Every flight begins at the airport.
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That’s what we’ve always been striving hard to achieve – ever since the first flight departed from Heathrow 70 years ago.
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CLOSER TO CENTRAL EUROPE

Ivana Bohucka, Airlines strategy director, Pelikan.sk

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**The ASQ Awards are provided based upon the top three mean scores on overall satisfaction from the ASQ Survey
As we celebrate 25 years of service to the airport industry, 2016 is a special year not just for us at ACI EUROPE, but also for all our colleagues at ACI WORLD and other ACI regions – from Montreal and Washington (ACI North America) to Hong Kong (ACI Asia Pacific) via Panama City (ACI Latin America & Caribbean) and Casablanca (ACI Africa).

With just over 100 staff globally (of which 20 are in Europe), ACI is rather small when compared to the (much older & bigger) global airline trade association. Yet, our size is a source of pride – as it allows us to be nimble and forces us to punch well above our weight.

Airports Council International is now firmly established as the authoritative and trusted Voice of the World’s airports – with our unique decentralised model allowing each ACI region to best serve its members. Indeed, while globalisation has given most airports an international outreach, their local & national environment remains extremely relevant and influential – which largely explains why the saying goes that “no two airports are the same”.

In Europe, the EU has effectively supplemented that local & national environment. Today, about 80% of the regulatory framework applicable to our airports originates in Brussels. This means that while ACI EUROPE’s core mission has essentially remained unchanged since 1991 – “to represent the collective interest of Europe’s airports and promote professional excellence in airport management” – the EU has become the primary focus of our advocacy role.

With the European project currently going through its worst ever crisis and criticism raging against it, I believe it is worth recalling that the EU has been transformative for our industry. Without the EU dynamic, the liberalised intra-European aviation market would have taken decades more to complete – at best. Europe’s airports would not have been able to grow their business as they did, and air connectivity across our continent would have remained constrained by antiquated bilateral air service agreements.

This explains why ACI EUROPE has always approached the EU with a sense of opportunity, rather than with an obstructive agenda. This means defending our strategic interests, while at the same time accepting that change is the new normal and capitalising on it. This comes with a strategic approach to promoting the interests of our industry, supported by the compelling narrative of airports now being businesses in their own right and acting as a force of good for society.

This approach has yielded benefits for our members, which are not all necessarily visible. Success in advocacy is primarily about addressing challenges before they even surface. Yet, one unexpected voice about our success has been Ryanair’s famously outspoken CEO, Michael O’Leary. Addressing a gathering of EU Transport Ministers and aviation industry leaders in Amsterdam last January, he declared that the main reason for the creation of A4E (a new European airline association) was due to ACI EUROPE doing too good a job. It’s the kind of comment that instantly made us regret not having invited Ryanair to join ACI! That was until he then compared us to ‘the Evil Empire’ (a Star Wars reference) – which we decided could ultimately only be taken as a compliment.

As our business and political environments are getting ever more complex and unstable, ACI EUROPE stands ready to keep supporting its members, with a clear focus on delivering value both to airports and World Business Partners. By bringing together the entire airport industry – from the mega-hubs to the very small regional airports, we also act as a unique source of expertise, key data and trends tracking upon which regulators and members alike have come to rely. But beyond our members, our strength comes from our people – a great (small) team of individuals who are truly passionate about airports and serving them.
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

Avinor

Passenger numbers at Avinor’s airports increased by 2.7% in Q1 2016, driven by strong growth in international traffic.

Norway’s Avinor is to invest in an upgrade of its existing ATM system, and enter the ITEL alliance in collaboration with NATS. This will help Avinor to provide enhanced services and meet requirements for the European Union’s (EU) Single European Sky programme. By entering the ITEL alliance, Avinor becomes part of Europe’s largest ATM system collaboration along with ANSPs in Spain (ENAIRE), Germany (DFS), the UK (NATS) and the Netherlands (LVNL) – alongside systems provider Indra.

Newquay Cornwall Airport

Handed 250,000 passengers last year; 50% growth to 370,000 is forecast in 2016.

Newquay Cornwall Airport has opened the Aerohub Business Park, designed to encourage regional economic growth and build upon growing passenger numbers. The new business park will accommodate over two million sq ft of hangar space, offices and manufacturing. The Aerohub is led by the Cornwall and Isles of Scilly Local Enterprise Partnership and Cornwall Council as the owners of the airport and surrounding land.

Milan Linate Airport

Handled 2.1 million passengers in Q1 2016.

Milan Linate has become the 20th airport to fully implement A-CDM, an integrated platform that broadcasts in real time flight status information of all flights to the Network Manager Operations Centre at EUROCONTROL. Milan Linate is the fourth Italian A-CDM airport, joining Rome Fiumicino, Milan Malpensa and Venice Marco Polo. Naples will be the next, in mid-2017.

Madeira Airport

Achieved 6.3% growth to 2.7 million passengers in 2015.

Madeira Airport has completed the €11 million renovation of its new commercial and operational space. This investment sees a new walk-through duty free store and a diverse line-up of new stores covering more than 1,800sqm. Operational improvements included strengthening and re-profiling the runway, and increasing its usable area by 1,500sqm, while also providing seven new passenger and hand baggage screening lines to speed up passenger processing by an estimated 83%. ANA – Aeroportos de Portugal claims that it is now possible to process 1,400 people an hour in the terminal, almost double the pre-renovation rate of 720.
Albania Airport

Tirana International Airport recorded a 10.3% increase in passenger traffic to 2 million in 2015.

Keen Dynamics (KDL), the joint venture of financial services company China Everbright (CEL) with Friedmann Pacific Asset Management, has signed an agreement to buy Albania’s Airport operator, Tirana International Airport SHPK (TIA). The closure of the deal is subject to approval from the Albanian Government. KDL will take over TIA’s airport concession until 2025, with a two-year extension up to 2027.

Sofia Airport

Throughput increased by 13% to almost 1 million in Q1 2016.

In May, Bulgaria launched a tender to operate Sofia Airport for 35 years, a deal expected to bring about €300 million to state coffers. Operators of airports in Munich, Frankfurt, Zurich, Lyon and Dublin, and the operator of London’s Heathrow, as well as companies from Qatar, Turkey and China, have already expressed interest in the tender. Potential candidates for the concession will face an end-September deadline to submit their offers. Two other major airports in Bulgaria are already under concession, in the Black Sea cities of Varna and Bourgas, managed by Germany’s Fraport.

Vienna Airport

Registered a 2.3% rise to 4.4 million passengers in Q1 2016, driven by strong growth of easyJet and Eurowings.

Vienna Airport has revealed its plans for future terminal development, including the addition of 10,000sqm of new shopping and restaurant space and the introduction of central security across its currently fragmented terminals. The old building sections – Pier East and Terminal 2 – will be modernised and expanded to encompass a central security area for the B, C and D gates; this project will help increase retail and F&B space in these zones by +50%. A new building will be constructed at the southern side of Terminal 3. The project phase will be gradually introduced until 2023, with a maximum investment of €500 million.

Munich Airport

Handled 12.3 million passengers between January and April 2016 (+2.6%)

Munich Airport officially inaugurated its new €900 million satellite terminal on 26 April, which is Germany’s first midfield terminal. With the new satellite facility, the capacity of T2 has been increased by 12 million to 36 million passengers per year. The building adds another 7,000sqm of retail and F&B to the 16,400sqm in the existing T2.

Lithuanian Airports

914,000 passengers travelled through Vilnius, Kaunas and Palanga airports in Q1 2016 (+17%).

On 2 June, Lithuania’s Parliament approved a draft law that will enable three state-owned airports to be managed by private concessions. The three Lithuanian gateways, Vilnius, Kaunas and Palanga, handled 4.2 million passengers and 50,000 flights in 2015.

Sheremetyevo Airport

SVO was Russia’s busiest airport in 2015, handling 31.6 million passengers.

Moscow’s Sheremetyevo International Airport and Volga-Dnepr Group have signed an agreement that will see them enhance cargo infrastructure at the airport and develop relationships with other airports. SVO is attracting investment in its cargo terminal infrastructure. The first-stage construction of a new 40,000sqm cargo terminal at SVO started in March and is scheduled for completion in April-May 2017. It will cost around $45 million and will be able to handle up to 380,000 tonnes per year.
Airports as the great global brand ambassadors – the further advancement of the most effective marketing platforms in the world

25th ACI EUROPE Airport Commercial & Retail Conference & Exhibition, Helsinki, 11-13 April

The central theme of this year’s event – ‘Airports as the great global brand ambassadors – the further advancement of the most effective marketing platforms in the world’ – permeated each of the conference sessions. There was a consensus that while the dynamics for travel retail are impressive, and it remains a window to the world for brands, there should be less focus on premiumisation and selling to high-spending nationalities, and more emphasis on grasping digital opportunities.

The 26th ACI EUROPE Airport Commercial & Retail Conference & Exhibition takes place in Nice, April 2017, hosted by Aéroports de la Côte d’Azur.

“Developing non-aeronautical revenues is a necessity for us to succeed,” said Kari Savolainen, CEO Finavia. He explained how Helsinki Airport has created its own attractive identity through a complete makeover that has included renewal of the commercial offer, with 70 new or renewed shops, cafés and restaurants.

Jaya Singh, Head of Global Accounts, Mondelez World Travel Retail, and President, APTRA, explained that there is a 52% penetration opportunity, with over half of travellers not visiting a duty free store. He also spoke about driving behavioural change to unlock category and total channel growth.

Sarah Branquinho, President, European Travel Retail Confederation, said: “Airports, brands and retailers need to work hand in hand to secure a regulatory environment that will allow them to fully exploit the potential of duty free & travel retail.”

Garry Stasiulevicius, Managing Director, Counter Intelligence Retail, commented that the retail basics are often overlooked, with categories over-ranged and not spaced correctly, and communication with consumers often one-dimensional. He added that more could be done to capitalise on travel retail differentiators, such as exclusive products.

ACI EUROPE Director General Olivier Jankovec delivered his traditional State of the Industry address, in which he outlined how airports are transforming from B2B to B2C businesses. While commercial revenues at Europe’s airports totalled €10.3 billion in 2015, Jankovec commented that it’s worrying that commercial revenues are underperforming growth in aeronautical revenues. A key challenge is airports’ ability to invest.

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Peter Mohn, owner and CEO of m1nd-set, presented an exclusive piece of research on what will activate the traveller and shopper in Europe. His activation recommendations include providing new and innovative ways to connect with consumers through augmented reality and social media, embracing a multi-channel approach like reserving items online for collection in-store, and using big data to understand mega-trends.

Patrick Halliswell, Managing Director, Daktronics, and Sakchin Bessette, co-founder and Executive Creative Director, Moment Factory, delivered a joint presentation on how LED canvases have the potential to transform the traveller experience by engaging, entertaining and informing. In terms of monetisation, direct revenues are achieved through advertising and sponsorship, and indirect revenues through retail and F&B sales, for example.

Mark Bergsrud, CEO Grab, emphasised the role of mobile commerce in improving the customer experience, while describing how Grab’s mobile ordering platform, which aggregates content relating to airports’ retail and F&B offers, has the potential to increase non-aeronautical revenues.

