in concrete and steel, but in the mindset of the nation.

“The period leading to the country’s independence was challenging, and there have been some very difficult and very sad times in Kosovo’s recent history. War is a horrible thing. But now, Kosovo is ready to penetrate the international community,” said Haldun Firat Köktürk, CEO of Limak Kosovo Airport. “With this facility, we have proved that as a society, that we also belong to – the Kosovan society – we are ready for the world.”

Having begun his career as an engineer with Limak in its operation of Istanbul Sabiha Gökçen Airport, Köktürk pioneered the development of Prishtina International, instilling within it experience gained at the heart of the booming aviation industry in Turkey. “As the Limak group of companies we have a lot of business, and projects that amount to billions of dollars, so this is not our biggest project,” he said. “But this is a crucially important endeavour for us. Because it means a lot to Kosovans.”

Kosovo is ‘Ready for the World’
Jashari serves as a bridge connecting Kosovo to Europe and the rest of the world – and provides an important gateway to the Balkan region. “Having safe and secure services offered to airlines and passengers undoubtedly increases the image of Kosovo as a safe country, and creates possibilities for economic growth,” Köktürk stressed. “We believe you see Kosovo at its best upon landing – a warm, active and friendly country with developing infrastructure.”

The new gateway has created a wealth of opportunity for the country to connect to a diverse variety of destinations, and will serve as a platform for the development of tourism in Kosovo and beyond.

**The changing face of Kosovo**

Limak Kosovo Airport operates in a Public-Private Partnership with the Kosovo Government, and its success has started ripples of change within the nation. Development in Kosovo was for some time impeded by the impact of the civil war – the finance sector’s capability is narrow, and private investment in the country’s infrastructure has not been historically strong. Köktürk explained that the airport’s position as one of the most important assets in the country’s progression is serving as a catalyst, encouraging external investment into the region. “Kosovo depends heavily on foreign investors for its development,” he said. “From that perspective the airport is definitely important, because it demonstrates success in a project that has been financed by a foreign investor. As an emerging country, Kosovo has many opportunities.” The growth of aviation is triggering much-needed income into Kosovo, and as such touristic investment is the forefront of its development. Recognising the potential of public-private investment a PPP formed between the Kosovo Government and a French consortium is investing €410 million into a ski resort in Kosovo’s spectacular Brezovica mountains.

In Kosovo’s cities however investment still is desperately needed to create a hotel and leisure infrastructure that can keep pace with the growth of passenger numbers. Though the capital Pristina and its surrounding communities are developing with great momentum, few buildings yet match the airport in modernity. The airport, though, is aware of its privilege, and takes its corporate social responsibility very seriously. The prosperity of the Kosovan people is interwoven with its business, and as well as providing water from the on-airport treatment plant to neighbouring villages, Limak Kosovo Airport is addressing one of Kosovo’s most prevalent problems – the widespread unemployment that impacts upon roughly 45% of its young population.

“We strive to build a strong community,” Köktürk said. “We feel an intense obligation to encourage the youth towards a promising future, and that’s why we decided to take the first step with the Limak Airport Services Institute. LimakASI aims to support local students to further develop their academic and professional skills as well as their business knowledge.” In cooperation with professors of Istanbul Boğaziçi University, the airport is providing practical and academic training to 30 students selected from five faculties of the University of Pristina. “The airport is the leader of a whole new education system. They all are going to follow this example and that will be a great thing for Kosovo.” By the end of April the first students will attain a qualification recognised by airports in more than 70 countries, and an unparalleled understanding of the air transport industry that is unfamiliar to many people in the young Republic. For many of the students the programme presents the first opportunity to work abroad, and they are aware of the importance of drawing on international experience to bring their new learning home to Kosovo. “This country needs new and trained employees. We have to work to enhance the quality of life in Kosovo – to raise the standards,” Bresa said.

In the coming weeks the programme will take the students to experience the operations of Sabiha Gökçen and Lyon-Saint Exupéry airports – for many, their first experience of air travel. At present the average income of the Kosovan people remains modest, limiting their travel opportunities. Visa limitations too mean that Pristina International Airport’s traffic is largely one-way – around 70%...
composed of the Kosovan diaspora living in Switzerland and Germany. It is hoped that visa liberalisation for Kosovans in Schengen countries will come into force in the next year or so, and with it, a dramatic change to Kosovo’s aviation climate. “Visa liberalisation will make a significant impact – and with the development of air transport facilities we think also that the GDP will increase,” Köktürk furthered. “With this increment the government is planning to make some changes to the income of civil servants, which will have a positive effect on the average income. The people in Kosovo are young, they like to travel, and when they have a chance they will.”

The dynamic air transport environment

Change has been abounding in Kosovo’s air transport environment since the airport’s establishment. In 2013 the collapse of Belle Air Europe – which used to handle around 470,000 passengers and close to 30% of the airport’s traffic – impacted considerably on its throughput, but impressive passenger growth in 2014 has continued into this year with a 12.5% year-on-year increase in January and 8% in February – and is expected to persist as 2015 goes on. Swiss International and Adria Airways are increasing frequencies, while Germania will soon add Bergamo to the destinations it serves from Pristina, and enter into the Swiss market for the first time with thrice-weekly summer services. The development of its route network, Slot Coordinator Driton Hyseni explained, is an important priority for the airport and it will, for 2015, be implementing a new incentives programme for its airlines. But Pristina is currently facing challenges presented by the direct incentives being provided by the government of nearby Macedonia to its airlines, and Kosovo Civil Aviation Authorities are awaiting the result of a European Commission investigation into the fairness of the programme. “We as an airport operator can compete with another airport operator – competition is normal, it is good,” Köktürk said.

But we cannot compete with a government. If the European Commission tells the Macedonia Government that these incentives are permitted then we will approach the Kosovo Government to say, if the Macedonia Government is doing this – can we do the same?” “In this competitive environment,” Hyseni added, “we cannot catch significant growth without the support of the government. We can do our best with incentives, but in the end the government has to support it.”

Meanwhile, discussions are presently taking place between the Kosovan and Serbian governments regarding the normalisation of airspace usage and the recommencement of flights between Pristina and Belgrade. It is hoped that in the coming years Air Serbia will begin services between the two nations for the first time since Kosovo’s independence. “Both countries have targets to join the EU, and this will give a good signal that our two nations are leaving the past behind, and looking for a better future,” Hyseni said.

As the newly independent nation progresses, regulatory, social and economic developments continue to transform the aviation industry of Kosovo – as well as the potential of Pristina International Airport and its impact on the lives of the Kosovan people.
Ready For the World!

www.airportpristina.com
Driving vital commercial revenues is a core focus for Europe’s airports, and innovation occurs across all aspects of non-aeronautical development. In the foreign exchange (FX) environment, airports and suppliers are constantly identifying different ways to interact with customers to ensure the best level of service for passengers.

The Travelex approach is simple – it puts the customer first, to create seamless and convenient products to meet their needs. The foreign exchange specialist operates in major global gateways including Amsterdam, Beijing, Frankfurt, Hong Kong, London, Mumbai, New York, Paris, Sydney, and Tokyo. Significantly, it was recently announced that, from July, Travelex will be the first exclusive foreign exchange provider at London Heathrow.

Speaking to Airport Business, Paul Brindley, Global Business Development Director, Travelex, articulated a total cash management approach. His is a particularly appropriate set of experience; he has worked on both sides of the fence, having spent four years with Heathrow Airport in a variety of roles, and is clearly putting this unique understanding to good use, with a dynamic strategy to innovate and maximise the potential of airport FX.

Brindley explained that the visibility of FX bureaux and ATMs is absolutely key. “If you’re not in the line of sight, you will limit the potential of foreign exchange,” he asserted. “Initiatives like pop-up stores at Heathrow and Doha have seen sales and transactions dramatically increase. Part of our goal is to help educate the airports to put foreign exchange in the main thoroughfares, where they’re in line of sight. That’s one thing airports can do very simply.” He highlighted Vienna as a good example, which has increased its proportion of FX sales from 3% to 5%.

Technology is being harnessed in a number of ways to make consumers’ lives easier, and airports can also improve performance by embracing e-commerce. “If you take Manchester Airport, over 20% of their sales are online, and that actually gives consumers a great choice because online rates are competitive with the pre-trip market,” Brindley commented. “It also means consumers can get the best deal and the best convenience by collecting their currency on their way through the airport.” Indeed, when taking on the high street, the key is capturing a greater share of the pre-trip market, and Brindley explained that embracing e-commerce is essential to achieving this.

The third element he identified is cash management within the airport. Travelex offers tailored services for airports, and their concessionaires and retailers.

Looking ahead, Travelex’s new digital team is identifying further innovative ways of harnessing technology to help consumers. The first product is Supercard, a pilot programme which Travelex aims to launch in the coming months. Supercard will offer UK consumers a smart way to spend money abroad. The payment card works in tandem with an app that will be available on iOS and Android devices. As many as five existing UK debit or credit cards can be entered into the app; one is then selected to link to Supercard (this can be changed at any time). It is early days, but another example of how technology is being used to make consumers’ lives easier.

It’s clear that the constant drive for innovation extends to all areas of commercial revenues, including FX, and the partnership approach between airports and suppliers like Travelex is contributing to an enhanced passenger experience.
Rituals products are made with extracts of plants, herbs and even precious minerals that are traditional parts of ancient oriental rituals for the wellbeing of the body and the ambience of the home. Each of the products has a powerful backstory that takes them beyond the realm of conventional cosmetics to truly enrich personal moments, and create a world of luxury at mid-market prices.