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Filip Soete, Chief Commercial Officer, Airports de la Côte d’Azur, outlined the Nice Airport vision to “deliver the most surprising commercial experience in a European airport.” The new retail offer in T1 was completed in May this year, and in T2 will be complete in May 2017. Soete explained that the key objectives are to improve the passenger experience, maximise non-aeronautical revenues, and improve the terminals operationally.

Stephan Uhrenbacher, CEO FLIO, outlined the passenger experience benefits of the global app for “all things airport”, which combines easy access to free WiFi, arrivals and departure information, insider tips, and exclusive retail offers and discounts with key retailers, food & beverage outlets and passenger service providers. With one interface for all airports, FLIO simplifies the airport experience.

The conference and exhibition were augmented by two spectacular social events. The Welcome Reception took place at the Finnair Skywheel and Restaurant Sipuli’s Conservatory. The Gala Dinner at Vanha Ylioppilastalo, meanwhile, took delegates on a journey across Finland.

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Better water availability buoys passenger perception

You don’t have to be on social media to have heard air passengers balk at the price of water when travelling. A recent consumer group survey that received significant media coverage compared the pricing of water on various different low cost carriers – it found the price was surprisingly high on some. For example, Ryanair which carried over 100 million passengers last year, charges €3 for a bottle of water.

Airports have been listening to their customers and over the past couple of years, we have seen a number of initiatives gather momentum, granting passengers access to cheaper water and/or free water fountains in the airside area of an airport.

Dublin Airport was one of the early innovators – bolstered by the fact that the daa group which runs the airport is also a retailer. It has had bottled water available for €1 since 2012 and in 2014 introduced unmanned €1 water paystations after security and beyond on the airside. The bottles are not in vending machines, they are freely available, with a little coin box beside them. This “honesty station” approach was an instant success – even garnering some media coverage – and 92% of passengers do pay the €1. DAA quickly implemented this practice, since last June. TheRP states that after airside security checkpoints, airports should make water available in 500ml bottles at a maximum price of €1 or invest in better availability of water fountains. Since then, it has gone on to become a fully-funded phenomenon. By December 2015, 60% of Europe’s airports were aligned with the practice and those airports welcome 78% of Europe’s air passengers through their doors.

The recently rebranded Paris Aéroport chose to invest more in water fountain availability. Jean-Michel Hua, Customer Satisfaction Director, Paris Aéroport explains “Paris Aéroport decided to pursue the installation of modern fountains. In total, 80 fountains will be available across our different terminals as of summer 2016. We decided to focus first on airside (after security check points). We will further deploy 70 additional fountains in various locations such as connexion passengers paths and public areas.”

Athens International Airport has gone one step further, making a 500ml bottle of water available for just 35 cents. mindful of the shadow expensive water can cast on the passenger experience. “In several cases in the past, water bottles were bought by the passengers more expensive before the security screening and then taken away from them at the screening due to LAGs check. Right after, the same passengers and especially families with children had to buy again bottles of water, very expensive. At least now, water is available at a very decent price and this is not a serious issue anymore. I believe it is only fair that passengers pay a reasonable price for an important commodity like water” says George Zervoudis, Manager Terminal Services, Athens International Airport.

And consider the case of Vilnius Airport where they believe the low pricing of water has actually benefited customer perception of value available at the airport. As Artūras Stanevicius, the Manager of Vilnius Airport states “We started to sell the bottles of water for €1 last September. As we can see now, customers are really happy with this. It stands more for the natural needs for our customers and in some areas it also can generate some extra non-aviation revenues.”

Most telling however, one of the biggest fans of the initiative is EU Transport Commissioner Violeta Bulc. Upon the launch of the ACI EUROPE Recommended Practice, she commented “I fully support ACI EUROPE’s proactive approach towards improving the passenger – and consumer – experience across the European airport network. This initiative allowing air passengers easier, cheaper access to water is the right move. I congratulate the airports who have already led the way and urge others to implement this recommended practice as soon as they can.”

Since then, Commissioner Bulc has repeatedly praised the airport industry for its proactive work on this, tweeting about it while passing through airports, mentioning it in speeches and even speaking about it in very positive tones during the press conference at the launch of the EU Aviation Strategy last December.

ACI EUROPE is now engaged in conducting a renewed survey of the initiative to gauge how many more airports have implemented this practice, since last December. But next time you’re passing through security at an airport – take a look around you afterwards – you may well be pleasantly surprised.
Georgia May Jagger is wearing Ray-Ban RB3539. Brandon is wearing Ray-Ban RB3029.

To discuss bringing Sunglass Hut to your airport, please contact:
Francis Gros, Head of Global Channels, Luxottica (francis.gros@uk.luxottica.com)
Daniela Arcuri, Business Development – Sun and Luxury Retail, Luxottica (daniela.arcuri@luxottica.com)
Capacity building in aviation security has been on the security agenda for some time. The need to arrive at a flawless security regime at airports is of vital importance as the attractiveness of airport infrastructure as a target for terrorist attacks is growing. While EU Member States are forced to abide by Commission Implementing Regulation (EU) 2015/1998, which lays down detailed measures for the implementation of the common basic standards on aviation security, non-EU states are not obliged to do the same. This inconsistency reduces the trust of aviation security standards between EU and non-EU airports, preventing the expansion of the EU One-Stop Security (OSS) agreement whereby passengers, baggage and/or cargo arriving into the EU do not need to be subjected to a second security control when transferring at EU airports.

The EU’s regulatory framework provides for the recognition of security standards applied in a non-EU country where those standards are equivalent to EU standards. Montenegro is one of the first countries that achieved recognition of security standards equivalent to the EU and has been included in the OSS agreement since February 2016.

The achievement of Montenegro would not be possible without the presence of capacity building programmes such as the European Civil Aviation Conference’s (ECAC) “Towards One Stop Security” programme. The project consists of a security audit where non-EU ECAC States, like Montenegro, are assessed to determine whether aviation security measures comply with ECAC Doc 30 standards. ECAC States that pass the ECAC audit are then able to submit a request to the European Commission to be considered for inclusion in the OSS agreement. These states undergo an EU inspection to determine whether aviation security standards follow EU Regulation 2015/1998 and whether they can be included in the One-Stop Security agreement with the EU. It is worth mentioning that ECAC Doc 30 follows the same aviation security measures and standards that are directly applied in EU Regulation 2015/1998, with the only difference being that the measures laid down in ECAC Doc 30 are not obligatory for ECAC member states.

As EU institutions, like ECAC and the European Commission, are making utmost progress to standardise and expand on aviation security measures in Europe, it is now up to industry stakeholders to take the lead and build on their efforts. ACI EUROPE has already taken the initiative and presented its own capacity-building programme, “Airport Twinning”, which is set to operate in parallel to the ECAC “Towards One Stop Security” programme. The procedure would include two airports (possibly from the same region and with direct flight links) that would cooperate to share expertise and best practices. The EU partner airport would send a team of security staff to the non-EU ECAC State host airport to carry out a peer-review of the security measures to ensure that standards are set according to EU Doc 30. This would ensure that the non-EU ECAC state airports would be prepared for the ECAC Audit and subsequently, an EU inspection as well.

Airport twinning would expand the OSS agreement by preparing more airports for the ECAC and EU inspections. Unlike the ECAC audit and EU inspection, the twinning exercise would be treated as a peer review to provide feedback on how to improve and guidance on how to proceed in order to achieve OSS with the EU. ACI EUROPE would be offering support and help for its non-EU member airports and in turn, EU partner airports would treat the exercise as career progression and development for their staff team. Participants of the ACI EUROPE Aviation Security Committee meeting held in Madrid demonstrated overall support and endorsement to the twinning project and a number of EU and non-EU airports are looking forward to participating in the project.

At the 35th ACI EUROPE Aviation Security Committee meeting, Madrid, 14-15 April, an event that gathered almost 100 aviation security managers and experts from European airports and World Business Partners, ACI EUROPE unveiled the details of an all-new aviation security project that aims to support non-EU member airports with the enhancement of their security measures and eventually increase their chances of being accepted into the EU One-Stop Security agreement. Achmet EL Sarkaoui reports.

At the 35th ACI EUROPE Aviation Security Committee meeting, Madrid, 14-15 April, ACI EUROPE presented its own capacity-building programme, “Airport Twinning”, which is set to operate in parallel to the ECAC “Towards One Stop Security” programme.
The weeks and months following the terror attacks in Brussels, landside security at airports became a hot topic with a number of national governments and at EU level. ACI EUROPE issued a number of clarifying statements and secured the support of other organisations and institutions, underlining how indiscriminate and public the attacks were.

On 24 May, ACI EUROPE co-hosted with the Association of European Airlines (AEA) and Hilde Vautmans MEP (Member of the European Parliament) a debate dedicated to the aftermath of the terror attacks in Brussels. The debate comprised of 2 panel sessions – one on airport security and the other on post-attack management by airlines and travel authorities. It took place at ACI EUROPE’s offices and was attended by more than 45 people, including representatives of the European Commission, the European Parliament and the media.

High-level speakers included Wilfried Covent, Head of Security at Brussels Airport, Bart Mos, Senior Security Officer at Amsterdam Airport Schiphol and Carlos Mestre, Head of the Aviation Security Unit at DG MOVE, European Commission, in the ACI EUROPE-led panel session on airport security.

The AEA-led second panel session focused on the impact of the attacks on airlines, passengers and the economy, with speakers from Brussels Airlines, the Belgian Travel Organisation, VisitBrussels and the AEA.

Key points addressed during the debate included the gap between policy-making and implementation, the need for better assessment and use of new technology, and for governments, their agencies and institutions to work much more closely together to improve intelligence-sharing. In her role in the Parliamentary Committee on Defence and Security, Hilde Vautmans MEP is advocating for enhancing the powers of EUROPOL, to create a real European Intelligence Agency. She is also calling for these efforts to be matched domestically with de-radicalisation programmes.

Ms Vautmans summed up the points made, sentiments expressed and lessons to bear in mind going forward, remarking “Our airports are the gateway to the world. They play an essential role in a mature economy. They are important for the European economy. Employment booms when an airport flourishes. They must be protected and inspire trust. This seminar was about matching airport security and the need to restore faith and trust. For our security and for our economic well-being. Let’s not fool ourselves. 100% airport security does not exist. It is quite clear that it is very hard to stop an individual suicide-bomber. We need to find a balance between free movement of people and business on the one hand and security on the other.”

Olivier Jankovec, Director General, ACI EUROPE; David Trembaczowski-Ryder, Head of Aviation Security, ACI EUROPE; Carlos Mestre, Head of the Aviation Security Unit, DG MOVE, European Commission; Bart Mos, Senior Security Officer, Amsterdam Airport Schiphol; and Wilfried Covent, Head of Security, Brussels Airport.
In December of 2015, the European Commission launched its eagerly-anticipated Aviation Strategy. The Strategy sets out clear policy objectives for the European aviation sector as a whole, with specific consideration given to the contribution that Europe’s airports should make. In particular the Strategy recognises the increasing importance of the ‘quality, efficiency and cost of these (airport) services … to the competitiveness of the industry’, with a particular focus on the importance of both air connectivity and the related looming airport capacity crunch in Europe. The Strategy also gives some guidance as to how airport charges should be regulated in the future, noting that ‘when airports are subject to effective competition, the market should determine the level of airport charges and there is no need for regulation’.

No sooner had the Strategy been published than ACI EUROPE was presented with the opportunity to reflect on what all this meant in practical terms, for Europe’s largest airports. In January 2016, new airline association Airlines for Europe (A4E) released a report which argued that passengers were being ‘fleeced’ by airports, claiming that charges at the largest 21 airports in the EU & EFTA had increased by +80% over the past decade. A4E argued that this justified more economic regulation of European airports.

As soon as A4E published its figures, it became clear that something was amiss. Several airport members contacted ACI EUROPE, as they could not reconcile A4E’s numbers with their own financial records. But rather than just correct the headline figures, ACI EUROPE instead took a wider look at the overall performance of these airports over the past 10 years. ACI EUROPE’s research encompassed not only their charges, but also developments in capacity, connectivity, service quality and investment at the 21 airports in question.

The analysis revealed that over the past decade, Europe’s largest airports delivered additional capacity to handle more than 175 million passengers per annum – the equivalent of adding an additional Heathrow, Charles de Gaulle AND Orly airports to the European aviation network. And annual passenger traffic through these airports subsequently increased by 168 million passengers across the 21 airports – an almost perfect match with the increased capacity provided.

This helped direct connectivity to increase by +11% at these airports, while overall airport connectivity (which includes indirect connections) increased by +52%.
been made specifically on the grounds of dramatic changes in airport charges. Even if the claimed 80% figure had been correct, A4E’s proposed policy responses would still have been self-defeating.

Looking ahead, there are reasons to be cheerful about the policy framework facing European airports. The EU’s Aviation Strategy does set high standards for the industry. But it does so as part of a wider vision that is both coherent and joined up. While setting demanding objectives, the Strategy also recognises that regulatory intervention should be limited only to where it is demonstrably needed. And if turned into practice, this principle will allow airports to be empowered to make precisely those investments that are needed, to attain the Strategy’s wider goals.

Looking across the 21 airports, it became apparent that those airports where charges had increased the most were also those where there was typically most regulatory intervention. The politicisation of airport charges in these jurisdictions meant that difficult decisions were postponed, leading to excessive sweating of assets, unsustainably low charges and larger and more expensive investment projects to remedy the situation. This subsequently led to more sudden and dramatic changes in airport charges. In contrast, those airports that operated within more proportionate regulatory frameworks were more empowered to smooth the profile of charges, and limit the impact of necessary investments.

The analysis also shows that those airports that increased charges had previously been significantly cheaper than their peers a decade ago. This is no coincidence. These airports had to invest to bring their facilities & service up to industry standard, and this naturally came at a cost. Meanwhile their peers were benefiting from investment that had already been made, and were therefore able to reduce or keep stable charges across the period.

Airport investment is the key driver of both charges and the delivery of facilities & services. It is also the underlying force that indelibly links charges and delivery. This means that there is an inherent trade-off between low charges on the one hand, and sufficient capacity & quality on the other.

No degree of regulation can escape this fundamental reality. That being said, regulation – if done incorrectly – can make it more difficult to find best trade-off between the two objectives.

Via ACI’s ‘Airport Service Quality Programme’ passengers reported a level of overall satisfaction that was +12.4% higher at the end of the period compared to the start. Passenger satisfaction scores for a range of different services (such as security waiting times, courtesy & helpfulness of airport staff, terminal cleanliness, etc.) also saw similar increases.

These improvements across the industry were driven by an investment of more than €53 billion which was ploughed back into infrastructure during the last 10 years.

As a result average charges at these airports increased over the period by 25.4% in real terms. In practice, this meant that the additional capacity and quality was delivered for less than €3 per passenger. During this time, charges never covered more than 60-70% of total airport costs, and airport charges actually decreased, as a % of overall airline costs.

Most importantly, the increases in charges occurred where they were needed. Those airports that increased charges also invested twice as much into airport infrastructure, compared to their peers that kept stable or decreased charges. Consequently they also increased both capacity and service quality by twice as much.

The finding undermines A4E calls for tighter regulation of airports, which had been made specifically on the grounds of dramatic changes in airport charges. Even if the claimed 80% figure had been correct, A4E’s proposed policy responses would still have been self-defeating.

Looking ahead, there are reasons to be cheerful about the policy framework facing European airports. The EU’s Aviation Strategy does set high standards for the industry. But it does so as part of a wider vision that is both coherent and joined up. While setting demanding objectives, the Strategy also recognises that regulatory intervention should be limited only to where it is demonstrably needed. And if turned into practice, this principle will allow airports to be empowered to make precisely those investments that are needed, to attain the Strategy’s wider goals.
Europe’s regional airports meet in Vilnius

Report by Inês Rebelo

The 9th ACI EUROPE Regional Airports Conference & Exhibition took place in Vilnius on 11-13 May, graciously hosted by Lithuanian Airports. This event, supported by European Business Aviation Association (EBAA), European Regions Airline Association (ERA) and Assembly of European Regions (AER), was preceded by the 23rd meeting of ACI EUROPE’s Regional Airports Forum, which is celebrating 10 years as the industry’s unique platform for regional airports. Under the theme “Europe’s Regional Airports: Efficient Co-operation to Enhance a Sustainable Passenger Experience”, European regional airports discussed the impact of the regulatory framework on regional airports. They also discussed the main strategies they are implementing to increase connectivity and foster productive relationships with airlines, as well as maintain and optimise the level of non-aeronautical revenue.

ACI EUROPE Director General Olivier Jankovec gave a presentation on the State of the Industry, followed by Arijandas Sliupas, Vice-Minister of Transport and Communications, Republic of Lithuania, who spoke about the success of the concession model in Lithuania. This year’s Keynote Address was delivered by Henrik Mørch, Head of Unit at DG Competition, European Commission. Mørch pointed out the increasing competition dynamics in the airport sector, stressing that there has never been a single case of a regional airport abusing dominant position – unlike airlines. He briefed delegates in detail on the ongoing work of the European Commission with regard to the implementation of the State Aid Guidelines and their likely evolution.

Alberto Martín Rodriguez, Chair of the Regional Airports’ Forum and Managing Director of Gran Canaria Airport, underlined the three key concepts for regional airports: cooperation, sustainability and passenger experience. Gediminas Almantas, CEO Lithuanian Airports, focused on how "smaller can be better", explaining how smaller airports can make a difference in improving passenger experience.

Among the key speakers also were Henri Hansson, Senior Vice President, Finnair, and Robert Sinclair, CEO Bristol Airport Limited.

In the context of the Conference, a special Airport Carbon Accreditation certificate ceremony was organised to mark the accreditation of Vilnius Airport at Level 1 Mapping. Gediminas Almantas, CEO Lithuanian Airports, receiving the certificate for Vilnius Airport from Olivier Jankovec, Director General, ACI EUROPE.
Alberto Martín Rodríguez, Chair of the Regional Airports’ Forum and Managing Director of Gran Canaria Airport, underlined the three key concepts for regional airports: cooperation, sustainability and passenger experience.

Gediminas Almantas, CEO Lithuanian Airports, focused on how “smaller can be better”, explaining how smaller airports can make a difference in improving passenger experience.

Henri Hansson, Senior Vice President, Finavia.

ACI EUROPE Director General Olivier Jankovec gave a presentation on the State of the Industry.

Robert Sinclair, CEO Bristol Airport Limited.
CONGRATULATIONS!

AviAlliance congratulates multiple award-winning Athens International Airport on its 15th anniversary!

15 years of Athens International Airport are 15 years of success! As shown, for instance, by the 60 prizes and awards the airport has won. We at AviAlliance are proud to have been part of the airport’s development since Day 1 as the biggest private shareholder. So we say:

Well done, Athens International Airport, and all the very best for the future! We look forward to continuing this very successful cooperation!
The Cork Airport team works hard to promote the South of Ireland region, and the airport’s status as the principal gateway to both the Wild Atlantic Way and Ireland’s Ancient East – two of the country’s core tourist propositions.

It collaborates closely with key tourism stakeholders, Fáilte Ireland and Tourism Ireland, to ensure strategies are aligned to help attract inbound visitors and create opportunities for Cork’s airline partners.

“It is at the heart of what we do,” explains Niall MacCarthy, Managing Director, Cork Airport. “We have cemented our position as the busiest and best connected international airport in the country after the capital Dublin, and we intend to keep building on this. Investment in infrastructure and a focus on world-class customer service are also key.”

The figures certainly suggest the strategy is working. Cork Airport now offers over 50 routes, seven of them new for 2016, and it has experienced 8% passenger growth so far this year. MacCarthy expects that pace of growth to continue and the forecast is for 2.24 million passengers in 2016, compared with 2.07 million last year.

€450,000 was recently invested in an additional air bridge to meet the demands of passenger growth and anticipated direct transatlantic services.

“A significant area of work for us in the past year has been working to secure direct transatlantic flights – subject to the US permit decision for Norwegian Air International.” MacCarthy says. “We have received great support from key regional and national stakeholders to help secure these flights, including the Cork Chamber of Commerce, local, national and European public representatives, as well as the Irish Government and peer airports in Europe. It has been a really exciting time for Cork Airport.”

The US Foreign Carrier Permit for Norwegian Air International would open up transatlantic services for the first time from Cork, with a Boston route (with Barcelona feeder) scheduled for 2016, and a New York route scheduled for 2017.

Niall MacCarthy, Managing Director, Cork Airport, interviewed by Ross Falconer.

Direct transatlantic flights the next phase of Cork’s development

The Wild Atlantic Way and Ireland’s Ancient East provide significant inbound tourism potential, and MacCarthy identifies several desired new routes, including Rome, the reintroduction of Lisbon and Nice, more access to Germany to complement the existing Munich and Düsseldorf services, more Poland and Baltics, and a route into Canada. “In terms of outbound potential, we are strongly marketing for summer routes to Prague and Budapest, and...
other attractive outbound city break options,” he adds.

Of course, Cork is also a key European business destination, with a concentration of IT, pharmaceutical and bio-pharmaceutical companies, including Apple, EMC, Pfizer and Novartis. “There are a number of routes that are important to support these companies in doing business throughout Europe and further afield, so we work in partnership to prove demand and seek airlines with the fleet capable of operating such routes to enhance air connectivity to and from our region,” MacCarthy explains.

Progressive marketing and digital communications

Cork Airport offers a number of incentive schemes, as well as marketing support from itself and cooperative marketing funding from Tourism Ireland. Approved new routes are free of airport charges in year 1, with a sliding scale – for year-round routes – up to €8.60 per passenger in year 5. Meanwhile, there is a three-year discount scheme for seasonal routes. These have helped Cork Airport secure new routes this year to Düsseldorf with Aer Lingus, Nantes and La Rochelle with CityJet, Madrid with Iberia Express, Cardiff with Flybe, and Southampton and Leeds Bradford with Aer Lingus Regional. “We work closely with the airlines and stakeholders at both ends of these routes to ensure ongoing success through consumer marketing, stakeholder engagement, advertising and PR,” MacCarthy says.