Rituals is soon to open a new standalone store complete with elegant travel spa at Amsterdam Airport Schiphol – the second that the brand has implemented at the airport. A real USP in the world of travel retail, Rituals spas are another way in which the brand can reach the traveller at each part of their journey.

From indulgent body and face care and bath products to fragrant candles, pure cotton clothing, washing liquid and sensual teas, Rituals references exceed the ordinary, and together are part of the Rituals mindset – a way of living built on a unique product rationale.

More than merely functional, its natural plant, herb and mineral-based creations are an opportunity to turn a daily routine into a ritual, and their ethos and authenticity are recognised by customers all over the globe. There are now 350 Rituals stores located worldwide, and its products can be found domestically in more than 1,080 concessions in leading department stores.

Much like its inventive products and colourful mantra, Rituals’ approach to its travel retail business is a creative and forward-thinking vision. In the bustling market, Rituals products stand out as original and unexpected, and perfectly suited to the traveller – beautiful inside and out, they are ideal for gifting as well as self-purchase, and are conveniently sized for excursions or bringing home. Rituals also offers travel retail exclusives in convenient carry-on pack sizes – exclusive to airports, airlines and cruise ships.

Rituals’ far-reaching travel retail strategy sees it present not only in its standalone duty free stores – the first of which opened at London Heathrow Airport’s Terminal 4 in 2010 – in shop-in-shops within multi-brand environments, and inflight sale, but also onboard airlines in First and Business Class washrooms and lounges, and in 850 luxury hotels, where its body care items and perfumes, fragrance sticks and scented candles transform elements of the travelling experience into moments memorable and meaningful.

What we try and do is approach our business from the consumer perspective, and meet the needs of the travelling customer at every juncture of their journey – including in their hotel or inflight,” explained Neil Ebbutt, Rituals’ Director, Wholesale. “We reach them at that purchasing moment, but also in their hotels and onboard aircraft, and I think that’s how we, as a brand, can service their needs on every leg of their trip.”

Rituals will soon be opening a second standalone store complete with a unique and elegant travel spa at Amsterdam Airport Schiphol, and in the summer will launch a duty-paid store with Nuance Group at Zurich Airport and a larger airside store at Stockholm Arlanda. At the end of last year meanwhile, the brand signed an agreement with World Duty Free Group, which will continue the expansion of Rituals’ multi-brand business at airports worldwide.

Happiness can be found in the smallest of things. That is the philosophy of Rituals Home and Body Cosmetics – the creator of beautiful and luxurious products that transform the everyday by enriching the little things in life with a hint of luxury. From indulgent body and face care and bath products to fragrant candles, pure cotton clothing, washing liquid and sensual teas, Rituals references exceed the ordinary, and together are part of the Rituals mindset – a way of living built on a unique product rationale.
A new dawn for sunglasses in travel retail

The growth of the sunglasses category has been one of the great success stories of duty free in recent times – with a significant share of its growth the result of the pioneering approach of one of travel retail’s trailblazing brands. Francis Gros, Head of Global Channels, explained how Luxottica’s category vision shone new light on the sunglasses sector.

In pursuit of perfection

“We will not relent in our pursuit of perfection for the category. Travel retail can be the expert channel for buying sunglasses,” Gros stressed, explaining that Luxottica has a number of key strategies for sustained growth – including significant investment in dedicated travel retail training teams in each region. Its multi-formatting approach is also a key focus – especially the maximisation of Luxottica Group’s vertically integrated expertise as manufacturer, brand owner, licensee, wholesale supplier and retailer.

Luxottica’s multi-formatting strategy revolves around executing the sunglasses category in different formats at different stages in the passenger journey through an airport, targeting varying shopper needs and behaviours. This spans a sunglasses department in the main duty free shop, sunglasses in a brand boutique with a genuine brand experience, and a specialist standalone sunglasses shop with definitive specialist service. “Then we have the last-minute and arrivals stores for distress purchases – often of the best-sellers – and pop-up promotional concepts, which bring additional tactical visibility and interaction for the category,” Gros explained. “Multi-formatting is crucial to the future growth of the category. As we know from airports where it is executed best, such as Heathrow and Gatwick, we drive incremental sales and do not cannibalise sales from one point of sale to another.”

Sunglass Hut is a natural partner for airports. It is the world’s largest specialty sunglasses retail brand with over 3,000 stores – recognised and trusted by consumers worldwide. In 2014 Luxottica’s innovative travel retail strategy saw 31 new openings of the store within the channel. Much hard work and collaboration with stakeholders from every aspect of the industry was required to maximise the potential of the category, and continued growth remains a priority across all regions and with all partners. “I’d like airport authorities and travel retailers to talk to Luxottica about setting a spend per passenger target for the category at their airport, as we have done with Heathrow Airport and World Duty Free Group. This creates a platform for us to work together to achieve mutual objectives and it’s amazing what can be achieved through greater collaboration,” Gros said. “From a Sunglass Hut perspective, we seek new leasing opportunities to continue to grow our footprint in travel retail and help maximise the sales of the category.”
KNOWING YOU FEEL GOOD
IS OUR BEST REWARD

Millions of travellers like you enjoy the comfort of our services worldwide.

Our commitment is to ensure you are “Feeling good on the move”, meaning we are focused on delivering to you a memorable experience whether you travel for leisure or business. We know that each one of you has specific needs and expectations.

With our 250 brands we bring high quality food & beverage, shopping and service solutions in 30 countries worldwide adding a few special ingredients: passion, quality, expertise and innovation.

We welcome you in:
145 airports
56 railway stations
760 motorway service areas
The commercial and retail environment in airports has never been more important, providing revenues that make a crucial contribution towards profitability and funding infrastructure developments. Indeed, when airports are investing in new infrastructure, the commercial space is often a key element in those plans.

John de Giorgio is the CEO of Concessionaire Analyzer+, a division of Shireburn Software Ltd, the company he founded in 1983. He specialises in assisting airports in controlling, managing and boosting their vital non-aeronautical revenues, and gave Airport Business an insight into how airports can control, manage and boost their vital non-aeronautical revenues.

Helping airports manage and enhance commercial revenues

Commercial revenues are increasingly important for airports of all sizes. Creative concepts and cutting-edge technologies are essential elements in driving passenger spend, and John de Giorgio, CEO of Concessionaire Analyzer+, gave Airport Business an insight into how airports can control, manage and boost their vital non-aeronautical revenues.

De Giorgio explained that the Concessionaire Analyzer+ software solution helps airports to maximise non-aeronautical revenues. "I think the most important point is that airports currently don’t collect sufficient data," he began. "What CA+ allows them to do is fully automate the collection of detailed sales data, which typically means transactional level data collected in real-time."

This enables airports to undertake a deep level of analysis and gain a detailed insight into what’s happening in their terminals, with a greater certainty of accuracy. "We also provide automation and productivity gains, by cutting manual processes into a much more streamlined, automated process. So control, automation and insight are the three return on investment drivers,” de Giorgio added.

The level of interest and acceptance within the industry has reportedly been extremely high, and the references certainly bear this out. Concessionaire Analyzer+ is currently working with several airports, which in Europe include Copenhagen, Keflavik and Malta International. The solution can also be provided in a multi-airport environment, and Concessionaire Analyzer+ is speaking with a number of operators, some of which operate several airports.

Tangible results are being seen at these airports. "This is in terms of the airports being able to better understand not just the general performance of non-aeronautical activities, but also to drill into the data and allow them to understand on which routes they are being more effective, and how particular concessionaires are performing,” de Giorgio explained. "The airports can only be as good as their concessionaires are.”

By utilising these tools, airports can be more focused and effective with their non-aeronautical revenues. CA+ provides the opportunity to improve controls and reduce the delay in data analysis, increasing agility and responsiveness to trends as they happen. "Armed with a real-time understanding of their business, commercial teams can be refocused from data collection to data analysis and business development, optimising the retail mix and conversion,” de Giorgio commented. "Digital advertising can be taken to a whole new level, with shorter campaigns targetting specific passengers and flights with real time sales results available for analysis immediately.”

Looking ahead, the strategy is to consolidate market share and, in terms of a roadmap, one area Concessionaire Analyzer+ is working on is integration with passenger flow systems to be able to correlate that data with CA+ data. It is also looking at the ability to use the data to undertake and automate the predictive analytics, to undertake forecasting of future sales and revenues within an airport.
RITUALS connects the wisdom of ancient eastern traditions with the quality of modern day life. Our unique collection of bath, body and home products transforms your everyday routines into more meaningful experiences. Discover the luxury of a peaceful moment and find happiness in the little things of life.
Solving the Coin-undrum: Dublin Airport’s answer to unwanted currency

For travellers who pass frequently through international airports, the accumulation of coins that cannot be spent on arrival at their destination is a familiar problem. As passengers enter a country in another currency jurisdiction, the change in their pockets becomes dead weight — and often a nuisance in airport security — but an Irish innovation has found a solution, which benefits both passenger and airport. CoinDrum self-service machines allow travellers to turn their unwanted currency into travel retail vouchers, enabling them to depart the airport free of superfluous coins and with a duty-free item that they love. The first of the inventive systems has now concluded a hugely successful three-month trial period at Dublin Airport, where on average a passenger — travelling for example between Dublin and London — will be carrying €5.62 on their arrival at the airport. "Passengers throw in all of the coins that they are carrying at once — with our technology that can be up to four currencies — and the machine then converts that into a paper voucher, to spend on anything in Dublin’s The Loop duty free,” explained Lukas Decker, CEO of CoinDrum. “We also add a further 10% credit to anything they put in, so in Dublin Airport if you put €5 into the machine you receive a €5.50 voucher.”