Digital communications are also at the heart of Cork’s progressive marketing strategy. The Cork Airport app includes live flight updates, maps, car park information, and shopping and food & beverage options. It also features the live Cork Airport Twitter and Facebook feeds, which are invaluable digital communications channels; the airport has 18,000 followers on Twitter and almost 30,000 likes on Facebook. Free, unlimited WiFi in the terminal is core to the offer.

“We redesigned our website, which is now optimised for use on mobile devices, such as smartphones and tablets,” MacCarthy enthuses. “It is more user friendly and uses a clean modern design offering an improved experience for the user.”

Building on the strength of new routes and additional capacity secured this year, Cork Airport is already looking towards 2017 and the addition of further new services and increased frequencies. “We await a decision on the transatlantic routes Norwegian Air International will operate from Cork to Boston and New York presently, which will be the next phase of our development and a historical step in the airport’s history. We are very much open for business and here to talk profitable growth with airline partners,” MacCarthy concludes.

Cork Airport will host the ACI EUROPE Regional Airports Forum in May 2017. “We are very excited to have secured this important aviation conference for Cork next year,” says Niall MacCarthy, Managing Director, Cork Airport. “By bringing delegates from across Europe, we have a great opportunity to showcase what the region has to offer and create more business networks and connections. The ACI EUROPE Regional Airports Forum is a great platform for regional airports to exchange knowledge, share best practice and discuss issues of common interest.”
Cork Airport is Ireland’s second busiest and best connected airport. We serve over 2.2 million passengers each year across over 50 direct routes to the UK and Continental Europe through international hubs including London Heathrow, Amsterdam Schiphol, Paris CDG and Manchester.

Cork Airport is constantly evolving its route network and are excited to announce a number of new routes throughout 2016, including Cardiff, Dusseldorf, Leeds Bradford, Madrid and Southampton.

With the highest load factors of any airport in Ireland, and an award-winning passenger experience, Cork Airport is your perfect aviation partner.

We’d love to talk to you about new route opportunities and we think you might equally love our very attractive route incentive scheme.
Glasgow Airport is celebrating its 50th anniversary in 2016 and is determined to ensure this year makes the history books, as Amanda McMillan, Chief Executive of AGS Airports Ltd and Managing Director of Glasgow Airport, explains to Marta Dimitrova.

A golden age for Glasgow

"2015 was exceptional in so many respects," McMillan says. "We welcomed an additional one million passengers through our doors, which was a huge accomplishment, but by far the most pleasing aspect was the extent to which we bolstered our connections to European cities such as Budapest, Prague, Milan and Bucharest."

30 new routes were launched in 2015, driven largely by low-cost carriers including Ryanair, easyJet, Wizz Air and Jet2.com, and a further 16 new services will be launched this year. "We are Scotland’s leading long haul airport and the arrival of major flag carriers such as Air Canada Rouge and Air France will see us consolidate this position in 2016," McMillan explains. "Over the summer months, Air Transat will introduce direct flights to Montréal, and we will welcome Korean Air onboard which will launch Scotland’s first ever direct service to Seoul."

Development of the short haul European route offering remains a continued focus. Last year saw the launch of new services to Milan, Bordeaux, Vilnius and Lublin, while in March this year Ryanair confirmed it will introduce flights to Brussels and Sofia, and easyJet will launch direct flights to Marseille in June.

"We have always had a strong track record in long haul due to the huge population surrounding Glasgow Airport – the Glasgow City Region has a catchment of 2.3 million," McMillan notes. "We will continue to work with our city and national partners, including Glasgow City Marketing Bureau and VisitScotland, to develop compelling propositions for long haul carriers to choose Glasgow over competing markets."

The airport has invested £25 million (€32m) in enhancing its facilities over the past two years, in direct response to growing passenger numbers. This included a £3.3 million (€4.2m) extension to the east pier, providing capacity for a further 750,000 passengers, and a £500,000 (€650,000) refurbishment of the dedicated passenger lounge, the Upper Deck. "This coincided with the start of a large scale airside terminal remodelling programme which has continued into 2016, and in which we’re investing a further £25 million (€32m)," McMillan adds. "Projects include a major redevelopment of our main departure lounge to incorporate new retail and catering facilities; increasing stand capacity to accommodate larger aircraft; the creation of a new consolidated car rental village; and resurfacing of the airport’s runway – its first major overhaul in 15 years."

From humble beginnings 50 years ago, Glasgow Airport has grown considerably. The two key ingredients to its future success will, McMillan says, be “destination choice and unrivalled service.”

“I want to ensure our staff and all of our partners help Glasgow Airport celebrate its 50th anniversary in style,” she concludes.
With over 1,700 flights per week to 184 international destinations, we connect you to where you want to go.

Dublin Airport Car Parks, Fast Track and Executive Lounges are available at the touch of a button for your convenience on DublinAirport.com or the free Dublin Airport app.

Dublin Airport. Travel made easier.
Dublin strengthening position as a connecting hub

Vincent Harrison, Managing Director, Dublin Airport, interviewed by Ross Falconer.

The Irish economy is performing well, with a growth rate of 5% expected this year. Consumer sentiment is good, confidence in spending has returned, and Ireland has its lowest unemployment rate in seven years.

Against this positive backdrop, Dublin Airport is outperforming economic growth, with traffic up by 15% in the year-to-date. There are a number of reasons for this – not least the benefits of 23 new routes and extra capacity on 40 existing services that were introduced last year, alongside six new services already welcomed this year, with nine more to come.

“We’re also continuing to benefit from an increase in connecting traffic at Dublin, as more see the benefits of using Dublin as a hub for North American travel. Our transfer numbers are up 40% so far this year,” explains Vincent Harrison, Managing Director, Dublin Airport.

The figures are certainly impressive. 2015 was a record-breaking year for Dublin Airport, with 25 million passengers (+15% year-on-year). “We grew traffic faster than our EU peers throughout the year, and were the fastest-growing within our peer group for long-haul (+19%) and short-haul traffic (+15%),” Harrison says. “We welcomed six new airlines and now offer a total of 182 destinations with 56 airlines.”

Over one million passengers connected at Dublin last year, and it is making significant investments into its product proposition as a connecting airport, with the aim of increasing that figure to two million. Works on a new transfer facility will begin this year to improve the efficiency of the transfer process, provide greater capacity, and enhance the product offering. “We have dedicated Flight Connections Hosts working in the transfer area, specifically to help transferring passengers,” Harrison comments. “Our updated website includes a Dublin Airport Flight Connections page, to provide passengers with important information on Dublin, US CBP, and the benefits of Dublin Airport as a transfer hub. Self-connect is a growing segment of the market and we’re well-placed to benefit further from this growth, given our geographic position, the fact that we’re the only major airport in Europe that has US pre-clearance, and our customer mix.”

New runway to be “essential enabler for Irish economy”

Dublin’s commitment to innovation and continuous improvement is evidenced through the myriad investments it is making to meet growing demand and enhance the passenger experience. In the context of the industry across Europe, the most...
Dublin Airport

2015: 25 million passengers

2015 PASSENGER TRAFFIC GROWTH: 15%
2016 PASSENGER TRAFFIC GROWTH (Q1): 17%

KEY AIRLINE CUSTOMERS: Ryanair, Aer Lingus, Stobart Air (Aer Lingus Regional)

NUMBER OF ROUTES: 182

TOP 5 DESTINATIONS: London, Manchester, Birmingham, New York, Paris

However, the recovery in passenger numbers, particularly in the past two years, has been significant. The continuation of growth at Dublin Airport is dependent on having sufficient capacity available to satisfy future demand.

There are multiple projects either recently completed or underway to enhance capacity and service levels. €10 million is being invested to transform the Arrivals Hall and façade of Terminal 1; Spanish aviation fuel specialist CLH has won a 20-year concession for the €40 million redevelopment of the existing fuel facilities; a €22 million project, known as Apron 5G, is delivering 10 new aircraft parking spaces and three new taxiing lanes on the airfield; and a €14 million upgrade to the Terminal 2 multi-storey car park was recently completed.

Digital delivering seamless experience

“We are constantly seeking new ways of working, and embracing and implementing new technology to improve our customers’ journey and experience through Dublin Airport,” Harrison asserts.

Digital innovation is at the heart of this strategy. Dublin was among the first airports in Europe to offer free, unlimited WiFi, and this is accessed via a simple one-click process. It also embraces social media as a key tool for customer engagement, information sharing and promoting new routes and services. Dublin Airport is notably successful on Twitter, with over 152,000 followers, and is also active on other channels including Facebook, Instagram and YouTube.

“We also have an award-winning mobile app with real-time information on queue times at security and CBP and ‘my flight’ push notifications that keep passengers fully informed of any last-minute changes to their flight,” Harrison says.

Meanwhile, as part of efforts to enhance the growing transfer business, Dublin has worked closely with Google to provide a free virtual digital assistant guide – DUB HUB – for connecting travellers. This provides passengers with a digital map showing their current location, the boarding gate number of their connecting flight, directions to the gate and the approximate time it will take to walk there. “DUB HUB uses real time geo-location tools to give users a simple graphic interface with clear walking directions to the gate,” Harrison adds. “We will be extending targeted food & beverage and retail offers to transfer passengers later this year.”

This drive for innovation is truly creating a seamless airport experience. Just a few further examples include US pre-clearance, which has seen the introduction of 16 digital pods that capture the passengers’ image and fingerprints (an ESTA requirement) as part of the pre-preparation stage; new automated check-in kiosks are currently being trialled in Terminals 1 and 2; and Bluetooth technology is being used to display real-time queuing information before security screening.

It’s clear from our briefing that Dublin Airport is committed to providing a competitive environment for both new and existing airline customers. Its vision for growth is predicated on delivering great service for its passengers and business partners, and innovation is central to this focus. “Our priorities for 2016 and beyond are to deliver more growth at Dublin Airport, while continuing to offer a world-class product to our airline and passenger customers. We will continue to expand our transfer business and also to grow overall capacity further, and of course progress our plans for a new runway,” Harrison concludes.

Vincent Harrison, Managing Director, Dublin Airport: “Our core route development strategy continues to lie in building Dublin’s role as the gateway airport for Ireland and as an excellently-located hub airport between Europe and North America.”
Hello world: Direct connectivity powering Birmingham’s engine of growth

Paul Kehoe, CEO Birmingham Airport, interviewed by Ross Falconer.

The vibrant West Midlands region is a hub of UK industry. Home to major manufacturers like Jaguar Land Rover, global connectivity is essential. Birmingham Airport is a vital cog in driving the Midlands’ engine for growth, providing the connectivity that the region’s thriving businesses need to trade, export and secure investment. Indeed, West Midlands’ aviation connectivity delivers £1.1 billion (€1.4bn) across the regional economy annually and supports over 25,000 jobs.

“The Midlands is a powerful engine of growth at the heart of our country and needs direct aviation to succeed,” comments Paul Kehoe, CEO Birmingham Airport.

The airport is working tirelessly with a proactive route development strategy to meet strong demand. Passenger numbers are up, with double-digit increases of 14% in April and 11% in May, meaning 15 consecutive months of growth. This builds on a record throughput of 10.2 million in 2015. “The figures are very encouraging and show that we are meeting the growing demand for long haul services,” Kehoe says. “Our teams are now focusing on raising awareness of the large selection of carriers and routes which serve Birmingham Airport, while continuing to work hard to attract even more new airlines to the region.”

Most recently, Turkish Airlines increased to double-daily on its Istanbul service, while Qatar Airways has launched an eight times weekly 787-8 service to Doha, and Emirates has increased its daily capacity by 15% with the introduction of a 615-seat A380 on its Dubai-Birmingham service.

The low-cost carriers are also thriving at Birmingham. Wizz Air recently launched new routes to Sofia, Bucharest and Wroclaw; Vueling is adding to its successful Barcelona service with the launch of Alicante and Tenerife; Blue Air has introduced twice-weekly services to Bucharest; Norwegian has added new routes and increased frequencies; and Ryanair is increasing seat capacity by 40% for the winter 2016 schedule. Meanwhile, in April Iberia Express became Birmingham’s 11th new airline in the past year, with four weekly flights to Madrid.

“The exciting thing for me is that so many airlines are putting capacity into Birmingham, and we’ve just handled over one million passengers in the month of May for the first time,” Kehoe enthuses. “There are not many airports like Birmingham, which welcome about 50 airlines, with the smallest aircraft being a Jetstream 41 and the biggest a 615-seat A380.”

High-speed rail connectivity could be a further game-changer. The planned HS2 will see a new rail station – Birmingham Interchange – open in around 2026, which will be linked via a people mover to the airport. It is forecast that this will enable Birmingham Airport to attract about 750,000 additional passengers.

Over the last 10 years, Birmingham Airport has invested more than £300 million (€380m) to develop its infrastructure, including a runway extension opened in 2014 to allow for more long haul aircraft movements. Building on continued double-digit growth, and increasing connectivity, it is maintaining an annual capital expenditure base of about £30 million (€38m). Current plans include a £20 million (€26m) investment in a new hold baggage screening system, and a new coaching lounge, which gives the airport more options with regards to bussing passengers to aircraft.

Looking further ahead, Birmingham Airport is also, at this moment, launching the optioneering exercise on its updated master plan to 2030, which Kehoe adds “will give us the direction of travel we need to consult with the community towards the end of this year, and also enable us to inform and support HS2.”
Who flies to more destinations than any other Scottish airport?

That's why we're Scotland's most popular airport.
Edinburgh Airport and its international connectivity are both the lifeblood of Scotland’s tourism industry and vital for Scots businesses. Since its acquisition by Global Infrastructure Partners in 2012, the airport has been competing energetically on the international stage. Indeed, it has experienced greater levels of growth in the past three years than in the 10 years prior.

“Our commitment to offering a greater choice of routes and destinations has seen passenger numbers rise to over 11.1 million in 2016, showing that Edinburgh Airport truly is ‘Where Scotland meets the World,’” says Gordon Dewar, Chief Executive, Edinburgh Airport.

The latest impressive traffic figures for April show 8.7% growth year-on-year to over one million passengers, while the “moving annual total” in the year to April rose by 10.9% to over 11 million.

A proactive route development strategy has seen the airport attract several major new airlines over the last 36 months, including Turkish Airlines to Istanbul, Etihad Airways to Abu Dhabi, and Qatar Airways to Doha.

Recently, connectivity into new markets in the east has been added with Finnair directly serving Helsinki, providing Scots travellers with onward connectivity to Asia. Meanwhile, connectivity to New York has never been greater; in April, Delta Airlines began direct services to New York JFK, adding to American Airlines’ existing service and United Airlines route to New York Newark.

“We’ll never be complacent, and continue to focus on delivering growth through choice – and already 2016 is on track to be another record breaking year,” Dewar adds.

This all reinforces the social and economic importance of the airport, which extends beyond Edinburgh. An independently prepared study published in March indicates that Edinburgh Airport contributes nearly £1 billion (€1.3bn) to the Scottish economy every year, and supports over 23,000 jobs across the country. The study forecasts that by 2020 this contribution will rise to between £1.1 billion (€1.4bn) and £1.6 billion (€2.1bn) per year, and the level of economic activity could support up to 40,300 Scottish jobs.

“As much as half of those benefits will be felt outside the Scottish capital city,” Dewar notes.

And this competitiveness could be further enhanced when the Scottish Government gains control over Air Passenger Duty (APD) in April 2018. It is currently consulting on a proposed cut to APD. “We understand and back the Scottish Government’s plans to reduce APD by 50% and to abolish the tax as soon as resources allow – but the sooner the better,” Dewar comments. “Recent calculations by the Scottish Tourism Alliance show that confirmation of a 50% cut in one move will mean an additional 18 million passengers using Scotland’s airports between the cut being confirmed and the end of 2021. This translates to the creation of over 10,000 new jobs in tourism.”

A commitment to enhancing the passenger experience is also front and centre of the Edinburgh Airport strategy. This year, the ongoing investment includes new check-in and baggage systems, and an upgraded retail offering. “The enhanced retail development is a key contributor to our success,” Dewar explains. “We have increased retail space by 45% over the past 12 months. New brands include Michael Kors, Brora, Fat Face, JD Sports, Superdrug, Max Mara, Next, and All Bar One. The income we generate from retail allows us to be competitive and attract airlines, which in turn increases passenger numbers. It is part of the virtuous circle that allows us to continue reinvesting.”

The airport’s priorities right now, as it approaches peak season, are “to get all the basics working like clockwork”, and this focus has included an investment in enhancing the security process, with a redesigned security hall, more personnel and staff training. “Consistency is key here and we need our system and processes to be consistent through the very busy times, the busy times and the occasional slightly less busy times!” Dewar comments.

And, of course, another priority will be commemorating Edinburgh Airport’s 100th anniversary. “We’re really proud to be marking this special birthday with a range of exciting events,” says Dewar. “It’s very much ‘watch this space’ but I can confirm that we’re planning one of the biggest parties in Edinburgh this summer, and there are plans to reach out to local schools with an educational competition and there will be limited edition giveaways and other goodies… oh yes, and I’m not long off the phone to the Red Arrows!”
Extending our runway has made the world a lot smaller for our ten million plus passengers. It also made American Airlines offer a daily direct flight from Birmingham to JFK. And convinced Emirates to add a third daily direct flight to Dubai on the majestic A380, and on to many other world cities from there. We signed up 11 new airlines in 2015 including Qatar Airways, Czech Airlines and Wizz Air. And we’re going to add many more exciting destinations in 2016. So watch this space.
Athens International Airport is host of the 26th ACI EUROPE General Assembly, Congress & Exhibition. Its CEO Dr Yiannis Paraschis updated Ross Falconer on the airport’s latest developments ahead of the event.

**Athens marking 15 years with focus on CSR, destination marketing and passenger experience**

Athens International Airport celebrated its 15th anniversary in March. In what ways are you commemorating the anniversary this year?

*Dr Yiannis Paraschis, CEO Athens International Airport*: Indeed, 2016 marks an important anniversary for our airport. In March, we celebrated 15 years since the official opening of the airport. While in June 2016 we are celebrating the completion of 20 years since the official commencement of the airport concession, which took place in June 1996.

This entire period, highlighted by important moments and challenges, constitutes our passage from adolescence to maturity, especially during the last five years, which were marked by significant changes and global developments in the aviation sector, as well as the severity of the Greek macro-economic crisis. Athens International Airport demonstrated resilience, managing to gradually step from a negative 2011 to 2015, which was a record year in passenger traffic numbers.

Honouring this important year, as well as our role as a responsible citizen, special actions and programmes have been designed and implemented, taking into consideration:

- **A special programme for Greek unemployed young people, and a support scheme for students and their families in adjacent communities facing hunger and food insecurity.**

- **Further demonstrating the attractiveness and popularity of Athens as a destination. To this effect, innovative destination marketing initiatives have been put in place.**

- **Last but not least, our partners and customers – the airlines, concessionaires and passengers. They are in the spotlight, with a special emphasis on further improving the passenger experience at the airport, via infrastructure enhancement, special art and culture programmes, and passenger-related initiatives.**

What have been the biggest challenges and also the biggest achievements over the 15 years?

*Dr Paraschis*: Even before the commencement of our operations, our biggest challenge was to establish the correct business model for the airport company. A pioneering public-private partnership was developed, supported by two basic management principles: How to attract talent and people to put the systems in place, and how to make the correct strategic choices in order to support a new and flexible business model through highly challenging times.

There have been rewarding moments, such as the handling of the Olympic Games traffic in 2004, when we created an innovative off-airport process, setting an example for ‘Olympic’ airports in the future.

Finally, we also had to deal with the severe, negative impact of the economic crisis. After a booming decade, we witnessed a steep drop in air travel demand between 2008 and 2013. We immediately responded by formulating our business strategy in order to protect our model by reducing our operating cost, while maintaining the high level of services provided, while strategically adjusting our aeronautical strategy in order to support our airline partners. We are extremely happy that our choices have so far proved to be successful in countering the crisis.

How are passenger numbers performing?

*Dr Paraschis*: As of the second half of 2013 onwards, passenger traffic is experiencing double-digit increases, indicating a highly dynamic recovery. In particular, 2014 ended with 15.2 million passengers (+21.2%), and 2015 passenger traffic reached 18.1 million passengers (+19%).

2016 seems to be a year of moderate growth. During the first five months, passenger numbers have increased by almost 10%, with demand for air travel, however, demonstrating at this stage a slower growth.

Can you please describe the Fly me to the Moon programme and how it is offering passengers and airport visitors a unique experience?

*Dr Paraschis*: Fly me to the Moon is what we call the passengers’ cultural journey within the terminal, including concerts, performances, and other events performed by popular music groups and well-known artists. We commencing this programme in May 2013 and it revolves around two basic axes: Those of the cultural events and performing arts, coupled with interactive projects, where young artists get their inspiration...
from the airport environment, and invite passengers to an original musical, theatrical or dance experience.

This year, inspired by the second verse of the famous song, we introduced the new ‘Let me Play!’ section, inviting the public to play floor games in the airport terminal. With 27 concerts and 20 art events in the last three years, passengers have an alternative, fresh and original ‘flavour’ to add to their Athenian airport experience.

In what other ways is Athens International Airport seeking to enhance the passenger experience?

**Dr Paraschis**: On the basis of the overall innovation we have sought to introduce since the opening of the airport, we listen to passengers and visitors through various surveys conducted on a daily basis. According to our research, the level of the overall service we provide scores extremely highly.

Between 2013 and 2017, we are totally revamping our commercial areas and security concepts in the Main Terminal Building. We have completed the Extra-Schengen area, increasing space for the retail offer by 25%, assisted by the Schengen area, increasing space for Building. We have completed the Extra-security concepts in the Main Terminal revamping our commercial areas and extremely highly.

The overall service we provide scores according to our research, the level of passenger traffic. 18.1 million passengers were handled in 2015, representing year-on-year growth of 19%.

**Athens International Airport**

2016 marks two, or should I say three, important anniversaries. It is 15 years since the opening of the airport, and 20 years since establishment of the airport company. Additionally, ACI EUROPE is celebrating 25 years since its establishment.

It is, therefore, our utmost pleasure and privilege to jointly celebrate all these years of aviation experience by hosting the 26th ACI EUROPE General Assembly, Congress & Exhibition – what can delegates expect when they experience Athens as a destination and also the airport itself?