For airport authorities and travel retailers, CoinDrum taps into a valuable source of revenue potential — encouraging essential footfall penetration, and transforming ‘passengers’ into ‘shoppers.' “Everybody who gets a voucher is essentially signing a psychological contract saying ‘I’m going to start spending money in the airport,'” Decker explained. “And we not only send people into stores, but it turns out that on average passengers outspend their voucher by a multiple of three.”

The flexible CoinDrum technology has a vast array of applications, and following the initial Dublin Airport trial Decker’s ambition to drive traffic to their online platforms. Decker explained that the creative technology has also been partnered with charities, enabling customers to opt to donate their unwanted coins to worthy causes and creating a “one-stop coin solution for the airport environment”.

As the traveller’s journey advances with the development of the industry, airport dining is becoming an increasingly hearty portion of the passenger experience. With state-of-the-art technologies expediting check-in and security processes, and more dwelling time to be spent in the terminal, progressively travel-savvy airport passengers are seeking out the food & beverage options that suit their individual needs.

In its airport offering, SUBWAY has created a quintessential on-the-go dining experience for passengers, in which it combines speed of preparation and service with quality, brand familiarity and product variety. Known for never compromising on its product assortment, SUBWAY offers the same experience to travelling consumers as it does on the high street, and in both airport and domestic environments it’s model is a winning one.

The SUBWAY brand operates more than 43,700 restaurants in 110 countries, and has 191 airport locations worldwide. In recent months the brand has opened six more doors in the dynamic airport market, including new sites in Philadelphia and Hartsfield-Jackson Atlanta airports. SUBWAY’s airport success can be partially attributed to the practicality of its product for the terminal environment. Around half of SUBWAY’s airport installations come after airport security, and the portable nature of its sandwiches lends itself perfectly to being taken to the gate or eaten in flight. It’s airport locations are convenient and travel-er-friendly, with easy access and plenty of seating. “In addition, our flexible floor plans are a plus,” said Sheryl Twigg, SUBWAY’s Development Programs Specialist. “For example, if there is a great deal of space available in a busy airport, we can build out a large location to take full advantage of the opportunity. On the other hand, if we would like a presence in an airport but space is limited, we can design a full SUBWAY location within a small footprint.”

Development within airports is a key concern for the SUBWAY brand — a primary objective being to sell 35 franchises for airport locations over the course of the next year. Innovations such as remote ordering will also be implemented as part of SUBWAY’s airport strategy in the near future, making the experience even more convenient for the traveller on the go.
Intelligent parking.
On so many levels.

Our revolutionary smart-sensors system heightens control, revenue, security and the overall experience.

More Control.
Our M4 smart-sensor cameras and intelligent software auto-monitor your entire facility. Empowering you to make it more efficient.

Increased Revenues.
Our proprietary software also enables you to designate the most desirable spaces. For premium pricing and increased revenues.

Comprehensive Surveillance.
Data and streaming video from the M4s combine to ID and monitor each vehicle from entry to exit. Heightening security and safety.

Exceptional Parker Experience.
Bright LEDs on the M4s quickly guide hurried parkers to open spaces. High-tech kiosks can help find their vehicles upon return.

Boost Non-Aeronautical Revenues

CA+ is a unique software solution that allows airports to control, manage and boost their non-aeronautical revenues, from collection of sales data, performance analysis, contract management, revenue calculation and billing.

Meet us at:
ACI Europe Commercial and Retail Conference | 21-23 April | Milan, Italy | Booth No 2
ACI Europe’s Regional Airports’ Conference | 18-20 May | Reykjavik, Iceland | Booth No 16
www.concessionaireanalyzer.com/airports
Driving innovation in parking

Park Assist has evolved from engineering advanced parking sensor technology to also delivering powerful business intelligence solutions. Gary Neff, CEO Park Assist, explained how the business intelligence technology company utilises cameras to enhance the efficiency and profitability of parking facilities.

Neff took up his role as CEO of Park Assist last September, bringing with him 25 years of experience within the parking technology sector. In conversation, it is clear that he has a passion for parking and a progressive approach to maximising the potential of technology, new revenue streams and great customer service.

Airports are a comparatively new and developing market for Park Assist. “Our business developed from solving parking issues with shopping centres around the globe, which are very focused on the customer experience,” Neff commented. “Today airports are focusing more resources on the customer experience, so we see a nice fit.”

Park Assist recently completed a major project with Melbourne Airport, and has started an installation at Fort Lauderdale Airport. “We have over 20 major airports we are communicating with about our products and see the airport segment as a key market in which our products can materially impact the customer experience,” Neff added.

Key among these products is the M4 Camera System, which uses cameras to identify if a car is parked in each space. One camera sensor can view up to four parking spaces. The software can also read the license plate and convert the characters to data, from which Park Assist can use either a ticket number or plate number to show a customer where their car is parked. “With the combination of ticket number, plate number and space number, we can really put the data to use with Policy Enforcement, Dynamic Pricing, Surveillance and provide countless management tools,” Neff explained.

Indeed, perhaps the biggest opportunity for airports in terms of new revenue streams is Dynamic Pricing. “For example, if garages offer the best 10% of the spaces for premium parking, both the consumer and airport can benefit,” Neff stated.

Enhanced customer service is also crucial, and Park Assist’s Find Your Car feature enables the customer to search from either an integrated mobile App, or from the revenue control payment kiosk.

“With increased airport competition, the best way to achieve consumer loyalty is to service them better than your competition. Making parking easier should positively impact overall airport revenue,” Neff concluded.

Airports are a comparatively new and developing market for Park Assist. "Our business developed from solving parking issues with shopping centres around the globe, which are very focused on the customer experience," Neff commented. "Today airports are focusing more resources on the customer experience, so we see a nice fit."

Park Assist recently completed a major project with Melbourne Airport, and has started an installation at Fort Lauderdale Airport. "We have over 20 major airports we are communicating with about our products and see the airport segment as a key market in which our products can materially impact the customer experience," Neff added.

Key among these products is the M4 Camera System, which uses cameras to identify if a car is parked in each space. One camera sensor can view up to four parking spaces. The software can also read the license plate and convert the characters to data, from which Park Assist can use either a ticket number or plate number to show a customer where their car is parked. "With the combination of ticket number, plate number and space number, we can really put the data to use with Policy Enforcement, Dynamic Pricing, Surveillance and provide countless management tools," Neff explained.

Indeed, perhaps the biggest opportunity for airports in terms of new revenue streams is Dynamic Pricing. "For example, if garages offer the best 10% of the spaces for premium parking, both the consumer and airport can benefit," Neff stated.

Enhanced customer service is also crucial, and Park Assist’s Find Your Car feature enables the customer to search from either an integrated mobile App, or from the revenue control payment kiosk.

“With increased airport competition, the best way to achieve consumer loyalty is to service them better than your competition. Making parking easier should positively impact overall airport revenue,” Neff concluded.
MAKE THE MOST OF TRAVEL RETAIL’S FASTEST GROWING CATEGORY WITH SUNGLASS HUT

Sunglass Hut is a proven travel retail concept with a broad offer appealing to all passenger profiles. In 2014, we opened 31 new Sunglass Hut outlets at airports, taking the tally to over 140 standalone stores and kiosks in airports worldwide, including London Heathrow, Singapore Changi, Rome Fiumicino and Hong Kong.

Sunglass Hut’s new flexible model for airport operations allows for our own directly operated shops, shops run by local partners and shops run in partnership with other travel retail operators.

Contact Pablo.MartinGomez@luxottica.com
A s the gateway to the picturesque French Riviera, Nice Côte d’Azur Airport has a crystal-clear vision – to deliver an airport journey as exceptional as its surroundings. As part of an all-encompassing development that will transform its terminals for passengers, the airport is embarking on a large-scale commercial renovation, which over the next two and a half years will see the creation of a truly original retail and food & beverage offering, aiming “to provide the most surprising commercial experience in a European airport.”

In a consultation launched by Aéroports Côte d’Azur Group in the summer of last year for the overhaul of its culinary services, global food & beverage expert SSP was awarded an €180 million contract to operate 10 outlets at the airport for the next 11 years, including L’Estivale – a premium dining concept created in partnership with two-Michelin starred chef Mauro Colagreco – and the first Jamie’s Italian in France. The deal saw the company taking over the operation of two units in Terminal 1 in January of this year, and it will open the additional outlets in Terminals 1 and 2 respectively during the course of 2015 and in 2017.

The coming together of international and local brands is central to SSP’s original F&B experience, and alongside on-trend brands like Denmark’s Joe & the Juice, will be regional favourites such as Chez Pipo – a Nicoise institution infamous for its ‘socca’, a speciality chick-pea flour pancake. “Capturing the spirit of the region and highlighting the best of its cuisine was top of our minds from the beginning of this project,” explained Gérard d’Onofrio, Managing Director. SSP France, Belgium, Netherlands. “Our ambition is to give passengers the opportunity to extend their stay on the Riviera with food and drink that is quintessentially ‘Côte d’Azur’. We feel that we have achieved this by introducing some of the Riviera’s most iconic brands – Tarte Tropézienne and Chez Pipo – and also by working with Mauro Colagreco, who is famous for his creative Mediterranean cooking. We have also made sure that our products will be sourced locally, and to showcase the best from the region.”

Today SSP operates F&B outlets in Charles de Gaulle, Orly and Lyon-Saint Exupéry airports, and is now developing its business in Nantes and Bordeaux airports. “This new business at Nice International Airport represents another major step in the airport sector for SSP France,” d’Onofrio said, “and secures our position as the leader in the French market.”