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Athens International Airport is hosting the 26th ACI EUROPE General Assembly, Congress & Exhibition – what can delegates expect when they experience Athens as a destination and also the airport itself?

**Dr Paraschis**: Athens International Airport’s incentives portfolio is one of the richest and most generous worldwide. It is a marketing tool kit which consists of two different sets of incentives – developmental and targeted ones – coupled with marketing support, aiming at supporting airlines to increase existing performance, maximise air services and competitive air fares, and consequently enhance connectivity.

Last but not least, we have set our eyes to the East. We are interested in re-establishing direct routes to/from the Far East that were suspended during the years of recession, and also further developing our very strong Middle East network.

**What airport incentives/marketing support does Athens International Airport offer to attract new routes?**

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Last but not least, we have set our eyes to the East. We are interested in re-establishing direct routes to/from the Far East that were suspended during the years of recession, and also further developing our very strong Middle East network.
On the occasion of marking 25 years, we reached out to some of the key decision-makers, influencers and organisations dealing with European air transport to see what they had to say about working with ACI EUROPE. Here are some of the highlights.

**Violeta Bulc, EU Commissioner for Transport**

"Congratulations ACI EUROPE on 25 years of service to the European aviation industry. ACI EUROPE has been a constructive and reliable partner for the European Commission, as it proved again during the preparation of the Aviation Strategy for Europe. I look forward to continuing this collaboration on some of the most pressing challenges that await the airport sector such as sustainability and digitalisation. When an industry speaks with one voice, progress is always easier, and the ambition always higher."

**Henrik Hololei, Director General, DG MOVE, European Commission**

"Let me congratulate you in reaching this milestone. Having delivered a quarter of a century of service on behalf of European airports, and on behalf of all those who use them, is something you can rightly be very proud of. Since your foundation in 1991, the aviation sector in Europe has been transformed beyond belief. Opening up of the aviation market changed aviation forever and brought so many new opportunities but also challenges to the airports! Whether it was meeting the huge demand for air travel by the masses, dealing with capacity and congestion concerns or tackling environmental issues – ACI EUROPE has always been constructive in its approach. "Because of its constructive approach, ACI EUROPE has grown to be the voice of over 500 airports in 45 European countries. It is a voice that the European Commission and I personally highly value – because although we might depart from different locations, and our preferred routes might also differ, our final destination has always been the same – an efficient and sustainable air transport sector in Europe, serving its citizens & businesses and providing connectivity!" So today, as we look back, I want to say thank you for being part of that journey and we look forward to the next 25 years of continued close and constructive cooperation."

**Patrick Ky, Executive Director, EASA**

"ACI EUROPE has been a very strong and committed partner of the European Aviation Safety Agency ever since EASA started to develop the European airport safety regulation in 2008. We value ACI’s operational and technical expertise and their contribution to a regulatory framework which is now fit for the future. We look forward to continuing this exemplary collaboration in order to maintain a balanced regulatory environment at the service of the European airport industry."

**Florian Guillermet, Executive Director, SESAR Joint Undertaking**

"25 years ago the synergy between airports and air traffic management (ATM) needed improvement. In 2004, with the creation of the Single European Sky, airports became a central player in ATM with ACI playing a significant role alongside the SESAR European Airports Consortium (SEAC) in this endeavour. Since 2010, ACI EUROPE has shared with us their wealth of expertise, helping us to design operational and technological solutions which take into account the needs of small to medium-sized airports in particular. ACI EUROPE has also provided us with valuable support in raising awareness about our work among airport senior management. We look forward to many more years of collaboration together."

**Frank Brenner, Director General, EUROCONTROL**

"ACI EUROPE has been a valued and trusted partner of EUROCONTROL since its foundation. Together we have delivered on some ground-breaking initiatives including A-CDM, Collaborative Environmental Management and the consistency of flight plans and airport slots avoiding wastage of slots – all flagship programmes for improving efficiency in airports around Europe. For EUROCONTROL, it is important to have a partner organisation such as ACI EUROPE that can consolidate and represent the needs and concerns of the airports as a whole and ensure that their voice is heard when it matters."
Franck Proust MEP, Committee for Transport & Tourism, Vice-Chair “Sky and Space” intergroup, MEP Award 2015 in Transport

On the occasion of ACI EUROPE’s 25th anniversary, it seems a good moment to remember a cause we shared. A short time ago, the European Commission wanted to reduce local authorities’ flexibility in order to financially help their airports. They focused only on the accounting balance and had never considered the induced incomes (205,000 jobs, €16 billion to GDP, supporting industries locally like maintenance, tourism, transport, logistics, new technologies). As ACI EUROPE regularly asserts, regional airports are powerful local development tools! I led the campaign to the President of the Commission, along with the support of many colleagues and we won: they changed their point of view. Still, together, we must remain aware and united because revisions could occur in the coming years. In the meantime, happy anniversary!

Gesine Meissner MEP, Committee for Transport & Tourism (& ALDE Coordinator)

Since I started working in the Transport Committee ACI has always been a reliable and very professional dialogue partner. Representing all major airports and many more, ACI EUROPE is definitively one of the important players in EU transport policy. Congratulations on your 25th anniversary!

Inés Ayala Sender MEP, Committee for Transport & Tourism

As I always like to say, airports are for MEPs our usual habitat. In the last 25 years we have been able to witness the major development of European airports, and of ACI EUROPE as their voice in the EU, answering positively to the challenge of globalisation as well as to the needs of passengers, airlines, cities and regions. For my part, I always appreciate the collaborative approach of ACI EUROPE and their efforts to track the progress of their sector and make a positive contribution to the political dialogue around various policy debates and issues at EU level. Happy 25th birthday ACI EUROPE!

Daniel Dalton MEP, Committee for Transport & Tourism

ACI EUROPE performs a vital role in giving a strong voice not only to regional airports, but to regions themselves. Airports such as Birmingham in the West Midlands are the lifeblood of our regional economies, developing trade links and driving investment. So I hope ACI EUROPE will continue to flourish in its next 25 years, championing regional aviation at a time when its importance to the future of transport in Europe is only set to grow.
ACI EUROPE this year marks 25 years of serving and leading the airport industry. It is an opportune time to recognise the many airports among its membership that celebrate their own anniversaries in 2016. Report by Ross Falconer.

Airport anniversaries in 2016

Amsterdam Airport Schiphol: 100
Amsterdam Airport Schiphol is celebrating its 100th anniversary this year and has marked the occasion in a unique way. A special tulip – christened the Schiphol tulip – has been developed. It is an orange Triumph tulip, which reaches a height of 40cm and flowers in April. The first 10,000 bulbs became available earlier this year and will be given away as promotional gifts at various events.

The airport opened in 1916, with the first flight landing on 19 September of that year, and remains in its original location. It has grown from an airfield used by the Aviation Division of the Dutch Army, into a major hub airport and an economic engine for the regional and national economy. AMS handled 58.2 million passengers in 2015, with 322 direct scheduled destinations.

Bart Somerenink, Director of the Keukenhof flower garden, and Jos Nijhuis, President & CEO of Schiphol Group, christened the Schiphol tulip on the airport’s Panorama Terrace in April.

Ireland West Airport: 30
Ireland West Airport celebrated the 30th anniversary of its official opening with a gala concert in the terminal on 27 May. 150 invited guests attended a gala dinner followed by the concert hosted by Mid West Radio, looking back at the last 30 years of the airport.

Joanna Lumley recently unveiled the final plaque in a series of 70 installations to celebrate Heathrow’s 70th anniversary.

London Heathrow Airport: 70
To celebrate its 70th anniversary, London Heathrow has unveiled 70 unique platinum plaques, which are on show around the airport. Each plaque represents an iconic moment of British culture from the past 70 years.

Heathrow has played host to some of Britain’s most memorable moments, from The Beatles return to the UK as global superstars in 1964, to the England rugby team’s arrival home as World Champions in 2003. Meanwhile, in 1952, Her Majesty The Queen stepped onto sovereign soil at Heathrow for the very first time as the reigning monarch.

Ireland West Airport Board are presented with the original flight plan documents for the first-ever commercial flight – Aer Lingus into Knock Airport – by Paddy Judge, former pilot with Aer Lingus. Judge was pilot of the first-ever Aer Lingus flight out of Knock Airport in October 1965.

Hermes Airports: 10
Hermes Airports, operator of Larnaka and Pafos airports, marks 10 years of successful operation in 2016 – a decade in which it has undoubtedly made a significant contribution to the economy, society and tourism of Cyprus. It has adopted a new anniversary logo to commemorate the occasion.

Throughout the year, the company will hold a series of events, the highlight of which will be a special event held at Glafcos Clerides Larnaka International Airport, featuring the Cyprus Youth Symphony Orchestra.

Over 70 airlines currently use Larnaka and Pafos airports, connecting Cyprus with more than 110 destinations in 40 countries. Meanwhile, the airports handle over 7.5 million passengers annually.

Hermes Airports supports 12,700 jobs, and contributes over €500 million to the economy – equivalent to approximately 3% of Cyprus’ GDP.
Glasgow Airport: 50

Glasgow Airport celebrates its Golden Anniversary this year, and has tracked down the first aircraft to land 50 years ago. “Remarkably, the Cherokee 6 aircraft was still in operation, so we arranged for it to make a return,” explains Amanda McMillan, Chief Executive of AGS Airports Ltd and Managing Director of Glasgow Airport. “It first landed on Sunday 1 May 1966 when it was piloted by Captain Kenneth Foster of Loganair.”

The all-important test flight ensured the airport was able to pass the rigorous tests set by the then Ministry of Aviation, enabling it to officially open for business the following day. Since that first landing, Glasgow Airport has gone on to play a pivotal role in connecting Scotland with the world.

London Stansted Airport: 25

London Stansted Airport has celebrated the 25th anniversary of Her Majesty The Queen officially opening the iconic terminal building on 15 March 1991. Stansted originally began life as a World War II USAF base, but was transformed by the development of a new £400 million (£650m) terminal designed by Lord Foster.

Since the first flight departed to Glasgow on 19 March 1991, over 350 million passengers have passed through the terminal on over 3.2 million flights. The terminal has been extended twice in the last 25 years – a £50 million (£65m) extension to the arrivals area opened in 2008, and following Manchester Airports Group’s acquisition in 2013, the terminal has undergone an £80 million (£100m) transformation along with an £11 million (£14m) upgrade to the Satellite One departures area. Today, the airport serves over 170 destinations and 23 million passengers a year compared with less than 50 routes and 11 million passengers when it opened in 1991.

Athens International Airport: 15

Athens International Airport completed its first 15 years of operations on 28 March. It has placed corporate social responsibility at the heart of its actions to commemorate the anniversary, including supporting the Prolepsis Institute, to alleviate nutrition problems for children attending local public schools, and a year-long collaboration with child welfare organisation The Smile of a Child. Meanwhile, it is cooperating with Marketing Greece on an interactive campaign – ‘Speak Athenian, Be an Athenian’ – to promote Athens. A special anniversary event was held on 30 April, at which CEO Yiannis Paraschis spoke of the airport’s important contribution to the Greek economy, with significant benefits for employment, entrepreneurship, tourism and society, on a national and local scale.