### Experimentation and excellence in airport F&B

ATA has forecast that worldwide passenger numbers will reach 3.6 billion by 2016, and with positive industry growth spurred on by recovering economies and the burgeoning mobilisation of the middle classes in Asia, Latin America, the Middle East and Africa, a growing number of people are spending parts of their day in airports – in search of a significant and gratifying offering to begin their travel experience.

It is for this reason that airports have become environments for experimentation and excellence in food & beverage, and one of the foremost challenges for operators today is to give quality to consumers’ time, and deliver an experience in which food is an essential part. The Autogrill Group operates in 149 airports around the world, and every year serves over 900 million customers who demand authenticity, local products, ethnic foods, vegetarian menus, commitment to sustainability and more – a sea of complexity that requires considered navigation. It means having the right instruments for reading clients’ changing tastes and, above all, a broad brand portfolio under constant development.

To meet the diverse needs of its customers, Autogrill manages over 250 brands – from global names to national labels. Last year the leading F&B player announced a number of major airport openings across the world, from Southeast Asia – including five stores at Ngurah Rai Airport in Indonesia and 27 at the international airports of Vietnam – to across Europe, where it secured new business at Manchester, London Stansted and Frankfurt airports. In the latter, the Group will introduce innovations to strengthen its ‘Made in Italy’ food & beverage offering in the airport, including Bistrot Restaurant – the original eatery developed jointly with Polienco University of Gastronomic Sciences – and the first KIMBO concept store in Europe, where customers will be able to enjoy authentic Neapolitan coffee.

Most recently, through its HMSHost International division, Autogrill entered China with the signing of two agreements to open 10 food & beverage points of sale at Beijing International and Sanya Phoenix airports, giving new impetus to its expansion in Asiatic markets.
Reducing waiting times is a fundamental element of improving the airport experience and recent technological developments are enabling significant improvements to be made on this front, particularly at the customs and immigration checkpoint.

This is typified by the rollout of Automated Passport Control (APC) kiosks. Vancouver Airport Authority takes an entrepreneurial approach to innovation, exporting its expertise and systems to other airports across North America and around the world. This includes its BorderXpress APC solution, which is currently in use at 22 airports across Canada, the US and the Caribbean, serving more than 25 million travellers at over 600 kiosks. In the latest development, 40 BorderXpress APC kiosks were sold to the City and County of San Francisco for use at San Francisco International Airport – they went fully operational in March.

The headline figures are certainly impressive. Paul Mewett, Director of Innovative Travel Solutions at Vancouver Airport Authority, is one of the original architects of the technology and solution. He explained that BorderXpress kiosks help speed up the US Customs and Border Protection (CBP) process by up to 50%.

"By automating part of the border clearance process, BorderXpress helps US CBP officers process up to four times more passengers than with traditional clearance,” he said. “With this increased efficiency, international travellers arriving at SFO will experience shorter wait times, less congestion and faster customs processing times.”

The streamlined process means travellers follow simple on-screen instructions to scan their travel document, answer customs declaration questions using the touch screen, take a photo, receive a receipt confirming their information and proceed to the officer for a final review. Eligible passengers include US and Canadian passport holders and US Permanent Residents. The kiosks can also be used by international travellers with Electronic System for Travel Authorization (ESTA) approval from 38 countries not requiring US entry visas, including Australia, Japan, Germany and the UK. The service is available without pre-registration or user fees.

“We’ve received an exceptional response from travellers, the airports, and the government agencies involved in the process.” Mewett stated. “It’s become a natural progression to use it, and has been quickly adopted by travellers.”

The next natural progression is to export the technology globally. “North America has fully embraced the technology and is yielding the benefits. We’re both being proactive and reactive – a number of countries have approached us, having seen the success of this,” Mewett stated. “Europe is definitely one our key focus areas and we’re having some very fruitful discussions with a number of countries and governments. We see a very good opportunity there.”

Importantly, the technology is appropriate to airports of all sizes. Atlanta has 74 kiosks, while Reno has two. Each facility receives the same benefits.

While many of the benefits associated with these developments have been felt at North American airports, there are plans to export the technology to airports globally, including Europe. We will have to wait and see where the next APC-style solution appears, but one thing that seems certain is that even more passengers stand to benefit from increased investment in innovative solutions to improve efficiency at the customs and immigration checkpoint.

**Self-service streamlining border control**

Arrival at their destination airport is, effectively, the first impression travellers have of a country. So an efficient border control process is an essential element in achieving a warm welcome. Self-service border solutions have the potential to enhance that customer experience, as Paul Mewett, Director of Innovative Travel Solutions at Vancouver Airport Authority, explained to Ross Falconer.
Lightening the load

Baggage handling specialist Vanderlande has been awarded a contract to supply and install 72 of its innovative STACK@EASE units as part of London Heathrow Airport’s Terminal 3 Integrated Baggage (T3IB) system. This comes in the wake of a recent successful test of the innovative product at the airport’s Terminals 3 and 5.

Developed by Vanderlande in 2013, the STACK@EASE is a highly flexible solution that takes the heavy lifting out of loading operations in baggage handling environments. It works intuitively as an extension of the handlers’ normal operations to minimise their physical workload, and helps to increase productivity and reduce the risk of manual handling injuries.

The STACK@EASE unit has a compact design with a minimal footprint, enabling it to fit easily into baggage handling systems around the world with minimum disruption to existing layouts. During tests, the STACK@EASE proved that it was capable of maintaining the required load rate and needed minimal intervention from the maintenance team. This was demonstrated to a number of key players – T3IB baggage stakeholders from Heathrow, Vanderlande and British Airways – during tests, in which 12 units were used to load a number of flights.

“We are delighted with Heathrow’s decision to install the STACK@EASE in T3IB,” said Director and General Manager of Vanderlande Industries UK Ltd Nick Porter. “With its low environmental impact and simple operation, the unit has a minimal impact on the planet, while creating a better working environment for baggage handlers.”

Airport operation as priority one

BEUMER Group UK with Crisplant – a leading global supplier of automated baggage handling systems – has been awarded a portfolio of prestigious baggage system projects at London Heathrow Airport. The portfolio of projects, known as ‘Q6’, was awarded to the BEUMER Group UK by principal contractor Balfour Beatty, and includes the installation and integration of over 30 Standard 3 Hold Baggage Screening (HBS) machines.

Balfour Beatty completed a robust tender selection process before awarding the contract to BEUMER Group – selected for its distinctive approach to the planning of the project. “BEUMER Group UK recognised immediately that the key challenge related to these projects was not technology driven, but to deliver major baggage handling system upgrades and system enhancements in a live airport environment.” Peter Gilks, Managing Director, Airports Division, BEUMER Group UK, said. “Therefore BEUMER Group UK developed detailed and meticulous project phasing and operational mitigation programmes, with the airport operation as priority one.”

The Q6 portfolio of projects consists of upgrading the existing HBS machines to meet Standard 3 legislation; the installation and commissioning of a new Crisplant LS-4000E tilt-tray baggage sorter; and major asset replacement of the baggage handling control systems. These projects will take place in Terminals 1 and 4. Also included in the Q6 portfolio is the task of installing and integrating nine new Standard 3 HBS machines into Terminal 2: The Queen’s Terminal.

BEUMER Group will also ensure that all high-level baggage IT controls and systems, such as the Sort Allocation Computer (SAC) and SCADA, interface seamlessly with the new baggage handling assets and the HBS Standard 3 screening machines. During the Q6 project delivery BEUMER Group will install and integrate a total of 32 Standard 3 HBS machines into Heathrow Airport’s baggage handling system.

“As Heathrow is one of the world’s leading global hub airports, the award of these new baggage handling projects is very important for BEUMER Group UK, as it demonstrates the confidence that the client has in BEUMER Group UK to deliver these complex projects,” Gilks added. BEUMER Group UK is also currently delivering the flagship Gatwick South Terminal Pier 1 HBS project. This project consists of a Crisplant CrisBag-based tote bag store and two baggage sorters, and will be completed by the fourth quarter 2015.
eezeetags 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.
Achieving the highest possible levels of security is, of course, airports’ ultimate goal. A significant change occurred in September 2014: after that date, all equipment newly installed by Europe’s airports must adhere to the EU’s new Standard 3 – the highest standard set by the EU for the detection of explosive threats in hold baggage.

Real Time Tomography (RTT) is a new type of Computed Tomography (CT) scanner that has been described as a breakthrough technical innovation in aviation baggage screening. Rapiscan has been quick to react to the new regulatory requirements. Its RTT110 has been designed to satisfy EU Standard 3, and Frederic Brouiller, Vice President Sales Aviation, Rapiscan Systems, stated that the key innovation is the stationary gantry design. “This allows it to provide detailed 3D images at speeds of up to 1,800 bags per hour (theoretical), compared with 400 to 900 bags per hour with legacy CT systems. It has a full belt speed of 0.5 m per second for ease of integration with high-speed inline baggage handling systems,” he said.

Speaking to Airport Business at Rapiscan’s facility in Salfords, UK, where the RTT110 is developed and manufactured, Brouiller explained in more technical detail how the technology works. He added that the stationary gantry “incorporates a very large number of micro X-ray emitters that capture tens of thousands of views of a typical bag, generating images with significantly better resolution at much greater speed” than a typical moving gantry used in CT baggage screening systems.

While detecting an increased range of explosive threats and prohibited items, including liquid explosives, the RTT technology is said to do so at a lower overall cost of ownership. “There are fewer moving parts than traditional CT systems, thereby lowering operational, service and maintenance costs,” Brouiller explained.

The development process for a technology such as the RTT110 is, of course, a lengthy one, and Rapiscan involves airports from the very beginning, ascertaining their requirements and taking their opinions into consideration – all with the aim of satisfying regulatory requirements. Airports are also invited to participate in trials of new equipment – Manchester and Paris-CDG airports were among those to trial the RTT110. “Our message to airports is that we’re here to optimise solutions,” Brouiller commented. “Airports know their targets best and our first discussion is always with them. We can propose long-term solutions, which airports should consider as an investment.”

While EU Standard 3 is a regulatory requirement, it does provide an opportunity for airports to achieve even greater efficiency and performance, and an RTT system can deliver just that, enabling them to meet three key criteria – high speed, efficiency, and cost-effectiveness. Most importantly, it helps airports improve passenger safety while expediting and improving baggage handling.
Developed by Vancouver Airport Authority, **BORDERXPRESS™** is the world’s first self-service border solution designed for everyone, not just a select few.

**BORDERXPRESS™** accepts all passports, does not require pre-registration or fees, and can be configured to meet the immigration needs of any government in the world.

THE LONG WAIT IS OVER.

A NEW WAY TO LOOK AT SELF-SERVICE BORDER SOLUTIONS.

**STEP 1**  
Travellers complete the data-entry at the kiosk.

**STEP 2**  
A border control officer verifies documentation.
Self-tagging made easier

Self-service technologies are playing an important role in empowering travellers, and a fast, seamless bag drop process has benefits both for airports and their passengers. Borry Vrieling, Founder and Managing Director, eezeetags, outlined the advantages of intuitive tagging to Airport Business.

Airports and their passengers are truly embracing the benefits that self-service technologies can bring. To truly succeed, these technologies must be intuitive and easy to understand, as well as quick, to create a seamless process.

eezeetags is working with several airports in Europe, including Amsterdam, Frankfurt, Hamburg, Munich, London Gatwick, Edinburgh, Southampton and Luxembourg. It will also be entering Keflavik, as well as Italy, Malta and Jersey, and there are plans for further expansion globally.

Borry Vrieling, Founder and Managing Director, speaks passionately about the benefits of eezeetags, which he explained are 100% intuitive with no backing to pull away.

In combination with a self-service bag drop process, eezeetags creates a fast and seamless bag drop experience for the passenger. “eezeetags is one small, but important part of the whole self-service check-in and bag drop process,” Vrieling commented. “There are ever-growing passenger numbers, especially in Europe. Of course, you can do decentralised lines, for example with a kiosk and bag tag printing unit somewhere in the parking lot that gets the line out of your terminal, so it really expands the capacity of the existing terminal grounds. It increases flexibility and capacity for airports, so they can process more passengers per hour.”

The figures are certainly impressive. 82% of passengers using eezeetags in combination with a self-service bag drop system for the first time describe the process as “real easy”. With clear onscreen instructions and intuitive layout of the bag drop operation, a passenger can complete the process in about 35-40 seconds. “In all passenger surveys, they say it’s a wow product,” Vrieling said. “Speediness also has the potential to generate revenue benefits for airports — if you are not standing in line, you have time on your hands, time to have a coffee, eat a snack, or go shopping. That’s what it gives you, alongside a nice passenger travel experience.”

Borry Vrieling, Founder and Managing Director, eezeetags: “eezeetags is one small, but important part of the whole self-service check-in and bag drop process.”
THE NEXT GENERATION OF EDS IS HERE

Rapiscan RTT™ 110
Delivering industry-leading performance and long-term value for hold baggage screening.

- ECAC Standard 3 Approved
- Unsurpassed Image Quality
- Stationary Gantry
- Unmatched Compatibility
- 0.5 m/s Scanning Speed
- Lower Operating Costs

To learn more or to schedule a demonstration, contact us at +44 (0) 870-7774301 (EMEA), +1 310-978-1457 (Americas), or +65 6846-3511 (AsiaPac).

sales@rapiscansystems.com • www.rapiscansystems.com

ONE COMPANY – TOTAL SECURITY
Next generation cloud-based common use

Progressive airports are embracing the latest technologies across all aspects of their businesses, as they strive for the continual enhancement of the passenger experience. The intelligent use of next generation common use technologies is one way in which airports are achieving this. Innsbruck is one such airport pioneering new technology in the airport ecosystem. It is the first to adopt Amadeus’ next generation cloud-based common use platform, which delivers a range of new solutions: Airport Common Use Service (ACUS), Airport Baggage Reconciliation System (BRS), and Airport Passenger Verification (PV). The benefits are multiple: ACUS allows airlines and ground handling companies to leverage application virtualisation and cloud technology to access passenger processing systems, while also providing logistical benefits to the airport by allowing it to easily reassign passenger check-in and boarding operations. BRS similarly uses a common data source, and requires minimal training and no server installation; and PV permits automated passenger checks at various points within the airport, enabling the airport to make informed decisions, offer more tailored services, or upsell airport loyalty programmes.

John Jarrell, Head of Airport IT at Amadeus, is driving the development of these pioneering platforms, following the launch of the company’s new airport IT portfolio two years ago. He gave an engaging account to Airport Business about the innovation that can occur in common use, replacing older concepts and infrastructure. “Airports are facing numerous business challenges today, not least struggling to cope with increasing passenger traffic when aeronautical revenues are declining,” Jarrell explained. “Thus our aim is to offer Innsbruck a cost-effective approach to providing more customised and flexible passenger processing. These solutions are part of Amadeus’ broader commitment to improving airports’ passenger experience and operational efficiency.”

He added that passenger, airport and airline benefit from the platform as the environment is very quick and, because it’s a cloud-based product, it’s also easy to use on mobile devices, which can be connected to a Bluetooth printer to issue boarding passes, tickets, etc.

The feedback from Innsbruck is certainly overwhelmingly positive. “I personally went to the airport and interviewed several check-in agents – they all indicated that the solution is working very well and is faster than the product that it replaced,” Jarrell enthused. “We are currently in the implementation stage at a second airport.”

Since launching its new airport IT portfolio two years ago, Amadeus is ahead of its plan and continues to invest in R&D that will see further future innovations to benefit the airports community.

Airports have a clear commitment to optimising operations and the overall passenger experience, and next generation cloud-based common use is helping make this a reality.

Smart capacity planning

Smart capacity planning is a key step in achieving a smooth transition between existing and new systems, and means using the given space wisely to achieve the best possible performance. HUB Performance and NAGA Concept have entered into a strategic partnership to offer airports united solutions to capacity planning problems. Using innovative tools and systems, the aim is to increase efficiency in areas including passenger counting, queue management, airport planning, and baggage handling system optimisation.

HUB Performance is an IT solutions company for capacity planning through simulation and forecasting when planning a new airport or terminal. Meanwhile, NAGA Concept delivers its services once a terminal is operational, and is able to observe, count and forecast passenger movement through the airport in real time. “With the two companies working together, you can see the total level of service they can bring to any project, before, during and after their realisation. The expertise in the technical knowledge they bring can offer valuable research for the airport operator,” Jacques Natchia, Managing Director – Airport Planner, HUB Performance, explained. “HUB Performance and NAGA Concept work together to ensure that the airport operator is able to deliver a high standard of passenger experience through constant evaluation, forecasting and reporting via their solutions. This, in turn, will increase the efficiency of the airport, saving time, money and resources.”
State-of-the-art simulation enhances airport decision-making

Airport Research Center GmbH is an independent global provider of professional airport planning and decision support services, which are designed to optimise investments and reduce operational costs. Michael Laubrock, Managing Partner at Airport Research Center, outlined the myriad capabilities of its CAST 3D airport simulation software to Ross Falconer.

Fast time simulation has become an essential and proven tool for optimising operations across all airport processes. It allows for efficient communication and quick decision-making.

Airport Research Center GmbH (ARC) takes what is clearly an innovative and future-proof approach to simulation software. It offers a comprehensive range of products and services that include airport planning and design, capacity assessment and simulation, aviation market analysis and demand forecasting, and expert consulting in strategy development. Based on user-driven requirements, the goal is to provide a state-of-the-art simulation, offering the highest level of detail and accuracy.

ARC has worked with several airports and customers worldwide, performing tasks such as determining the capability of several components of the airport, concepts for short and long-term development, advice on project phasing, stand and apron capacity, test and validation of new infrastructure, provision of the CAST simulation platform, support of the masterplanning process, and terminal safety studies.

CAST 3D airport simulation software, developed and distributed by ARC, comprises simulation, planning and optimisation systems for pedestrian, vehicle and aircraft traffic to model processes of landside, terminal, airside and airspace. Airport efficiency means smooth operations, and the optimal utilisation of infrastructure and human resources.

Michael Laubrock, Managing Partner at Airport Research Center, explained that a permanently available simulation model represents an airport with all its relevant operational components, providing a test environment always available for various questions to be asked. This may concern the short or medium-term future, or both, pointing to the overall performance or any logical or physical part, such as occupancy of a specific terminal area.

“In order to provide a suitable tool for this task, Airport Research Center has equipped the simulation software CAST with appropriate interfaces and analysis functions,” Laubrock said. “This allows a very time-efficient generation and distribution of information, and a baseline for quick decisions. Dependent on specific stakeholder’s needs, the relevant system parts of air and landside are considered.”

By using a CAST simulation, the factors influencing an airport’s key performance indicators can be determined, and the effects of different decisions can be quantified. Seeing the operations in 3D helps to understand the causes and effects. “This leads not only to better decisions, but also to transparency and a common acceptance of management actions,” Laubrock added.