“The challenges we faced, stimulated and developed two main characteristics in our airport community: adaptability to constantly changing conditions, and cooperation,” he said. “These qualities, along with teamwork, joint efforts and commitment to common goals, allowed us to respond, with remarkable dynamism, to significant challenges during this 15-year period, and, in particular, during the last, highly challenging five years.”

London Gatwick Airport: 80

On 17 May London Gatwick Airport marked the 80th anniversary of its first commercial flight, to Paris. Since then, the airport has grown to become the world’s most efficient single runway airport, and recently announced it had served 41 million passengers in a 12-month period for the first time.

Paris was one of just five scheduled routes served from the airport in its first year of operation, the others being Malmö, Amsterdam, Hamburg and Copenhagen. Gatwick is now connected to over 200 destinations in 90 countries. Over the last 80 years, it has played host to many prominent figures including Her Majesty The Queen, Princess Diana, and President John F Kennedy. Key aviation milestones include the first-ever Virgin Atlantic flight taking off from the airport on 22 June 1984.
**Frankfurt Airport: 80**

Frankfurt Airport this year marks the 80th anniversary at its current location. Fraport AG, the owner and manager of FRA, Germany’s biggest airport, looks back on a long tradition as a provider of airport services. Founded in 1924 under the name Südwestdeutsche Luftverkehrs AG, the company initially operated Frankfurt Airport at the Rebstock site. With the 1936 opening of Rhein-Main Airport adjacent to the Frankfurt Kreuz autorubahn intersection, the core of what is today’s Frankfurt Airport started operations. Today, FRA serves as the main European hub in the dense global network of the Star Alliance airlines. It exceeded 60 million annual passengers for the first time in 2015, handling 61 million (+2.5% year-on-year).

![8 July 1936 marked Lufthansa’s first scheduled flight at Rhein-Main Airport, with a JU 52.](image)

**Edinburgh Airport: 100**

Edinburgh Airport’s centenary celebrations saw a spectacular Red Arrows fly-past at 18:22 on 4 June, with the occasion captured by two lucky plane-spotting competition winners.

10 Hawk aircraft from the Royal Air Force Aerobatic Team completed the pass over the airport. The jets flew in a wide formation known as the Wall, at a height of 500ft and at about 400mph.

On Thursday 2 March 1916, Edinburgh Airport began life as a Royal Flying Corps aerodrome named Turnhouse and was a key military base for the remainder of World War One.

The British Airports Authority (BAA) took over ownership of the airport on 1 April 1971. Initial stages of the redevelopment began two years later and the terminal building, designed by Sir Robert Matthew, was opened officially by Her Majesty The Queen on 27 May 1977.

“It was a great honour to have the Red Arrows come here on a beautifully sunny afternoon and mark what is a very special birthday for the airport with a brilliant fly-past,” says John Watson, Chief Commercial Officer, Edinburgh Airport.

“Although clearly focused on delivering future growth at Edinburgh Airport, we have a rich and long history, and our association with the RAF is something that we are very proud of and we will never forget.”

**Warsaw Chopin Airport: 82**

Warsaw Chopin Airport recently marked 82 years of operations and released pictures of the President of the Republic of Poland Ignacy Mościcki during the opening ceremony on 29 April 1934, as well as some pictures from the very early stages of the airport’s history. In its first year of operations, Warsaw Chopin served about 10,000 passengers, while in 2015 it handled a record 11.2 million.

Warsaw Chopin Airport celebrated the 70th anniversary of its first commercial flight, and the 10th anniversary of its Aeronautical Museum. It held a unique event, recreating the airport as it was in 1946, with guests wearing 1940s dress and airport facilities and vehicles from the era faithfully recreated.

During the ceremony, a tribute was paid to all those who have worked at Lanzarote Airport since 1946, with a new space dedicated to them opened in the Aeronautical Museum.

533 travellers used the airport in 1946, and passenger numbers have grown to over 6.1 million in 2015. Meanwhile, the Aeronautical Museum has been visited by 40,000 people since it opened in 2006.

Lanzarote Airport: 70

Lanzarote Airport has celebrated the 70th anniversary of its first commercial flight, and the 10th anniversary of its Aeronautical Museum. It held a unique event, recreating the airport in the 1940s.

8 July 1936 marked Lufthansa’s first scheduled flight at Rhein-Main Airport, with a JU 52.
2001 - 2016

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As the negotiations for a global market-based measure for airline emissions intensify, with all to play for at ICAO in September, we take stock of where airports are in relation to climate change. Seven years on from the launch of the Airport Carbon Accreditation programme, initially in Europe, we look at how far things have come and consider what is in store for the future. Report by Inês Rebelo.

Airports consider the cause and effect equation

Climate change has been a political issue for quite some time now, albeit one whose profile was perhaps buffeted by major events like the economic and financial crisis – but as we have seen in the last year, it is firmly back in the spotlight now (Leonardo di Caprio even name-checked it in his Oscar speech earlier this year). In the political sphere, one of the latest major moments at global scale was the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21/ CMP11), which took place on the site of Paris-Le Bourget Airport in November-December last year. It was a historic international moment for climate politics and emissions governance because, for the first time, 195 nations succeeded in forging consensus on adopting a universal climate agreement that limits emissions. ICAO is due to take a decision on a global market-based measure to curb net airline CO2 emissions from international flights above 2020 levels in autumn through an offsetting mechanism.

These are just two examples that illustrate how climate change has been a core topic in talks at international level. Zoom in on the airport industry and climate change is a recognised challenge and a key priority. With so much vital infrastructure on the ground, the industry is pursuing a two-pronged approach. On one hand, it aims to reduce its impact on the environment, by lowering its carbon emissions. On the other hand, it intends to reinforce its resilience to the impact of climate change on airport infrastructure. With this in mind, we are now living in an era in which airports are earnestly investing in becoming more sustainable and climate resilient.

Reducing carbon emissions

At COP21, as part of this two-pronged approach, airports have proven how they are placing environment at the centre of their strategy under Airport Carbon Accreditation – the global carbon management standard for the airport industry. In December 2015, ACI EUROPE announced a new Resolution committing itself to increasing the number of carbon neutral airports in Europe to 50 by 2030 (there are currently 22 carbon neutral airports, representing 13.7% of the air passenger traffic in Europe). Furthermore, a Memorandum of Understanding between UNFCCC, ACI EUROPE and ACI WORLD was signed to jointly cooperate in promoting Airport Carbon Accreditation as well as associated climate actions by airports on one hand, and the UNFCCC “Climate Neutral Now” campaign on the other. The agreement aims to increase the number of airports progressing to Level 3 (Optimisation) and Level 3+ (Neutrality) of the programme. On this occasion, John Kilani, Director, Sustainable Development Mechanisms programme, UNFCCC Secretariat enthused: “It is immensely encouraging to see an industry as visible and strategically relevant as the airport industry being so proactive on climate action. What ACI has achieved through Airport Carbon Accreditation over the past 6 years is inspiring – to mobilise 137 airports in the journey towards carbon neutrality is an example that many other industries could learn from.”

The essence of Airport Carbon Accreditation is helping airports progress in delivering on their commitment to reducing and ultimately neutralising their carbon emissions by independently assessing and recognising their endeavours to measure and address their carbon footprint through 4 different levels of certification covering all stages of carbon management: ‘Mapping’, ‘Reduction’, ‘Optimisation’ & ‘Neutrality’. The programme is independently operated by WSP Parsons Brinckerhoff, an international environmental consultancy appointed by ACI EUROPE to enforce the accreditation criteria for airports on an annual basis. Airports applying to become accredited must have their carbon footprints independently verified in accordance with ISO14064 (Greenhouse Gas Accounting).

The environmental responsibility of the airport industry is being translated into concrete actions. For instance, in 2015 Budapest Airport launched a programme called Greenairport for airport partner organisations that aims to encourage companies operating at the airport to work with the operator on further reducing the environmental impacts of the airport. These efforts include reducing energy consumption and promoting the use of renewable energy sources and of electric vehicles.

Hong Kong International Airport, one of the world’s busiest airports that was the very first in the region to achieve a three-yearly renewal at Level 3 Optimisation in January 2015, is also pursuing a stakeholder engagement approach: it is engaging 46 companies on the airport site to reduce carbon emissions. Mike Kilburn, Acting General Manager, Sustainability Airport Authority Hong Kong (AAHK) explains this environmental strategy: “The key to the Carbon Reduction Programme is the active participation of 46 airport business partners (ABPs) who together with AAHK pledged to reduce emission intensity by 25% between 2010 and 2015 from a 2008 baseline. As the emissions of
the ABPs account for some 60% of air
port emissions, the scale of reduction is
substantially larger than if AAHK were
to be the only one reducing its emis-
sions. The pledge is facilitated by AAHK’s
online Carbon Audit System, which makes
it easy for ABPs to submit their data and
monitor their own performance, and for
AAHK to report collectively for the whole
airport community.”

Greater Moncton International Airport
in Canada, which became accredited at
Level 1 Mapping in May, is also taking
steps to become greener by updating
taxiway and apron edge lighting to more
energy and maintenance efficient LED
lighting, as well as investing in a more
energy efficient operations facility to
house its operational, maintenance, and
emergency response personnel.

A globally successful initiative: 156
Carbon Accredited Airports so far

Since its launch in 2009, Airport Carbon
Accreditation has gone from strength to
strength, eventually becoming available to
airports across the world, when it took off
in Latin America & Caribbean in November
2014 with the accreditation of Puerto
Vallarta International Airport at Level 1
Mapping, which successfully upgraded to
Level 2 Reduction in the meantime. The
programme has already certified 4 air-
ports in this region.

In Europe, Airport Carbon Accredited
status has been earned by 107 airports to
date, including the latest accredita-
tions of Vilnius Airport, Menorca Airport,
Keeflavik International Airport, Sofia Airport,
La Rochelle Airport, and Riga International
Airport, as well as all 10 French airports
and 3 Cambodian airports in the VINCI
Group – all certified at Level 1 Mapping.
This shows how the programme is evolv-
ing fast in the region due to European
airports’ active engagement in addressing
their carbon emissions to become car-
bon neutral. The upgrade of İzmir Adnan
Menderes Airport to Level 3+ Neutrality,
making it the 21st carbon neutral airport,
speaks for itself.

In Asia-Pacific, 29 airports are currently
accredited, accounting for more than
24% of air passenger traffic in the region.

This year, the programme is celebrating
its 5th anniversary since its extension to
Asia-Pacific in November 2011 with the
pioneering accreditation of Abu Dhabi
International Airport. Patti Chau, Regional
Director of ACI Asia-Pacific, throws down
the gauntlet: “I encourage more mem-
bers to join the 156 airports worldwide to
to become Airport Carbon Accredited and
demonstrate our airports’ dedication to
sustainable growth.”

The number of accredited airports also
keeps rising in North America. In less
than 2 years, 13 airports have already
been certified in the continent, including
Dallas Fort Worth International and San
Francisco International (both recently cer-
tified at Level 3 Optimisation).

In Africa, in the past year, two new air-
ports have come on board: Libreville Leon
Mba International and Félix Houphouet
Boigny Abidjan International Airport have
joined Enfidha-Hammamet International
Airport in Tunisia in setting the example
for the airport community in Africa. As Ali
Tounsi, Regional Director ACI Africa, com-
mented “The pioneering African airports in
the programme so far are demonstrating
others in Africa and the wider world that
carbon management is a valid considera-
tion for every business no matter where
they are located.”