**SESAR APOC simulation task**

Significantly, it was recently announced that the CAST Airport Simulation software, developed and provided by ARC in cooperation with Airbus Defence and Space, has been extended to build the simulation core of an airport gaming simulation platform, which has been selected for the SESAR APOC (Airport Operational Control Center) simulation task by EUROCONTROL.

“For SESAR, CAST, together with external stakeholder interfaces developed by Airbus, provides the simulation and gaming test bed for the SESAR concepts, like Total Airport Management, where the processes of performance steering, performance monitoring, performance management, and post operations management, build the core for proactive decision-making,” Laubrock explained. “The concepts are tested 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.”

Within this environment, individual stakeholders, such as airlines, ATC, airports, or ground handlers, in front of their individual screens, are presented with information and can update the system according to their operational priorities. In doing so, they can refine those elements of the operational concept, focusing on overall airport performance management and the collaborative decision-making process.

The fact that the system is highly realistic, visual and dynamic means that participants are easily able to ‘imagine’ that they are working in their own operational environment and, therefore, provide highly valuable feedback.

These activities show that CAST can provide packages tailored to the requirements of a wide range of clients. These can range from small and simple tasks, such as simulation support for operational planning of dedicated areas, to an integrated view of the whole airport to support major, wide-ranging decisions. The user can start quickly and simply, but is not limited if the tasks are more complex.

*The world-leading CAST 3D airport simulation software, developed and distributed by ARC, comprises simulation, planning and optimisation systems for pedestrian, vehicle and aircraft traffic to model processes of landside, terminal, airside and airspace.*
Copenhagen a beacon of innovation in empowering the passenger

When considering Europe’s most progressive airports, Copenhagen immediately springs to mind. The ‘Expanding CPH’ strategy involves phased expansion to ultimately accommodate 40 million annual passengers, and fresh ideas abound along this journey, as Thomas Woldbye, CEO Copenhagen Airports, explained to Ross Falconer.

When Airport Business first met with Copenhagen Airports CEO Thomas Woldbye in 2013, he articulated a bold vision for the airport predicated on developing a ‘World Class Hub’ strategy. This approach is built on an expansive focus on the end-to-end travel experience and, two years on from our initial CPH briefing, the vision has become reality in myriad ways.

The current ‘Expanding CPH’ strategy involves continuous expansion over the next decade to ultimately accommodate 40 million passengers per year. The latest developments are a DKK130 million (€18m) investment in the upgrade and expansion of Terminal 2 by 700sqm, and the addition of two new security lanes.

“Terminal 2 is very well designed, but in need of an overhaul. A couple of years ago we added new check-in counters, and now the objective is to add space, light and ambience. It will give us a better passenger flow,” Woldbye commented. “The pattern we’ve chosen to follow is phased expansion, which offers several advantages. Our analysis has shown that, with this approach, we can avoid building excess capacity. Secondly, it allows us to keep the airport’s compact layout under one roof, which is important. Thirdly, a phased expansion allows us to adjust our process to match the increase in traffic and lets us make use of the latest technology.”

Another important development is the merger of domestic traffic into the same part of the airport as Schengen traffic. This means carriers operating domestic services and international services to countries in the Schengen zone – primarily SAS and Norwegian – can get their aircraft closer together, optimising operations. There are also plans to extend Pier C – the intercontinental pier – with three new gates and aircraft stands, and that project will be complete towards the end of 2015.

At this point, it’s worth noting the airport’s impressive traffic growth. CPH achieved record passenger numbers for the fourth consecutive year in 2014, with a 6.5% rise to 25.6 million. The latest available figures for February show a continuation of that growth trend, with throughput increasing by 1.2% to 1.7 million. Woldbye highlighted long-haul services as a major driver of growth, showing a 4% year-on-year increase. He sees “clear potential for more long-haul growth”, particularly through the business segment to Asia, and business and leisure traffic to the US.

Self-service a “win-win-win”

Woldbye speaks fluently about all aspects of the airport’s development, reserving most passion for the firm focus on the passenger experience. It is easy to view CPH as a benchmark of innovation among Europe’s airports. The prominent
and increasing use of self-service technologies – new kiosks, self-boarding gates and automated bag drop counters are being installed – are just the tip of a strategy that empowers the passenger, and puts them in control of their own journey through the airport. The drive to meet that desire of travellers has produced tangible results. 80% of eligible passengers use the airport’s automated bag drop. “Passengers like self-service because it’s intuitive, faster and puts them in control. We’ve received very positive feedback and the take-up rate has been rapid. We are fortunate as Scandinavians tend to be very fast at adapting to smart solutions,” Woldbye enthused. “The other win is that it reduces costs for the airlines. An explicit part of our strategy is to reduce total cost of operations for our customers, and self-service does that. It also gives us more capacity within the same space as flows are increased. So passengers are happier, airlines are happier, and we get a little bit more capacity – a win-win-win situation.”

We are living in the age of the connected traveller, with digital technologies transforming the travel experience and the ways in which airports interact and communicate with passengers. CPH is embracing this in various ways. Last year it became the first airport to trial Google Glass, equipping two members of its airport service team with the devices, with positive results. It is also utilising augmented reality technology with an innovative 360-degree wayfinding function on the CPH smartphone App.

**Enhancing e-commerce**

Among the most exciting technologies being explored by CPH is the potential of beacons as a way of interacting with passengers. It is currently trialling these in the retail environment in connection with the CPH Advantage loyalty programme. The beacons can be used to trigger relevant messages to passengers who are nearby participating stores, informing them of promotions or offers. “Beacons are so far being used on an experimental basis; we haven’t drawn any conclusions yet,” Woldbye stated.

Commercial revenues are, of course, vitally important, and account for a 50% share of the total at CPH. While looking to make the retail offer even more attractive in the airport itself, Woldbye explained that there is a focus on enhancing e-commerce, “getting more people to order online and collect at the airport, or at least plan their purchases”. “We are also looking at whether we need more modern shop concepts – that I think is very much in line with more general retail trends, but with an airport twist,” he added.

The constant drive for innovation even extends to the trialling of intelligent advertising, which incorporates facial recognition technology. It is early days, but another sign of CPH’s progressive approach. ‘Expanding CPH’ is a clearly defined vision for the airport of the future in Copenhagen – a vision that paints a picture for CPH’s role as a hub for the region. Our conversation with Woldbye very clearly illustrated that this is being realised through a forward-thinking strategy that cements CPH’s status as a beacon of innovation among Europe’s airports.

---

**CPH factbox**

**2014 PASSENGER NUMBERS:** 25.6 million

**2014 PASSENGER TRAFFIC GROWTH:** +6.5%

**2015 PASSENGER TRAFFIC GROWTH (JAN-FEB):** +0.9%

**KEY AIRLINE CUSTOMERS:** SAS, Norwegian, easyJet

**NUMBER OF ROUTES (2014):** 151

**TOP 3 DESTINATIONS:** London, Stockholm, Oslo

**RATIO OF CARRIERS:** 73.5% full-service / 26.5% LCC
Recognising progressive ideas in action
transforming airport performance and reputations

INNOVATION SHOWCASE

During the first three months of 2015, airports and airlines across Europe have been busy finalising inventive projects designed to help travellers make the most of their time at the airport and improve the overall passenger experience. Ryan Ghee rounds up some of most effectual innovations.

KLM to offer smartphone-based baggage tracking

Delayed or lost luggage is one of the biggest causes of anxiety and stress during the travel process. Significant baggage handling improvements have been achieved in recent years – in fact, according to the recently released SITA 2015 Baggage Report, 7.3 bags per 1,000 were mishandled in 2014, compared to 18.8 bags per 1,000 in 2007 – but there is still scope for further progress. With this in mind, KLM has confirmed that it will offer select members of its Flying Blue frequent flyer programme a new baggage tracking device, which can be used to track bags via smartphones during every step of the journey. The rechargeable Eviate eTrack makes use of GSM technology to enable the tracking function and it can also automatically send the owner a message when the suitcase is opened and when it arrives on the baggage carousel. The company behind the device, FastTrack Company, has worked with KLM, KPN and Samsonite on the development of the eTrack and eTag devices – the latter of which is a permanent electronic bag tag, which is not yet available commercially. Ryanne van der Eijk, KLM’s Chief Customer Experience Officer, explained that the tracking device “takes the stress out of travel with baggage, because it allows passengers to track their baggage easily and quickly.”

Helsinki Airport’s sleeping pods

Of the 55.9 million passengers who travelled through Helsinki Airport in 2014, almost 2.5 million of them were transferring to another flight, and with this high percentage of transit traffic firmly in mind, Finavia, the Finnish airport operator, has taken a novel approach to help improve their experience in the terminal. Following a successful trial, a total of 19 sleeping pods have been installed at Gates 18 and 38, providing passengers with a dedicated space to relax or sleep while they wait for their connection. The GoSleep pod is an ergonomic seat that can be turned into a bed and each one has a cover that can be pulled over the pod to create an isolated environment. Each pod includes a power socket, which passengers can use to charge their electronic devices, as well as space to store hand luggage. Pillows and blankets are also available. “We wish to provide passengers with an opportunity for stress-free travel and a nap between flights,” explained Heikki Koski, Vice President, Finavia. “Helsinki Airport has many transit passengers, who may not have had any sleep for a day or are suffering from jet lag. I believe that the service will have genuine demand.”
Café Lounge concept coming to Trondheim and Tromsø

Norway’s Trondheim and Tromsø airports will soon each have a new Café Lounge following the announcement by SAS that it will introduce its new passenger lounge concept at both locations. Located close to the departure gates, the two lounges, which include access to high-speed WiFi, will open before the end of May, before the carrier opens similar facilities at other Norwegian airports later in 2015.

Eivind Roald, Executive Vice President Commercial at SAS, said: “We are absolutely thrilled to launch yet another in-demand product, the SAS Café Lounge. Our most frequent flyers appreciate the time saving services such as Fast Track, which is why we are now offering an additional service designed especially for them. Fast flows are important on our domestic market and customers can work effectively in our Café Lounges located close to the gate.”

BA and easyJet identify Apple Watch potential

The highly anticipated Apple Watch will be available from 24 April, and two UK-based carriers are leading the charge on exploiting the potential of the new smartwatch. The British Airways Apple Watch app allows passengers to view their flight number, route, departure time, flight status, destination weather forecast and a countdown to departure timer. Gate change updates can also be sent directly to Apple Watches, while Passbook integration will soon allow customers to store their boarding pass on their smartwatch.

Meanwhile, the easyJet app also offers easy access to pre-departure and check-in information, flight status updates and a countdown function, in addition to the latest currency exchange rates. Users can also post updates to Twitter and Facebook via the app. James Millett, easyJet’s Head of Digital, said: “easyJet passengers continue to see the benefit of using our app to make travel easier and we are sure that many of them will be early adopters of Apple Watch. We constantly look for new ways to improve the travel experiences of our passengers and providing up to date information on the latest technology such as Apple Watch is key to this.”

AdP promotes airport networking

A new digital business lounge concept unveiled by Aéroports de Paris (AdP) helps travellers use their time at the airport productively. The Espace business lounge at Paris Orly Airport, located in Hall 2 of Orly West, can be accessed free of charge, and passengers can make use of workstations and free WiFi. Via AdP’s My Airport app, passengers can now also create a profile and give permission for the app to notify other passengers in the vicinity of their presence. Thanks to the installation of beacons across the terminal, the user will then be notified of anyone else who has registered and is currently in the terminal, and they can request a meeting with them. As 58% of the passengers who use the Orly West terminal are travelling on business, the initiative is designed to help travellers explore new business opportunities.

The new Espace business lounge at Paris Orly is aimed primarily at the 58% of Orly West users who are travelling on business.

easyJet was among the first carriers to announce the launch of an app for the Apple Watch, unveiling its app 46 days ahead of Apple Watch going on sale.

SAS’ new Café Lounge concept will initially be introduced in Trondheim and Tromsø airports, ahead of a wider rollout.
AeroParker

NEWS
AeroParker is a specialist pre-book and pay e-commerce platform for airports, including yield management which offers a direct channel through which to sell parking and ancillary products to passengers in advance, while building customer relationships for future commercial gain. It has 15 years' experience delivering fantastic ROI results to a number of clients such as London Stansted, Manchester and Avinor airports. AeroParker is multilingual, and comes as standard with car park occupancy forecasting and dynamic pricing, a fully featured dashboard, CRM and advanced reporting. AeroParker integrates with any barrier system and merchant services.

STAND 6

Autogrill Group

NEWS
Autogrill is the world's leading provider of food & beverage services for travellers. Active in 30 countries with around 55,000 employees, it has over 4,500 points of sale in more than 1,000 locations, and operates prevalently under concession agreements in airports, on motorways and in railway stations – as well as at select shopping centres, trade fairs and cultural facilities. The company has a portfolio of over 250 international and local brands, managed directly or under license. Listed on the Milan Stock Exchange, Autogrill is indirectly controlled by Edizione S.r.l. – the financial arm of the Benetton family – with 50.1% of the share capital.

Cabeau

NEWS
Cabeau knows how to make travel easy, and offers affordable luxury to all. Whether its award-winning memory foam Evolution Pillow or adjustable Midnight Magic Sleep Mask, Cabeau offers the most innovative neck pillows, comfort products, travel accessories, and on-the-go gear. It is a celebrated industry leader and a two-time winner of the ARC Best Inflight Product Award. Cabeau's goal is to provide a comfortable and restful experience to commuters and jetsetters alike, transforming coach-class woes into a First-Class experience. Once you feel the difference, all your adventures will be in Cabeau comfort.

STAND 7

Coindrum

NEWS
Coindrum offers an innovative customer service that is proven to directly increase the percentage of travellers that shop, creating an enormous opportunity for travel retailers to sell more without any risk or set up costs. It’s simple. Passengers are stuck with their coins – especially when travelling to countries with different currencies, but can now use Coindrum self-service machines to convert them into airport retail vouchers. It’s a win-win category growth opportunity whereby passengers outspend their vouchers by a significant multiple at the tills. Coindrum boosts the passenger-to-retail customer conversion rate – thus driving retailer and airport revenue – improves the passenger travel experience and has minimal risk, cost and effort – it is a fully serviced solution with no upfront investment from airports.

STAND 5

Comarch

NEWS
Comarch is a manufacturer and integrator of IT solutions, which helps clients to achieve greater profitability, and advance in their specific sectors with a wide range of innovative products, solutions and services of the highest quality. Comarch has vast experience in the key sectors of telecommunications, finance, banking and insurance, services, public administration, industry, health, and the enterprises sector, through projects carried out for the largest Polish and international brands. Comarch has successfully completed 3,000 projects on five continents in over 40 countries, possesses 4,000 first-class professionals (programmers, computer scientists and economists) and graduates from the best Polish and foreign universities, as well as Custom Data Centres in Poland and Germany for the provision of services in many models, including SaaS and Managed Services.
Aislelabs

Aislelabs is a Toronto-based technology company with clients across the globe, and provides an advanced location-based marketing and analytics platform for airports, shopping malls, stadiums, and large retail stores. The core strength of Aislelabs is that it is an end-to-end solution that covers all aspects of location technology for airports, including: Passenger experience – central insights dashboard for understanding passenger behaviour; retail analytics – platform to understand and influence retail sales as impacted by passenger behaviour; iBeacon marketing – indoor location-based mobile marketing; and indoor navigation – accurate indoor positioning and mapping for mobile apps. Collectively, these technologies enable airport stakeholders to delight passengers by easily providing indoor wayfinding; to market intelligently; to monetise real estate; increase sales; and understand the passenger journey, getting visibility into the curb-to-gate journey of every passenger.

STAND 1

Coswell

Coswell is an Italian family-run group of companies, specialised in the manufacturing and distribution of body and oral care products, healthy foods, masstige and selective fragrances, skincare and cosmetics in the mass market, perfumeries and pharmacies. In 1991 the Eurocosmesi division was created to enter the selective perfumery market, and later Eurocosmesi acquired the skincare brand Transvital. Over the years, Eurocosmesi has enlarged its fine fragrances portfolio with ‘Made in Italy’ licenses such as Byblos, Canali and Renato Balestra and Italian historical fragrance Gandini. 2014 saw the major launches of Byblos and selective fragrances, respectively.

STAND 20

Enterprise Rent-A-Car

Known for its exceptionally low rates and outstanding customer service, Enterprise Rent-A-Car is a global branch network of neighbourhood locations and significant airport presence. Enterprise first expanded into Europe in the mid-1990s, in 1994 opening its first branch in the UK, where it now operates more than 400 branches. Through an unprecedented programme of global expansion, Enterprise now operates a European network with more than 200 airport locations alongside 800+ off-airport branches.

In total the Enterprise Rent-A-Car network extends to 31 European countries and more than 70 worldwide. What's more, together with the other Enterprise Holdings rental brands, National Car Rental, and Alamo Rent A Car, the group now gives customers access to an unrivalled number of locations through one recognisable network – Drive Alliance.

STAND 11

The Hershey Company

The Hershey Company, headquartered in Hershey, Pennsylvania, is a global confectionery leader known for bringing goodness to the world through its chocolate, sweets, mints and other great-tasting snacks. The company, which has more than 80 brands around the world that drive over $7.4 billion in annual revenues, includes such iconic names as Hershey’s, Reese’s, Hershey’s Kisses, Jolly Rancher and Ice Breakers. Hershey is focused on growing its presence in key international markets while continuing to build its competitive advantage in North America. At Hershey, goodness has always been about more than delicious products. For 120 years, it has been committed to good business by operating fairly, ethically and sustainably to make a positive impact on society. This means contributing to a better life for its employees, consumers, communities, and, ultimately, creating a bright future for children in need – a commitment exemplified by the Milton Hershey School.

STAND 13

Interlem Group

Interlem Group is a global company that combines the knowledge of business processes, the latest technology and its expertise to help and address key technologi cal and processing challenges of its customer’s business for high performance. Its core competence lies in understanding complex technology issues, identifying clients’ needs and helping them overcome issues successfully. Over the years, Interlem has helped its clients to build agile and value-driven businesses that highlight its consulting capabilities. Interlem’s competence in the ‘full-stack’ of technology and experience in all areas of the business means that it has a deep knowledge and a value proposition of processes and applications. It believes in permanent updating, in solutions that fit the dynamic and complex contexts, and in new media and new approaches.

STAND 13
**Rituals**

Cosmetics is one of the fastest-growing beauty brands of its kind in Europe. It is the first brand in the world to combine home and body cosmetics, and its portfolio of unique products includes everything from luxury body and facial creams to precious mineral make-up. Rituals is available in stores and leading department stores in 25 countries worldwide, with a presence in Amsterdam, London, New York, Madrid, Barcelona, Berlin, Brussels, Lisbon, Sao Paulo and Stockholm. Within travel retail Rituals is present in a number of key global airports and onboard 50 of Europe’s luxury cruiseliners. Currently the brand operates four stand-alone stores, one airport spa and almost 100 shop-in-shops. It also features in more than 850 luxury boutique hotels and at leading chains, such as Radisson.

**Subway**

SUBWAY restaurants have a great deal of flexibility with hours of operation, including 24 hour potential, to cater to the needs of ‘red-eye’ passengers and late-night employees. SUBWAY sandwiches are also easy for passengers to take along on flights, and provide healthier alternatives to greasy fast food.

**Sunglass Hut**

Sunglass Hut is a world leader in the specialty sunglass retail business, with more than 3,000 retail locations. With a reputation for carrying the most coveted luxury and premium brands, Sunglass Hut is the ultimate sunglasses shopping destination. The network stretches from Australia to the United States, South America to South Africa, and provides a seamless consumer experience including skilled store associates and comprehensive after-sales support. The brand’s airport locations generate exceptional sales productivity by offering all passengers a broad assortment of designer brands to meet their style and needs. In 2014, Sunglass Hut opened 31 new global locations taking the network to over 140 standalone stores and kiosks in airports worldwide including London Heathrow, Singapore Changi, Rome Fiumicino and Hong Kong. Sunglass Hut offers a flexible model for its airport operations, including directly operated stores, shops run by local affiliates, and partnerships with leading travel retail operators such as Dufry in Milan, LS travel retail in Rome, and WDFG in Dusseldorf. With a Sunglass Hut airport store opening every 12 days in 2014, the brand is seeking new leasing opportunities in travel retail as part of its ambitious expansion plan in 2015 and beyond.

**Travelex**

Travelex is the world’s largest foreign exchange specialist – online in 23 markets and with 1,500 stores and 1,250 ATMs across 29 countries at key airport, seaport, rail and tourist locations. Over 40% of travellers – 1.7 billion passengers a year – pass through airports where Travelex operates, including major gateways at Amsterdam, Beijing, Frankfurt, Hong Kong, London, Mumbai, New York, Paris, Sydney, Tokyo and Brazil. Every hour Travelex provides foreign currency to more than 2,000 customers. The Travelex Group also sources and distributes large quantities of foreign currency banknotes for customers including central banks and international financial institutions.
SwissCanonica

Group has been involved in food & beverage outlets and airline catering at Geneva International Airport since 1948, where the quality of its services has led it to operate multiple points of sale.

In 2013 SwissCanonica established two new F&B outlets at Basel-Mulhouse-Freiburg Airport, and it will open a new outlet in Dubai Airport in 2015. Whether under its own name or as a franchise, the group develops new airport catering and hotel concepts. The array of brands it has developed allows the group to cover demand in all areas, from bars and shops to restaurants. It also manages a new hotel called SwissEver – the stylish new hotel located in the middle of one of Switzerland’s most beautiful areas.

In 2011 Canonica opened its top-of-the-range chocolate factory with its own laboratory and won the coveted first prize in the Geneva International Chocolate Fair.

JTI

Leading tobacco company JTI produces some of the world’s best-known tobacco brands including Camel, Winston and Mevius, and its products are distributed in more than 120 countries. It is a diverse company defined by its people; united in its goal of being the most successful and respected tobacco company in the world.

JTI is achieving this through its integrity, its creative spirit, and by constantly challenging its standards. As a global leader in duty free, JTI continues to develop innovative solutions for an increasingly challenging market. Working closely with travel retail trade partners, JTI is helping airports around the world to design and create smoking lounges to cater for travellers.

Concessionaire Analyzer+

Airports can now better control, manage and boost non-aeronautical revenues with the innovative world-first Concessionaire Analyzer+ (CA+) – a web-based software application that enables airports to improve the entire non-aeronautical funnel – from sales data collection and BI reporting to contract and property management, as well as billing. CA+ seamlessly integrates into existing hotel concepts. The array of brands it has developed allows the group to cover demand in all areas, from bars and shops to restaurants. It also manages a new hotel called SwissEver – the stylish new hotel located in the middle of one of Switzerland’s most beautiful areas.

In 2011 Canonica opened its top-of-the-range chocolate factory with its own laboratory and won the coveted first prize in the Geneva International Chocolate Fair.

Wildstone Airports

Wildstone Airports has market-leading knowledge in media sales, new technology and media strategy within airport advertising, and provides its clients with unparalleled experience and impartial advice. It develops unique design-led and revolutionary digital advertising products, which maximise income from all media assets in the airport environment. Its understanding of the industry and use of the latest technologies across digital, mobile and e-commerce ensures that Wildstone Airports delivers the highest ROIs for its clients.

Wildstone Airports’ services include due diligence, tender and transactional advice; portfolio development, design, planning and construction expertise; technology and innovation procurement; and asset management.

Walkbase

Walkbase is an indoor location platform for airports and retailers. Just like web analytics platforms have revolutionised the online experience, Walkbase provides the same level of personalisation to the real world, offering personalised location-based services through smartphone devices. Based on indoor location technology, the platform provides real-time analytics on passengers’ habits to create the most efficient and personalised travel experiences. It analyses passenger movements to predict crowding and queuing, as well as measuring the impact of airport layouts and gate changes. The cloud-based solution is based on WiFi and Bluetooth beacon technology, with patent-pending indoor positioning and industry-leading analytics.
Travel Insight is currently a single subscription product, which gives access to 12 months of forward-looking data that can be viewed either in a pure raw data format or via a dashboard of visualised graphs and charts. It is also available with multiple licences. Because it’s single subscription, the data that one customer sees will be the same as another. It’s how customers interpret and use that data that provides the value and the insight.

Airports and airlines conventionally rely on MIDT and schedule-based products, such as OAG and Innovata, for marketing and demand data when working on devising network planning strategies. Travel Insight is entirely different because it is based on actual consumer aspiration and represents a completely new tool for airport and airline network planners, rather than looking at historic data and planned airline schedules etc.

“Travel Insight is another tool at the disposal of airlines and airports to allow the industry to gain a holistic view of the market,” Aitken explained. “Travel Insight doesn’t replace industry expertise and business knowledge, but instead works alongside the more conventional tools to effectively widen the view of the sector beyond historical data and airline or airport specific knowledge.”

Importantly, Travel Insight offers visibility into passenger inclinations for the next 12 months – popular flight routes, preferred travel days and times, locations that travellers are searching to and from, where they’re booking, and perhaps more interestingly, which routes they’re searching but not booking. This type of data helps determine the profile of an airport or airline’s travellers and what their travel needs are.

The near real-time data is collected from the tens of millions of searches performed globally on Skyscanner each month, from over 35 million unique visitors. “We work with each business customer to identify what their route network needs and requirements are, and how Travel Insight can give them insight into this area,” Aitken said. “All data is anonymous and aggregated to provide the average, rather than the specific for conversion ratios, customer locations (via anonymous geo-tagging), forward bookings etc.

It’s possible to be sceptical about search data because “aspiration” is not exactly the same thing as finally confirmed bookings. However, search data can valuably build the profile of traveller desires. “Skyscanner searches show what a traveller wanted to do, while bookings – if different – show what a traveller is forced to do, either because of budget restrictions, holiday allowance, or even a lack of suitable airline routes,” Aitken commented. “A traveller searching for Glasgow-London Luton, for example, who ends up booking Glasgow-London Gatwick could have done so for a number of reasons. However, if you start to see a trend for these searches and a pattern emerge, you could deduce that there’s an appetite for this particular route. Looking solely at bookings wouldn’t identify that business opportunity, and what’s great about a tool like Travel Insight is that you can look at data from both perspectives.”

A number of partners are already using Travel Insight, including airlines, airports, tourism boards, and other players in the travel industry. As a bespoke solution, there is no fixed price – Skyscanner works together with each customer to find the best solution for their needs, offering a powerful tool to determine where real demand for air travel lies.
No speed-dating, just deal making!

Make CONNECT part of your route development schedule for 2015 and see the results. Over 3 days....

- Meet over 450 airline, airport & industry professionals
- Develop your routes & business relationships
- Learn from our leading edge speaker programme & strategic seminars
- Consolidate your deals in a friendly environment

FREE Route Analysis courtesy of Milanamos for registered airports & airlines

Secure your place at Europe’s growing route development forum! Visit www.connect-aviation.com to register today & start networking
The nutritious foods your passengers and staff want . . .
The healthier fit for your airport.

Sandwiches and salads with fewer than six grams of fat, made with fresh vegetables, are available at SUBWAY® restaurants and can fit right in with healthier eating habits. Customers can have their made-to-order portable sandwiches and other great food options for all day-parts.

As the #1 Global franchise*, SUBWAY® restaurants show a strong international presence with a simple and flexible operation.

The SUBWAY® restaurant chain has almost 50 years of experience and has made it possible for thousands of individuals to build and succeed at their own businesses. The chain offers franchisees access to a well-structured and effective system that has been developed and perfected over several decades.

With more than 43,000 restaurants operating in more than 110 countries, the SUBWAY® restaurant chain is the largest restaurant chain in the world! Your passengers and employees will appreciate the availability of a familiar brand name that they know and trust.

SUBWAY® is a registered trademark of Doctor’s Associates Inc. ©2015 Doctor’s Associates Inc.

*SUBWAY® is the #1 restaurant chain in total restaurant count with more locations than any other chain in the Quick Service Restaurant (QSR) industry.

Contact Janet Bencivenga
800.888.4848 x 1351 or 203.877.4281 x 1351
e-mail: Bencivenga_J@subway.com
Or visit www.subway.com