Today, 156 airports are certified at one
of the 4 available levels: 107 airports are
accredited in Europe; 29 in Asia-Pacific; 13
in North America; 4 in Latin America and 3
in Africa.

That two-pronged approach

The flip side being implemented by an
increasing number of airports entails the
way they are coping with environmental
risks. This is far from unimportant as the
aviation industry regularly faces disruptive
weather, which is likely to become more
frequent and extreme due to the grow-
ing impact of climate change. A greater
airports’ preparedness is key to better
mitigate climate risks. As such, airports
decided to assess their level of vulnerab-
ity to potential climate change. They were
particularly motivated to do so follow-
ing the publication of EUROCONTROL’s
Challenges of Growth: Climate Change
Risk & Resilience – a report detailing the
potential impacts of a changing climate on
the European aviation sector. ACI EUROPE
cooperated with EUROCONTROL,
Aena, AVINOR, DGAC/STAC, Heathrow
Airport, NATS, Manchester Metropolitan
University and IATA to produce a collabo-
rativé factsheet “Adapting Aviation to a
Changing Climate” in November 2014. This
factsheet explains some of the climate
change risks for aviation and their poten-
tial impact on the provision of aviation
services for aircraft operations, airport
operators, ANSPs, passengers and staff. It
also provides a checklist of questions and
case studies to help organisations initiate
their climate risk assessments.

In parallel, ACI EUROPE and
EUROCONTROL also launched the
Collaborative Environmental Management
(CEM) Specification in November
2014, following EUROCONTROL’s CEM
Specification publication in September
2014. ACI EUROPE endorsed it as one of
its Recommended Practices for the
management of noise, local air quality and
greenhouse gas emissions, making it an
industry standard.

It is undeniable that the airport indus-
try is keeping its environmental promise
– it is tenaciously reducing its impact
on the climate at the same time it is
counteracting climate impacts. ACI will
continue to report on the industry’s pro-
gress each year, through Airport Carbon
Accreditation, with headline reduction
figures due to be announced at this year’s
ACI World Annual General Assembly in
Montreal in September.

For all the latest information, visit
www.airportCO2.org and follow
@AirportCO2 on Twitter.
State of the environmental challenge in Europe today

By Sharon Mahony, Pan-European Single Sky Directorate / Support to SES-related Policies Unit, EUROCONTROL

The adoption of the Paris Agreement at the COP21 in December last year and the long negotiations leading up to it refocused the world’s attention on the global environmental challenges it faces and the need to take action.

In this respect the aviation sector, one of the world’s most heavily regulated industries, has for many years taken on its own environmental challenge – as seen in the considerable efforts made by airports, aircraft operators and air navigation service providers to address the impact of their daily operations both in terms of noise and emissions. The increased use of continuous descent operations (CDO) is a good example of this.

Future

Traffic in Europe is now starting to grow again and the current forecasts are for 14.4 million flights by 2035. The capacity of European airports, particularly the hubs, is expected to become an increasingly significant constraint on this growth. As the Director General of EUROCONTROL pointed out in May at the ITF Summit in Leipzig “by 2035 there will be 20 European airports operating at 80% or more of capacity for six consecutive hours; and that’s allowing for the fact that 1.9 million flights will not happen, simply because we do not expect to have the capacity on the ground to accommodate them”.

In this context a crucial factor contributing to the constraints on airports is the impact of the concerns of the surrounding local communities and residents, in general relating to noise but also to local air quality issues and increases in surface traffic. These concerns translate into opposition to operating hours (flight flights), procedures and the (re)development of new and existing runways. Until recently there has been no harmonised approach at the European level to support collaboration between operational stakeholders at airports in dealing with these growing environmental challenges.

What is EUROCONTROL’s role in supporting all stakeholders?

In 2014 this situation changed with the publication of EUROCONTROL’s Collaborative Environmental Management (CEM) Specification – drafted by EUROCONTROL with the support of its stakeholders across the entire European aviation sector.

The objective of CEM is to “formalise collaboration among the core operational stakeholders at airports by setting out generic high level requirements and recommended practices, necessary to establish CEM working arrangements”. What this means in practice is that all the core operational stakeholders: Airport Operators, Aircraft Operators and Air Navigation Service Providers, work together to understand the interdependencies and constraints of each other’s business and to develop and implement shared environmental solutions.

Through the setting up of CEM working arrangements or the adaptation of existing ones, airport operational stakeholders can be in a better position to deal with local communities’ concerns by taking them on board internally at an early stage. This can potentially facilitate a robust and transparent dialogue that benefits relations with authorities and stakeholders beyond the local level.

In addition to enabling CEM working arrangements, EUROCONTROL can also facilitate solutions to the Environmental Challenge through the provision of data and modelling capabilities that can simulate the environmental impact, particularly of noise at and around airports. This is an important consideration in the potential introduction of any new technology or operating procedure that can have an impact on local communities.

CEM can therefore provide a forum to discuss the enhancement of operational improvements and to discuss issues with the local community, for example relating to potential CDO and PBN (Performance Based Navigation) implementation.

Recognition by industry

Significantly industry has also recognised the benefits of CEM and the need to consider local communities. Thus, the CEM specification was adopted by ACI EUROPE as a Recommended Practice. On that occasion, Olivier Jankovec, Director General ACI EUROPE has said “Environmental management is a core issue for European airports, as it is a vital part of earning our license to grow. Over the years, we have been addressing critical priorities like carbon emissions, noise and local air quality, with tailored approaches. In the collaborative environment of an airport, bringing these processes together is a natural next step.”

CEM is also referred to as a recommended action in the joint guidance on noise mitigation published by CANSO and ACI World. Jeff Poole, the Director General of CANSO, recently said: “The aviation industry has achieved substantial and measurable reductions in noise over the last 50 years through a mixture of airframe and engine technology and operational efforts. But the problem still
The CEM specification was adopted by ACI EUROPE as a Recommended Practice. Pictured are Olivier Jankovec, Director General, ACI EUROPE, and Frank Brenner, Director General, EUROCONTROL.

exists and we must make every effort to mitigate the impact of aviation noise for people on the ground, especially those living around airports.

Practical support to CEM Working Arrangements and further developments

Workshops

Following the recommendations of the first CEM Peer Workshop, organised jointly by EUROCONTROL and ACI EUROPE last year and hosted by Vienna Airport, a ‘Getting Started’ workshop will be organised this September. This one-day workshop will introduce the concept of CEM together with concrete examples from practitioners on how to set up or adapt pre-existing Working Arrangements. Details will be announced by EUROCONTROL soon.

CEM Web Tool

The CEM Web Tool has been developed with a range of both internal and external stakeholders. Its purpose is to provide a harmonised, practical platform to facilitate core operational stakeholders at airports in their efforts to establish a CEM Working Arrangement. Each CEM Working Arrangement is unique and can only be accessed by its members.

Functionalities include a dashboard option that can display compliance levels and monitor progress. Filtering and print options provide opportunities to download customised reports.

The platform may also help stakeholders that need to provide evidence to respond to voluntary carbon-reduction programmes, environmental certification schemes or to meet environmental legislative reporting requirements etc.

The release of the CEM Web Tool is planned for the end of June 2016.

In conclusion, no one single entity can resolve the environmental challenge of the aviation sector. At the level of airports existing efforts on both the environmental and operational sides must continue in ever-greater collaboration to work towards solutions. Taking communities’ concerns on board early is vital and the CEM Working Arrangement process and supporting tools can help to achieve this.

More information is available on: www.eurocontrol.int/environment & cem@eurocontrol.int.

Jeff Poole, Director General, CANSO: “The aviation industry has achieved substantial and measurable reductions in noise over the last 50 years through a mixture of airframe and engine technology and operational efforts. But the problem still exists and we must make every effort to mitigate the impact of aviation noise for people on the ground, especially those living around airports.”
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Stansted marks 25 years with record growth and continued investment

Andrew Cowan, Divisional CEO, London Stansted Airport, interviewed by Ross Falconer.

London Stansted has many reasons to celebrate this year: the 25th anniversary of its opening in 1991, burgeoning traffic figures, and the arrival of British Airways’ first scheduled services from the airport, being among the most prominent.

Today, Stansted serves over 170 destinations and 23 million passengers a year, compared with less than 50 routes and 1.1 million passengers when it opened in 1991. It is the UK’s busiest single-terminal airport and firmly established in Europe’s top 25.

Stansted is at the heart of a booming catchment area, and since it was acquired by Manchester Airports Group (MAG) in February 2013 has entered a period of unprecedented growth, adding six million passengers. The latest figures for May appropriately show a 25th consecutive month of growth in the airport’s 25th year, with a 2.7% increase, signalling that it is on track to handle a record 25 million in 2016.

Andrew Cowan joined London Stansted as Divisional CEO in April, bringing a wealth of very relevant experience. He was most recently Chief Strategy Officer for MAG with responsibility for the whole Group’s long-term strategy, having joined in 2013 as Chief Operating Officer of MAG and Managing Director of Manchester Airport. It is also worth noting, in the context of the airport’s continued development, that prior to his MAG appointment Cowan was Chief Executive of Robertson Group – an infrastructure, construction and services company operating throughout the UK.

Reflecting on the first two months in his new role, Cowan enthuses about the “fantastic, passionate people here at Stansted, who are committed to doing a great job” as well as “just how far the airport has come in the last three years”. Indeed, following MAG’s acquisition, the terminal has undergone an £80 million (£100m) transformation, along with an £11 million (£14m) upgrade to the Satellite One departures area.

“It’s a hugely exciting time in the aviation industry and I’m looking forward to continuing the drive to attract new airlines to serve the vibrant London market and burgeoning Eastern England region, and further improving the customer experience,” Cowan comments.

Stansted has played a significant role as a major London airport competing for passengers and attracting new airlines over the past 25 years, during which the sector has dramatically changed and evolved following the emergence of the low-cost carriers. “We have a long-term deal in place with Ryanair, and are seeing them growing rapidly. easyJet is also continuing to grow with a good route mix,” Cowan notes. “One of the things I would like to see over the longer term is transatlantic routes and also flights to the Middle East. Getting that richer mix of carriers is one of our ambitions in the next 12 months. But I do think that the main growth here will be from the low-cost carriers, which remain the heartbeat of the business.”

Significantly, British Airways has begun operating from Stansted for the first time, with five summer seasonal services to Faro, Malaga, Palma, Ibiza, and Berlin. It is, Cowan says, “a clear demonstration of the strength of demand that exists across the region.”

“Symbiotic relationship with local communities”

The airport has been a key catalyst for economic growth and jobs, helping connect thousands of businesses along the London-Stansted-Cambridge innovation corridor with the global marketplace, and securing vital inward investment opportunities.

“Airports, in my mind, have a symbiotic relationship with local communities, local businesses, and other local stakeholders – they support economic growth,” Cowan explains. “If you look at Stansted, about 50% of our traffic doesn’t originate from this region, it originates from overseas. Therefore, it is really important that we have a very strong relationship and understanding of the community’s needs and the local economy.”

Stansted has grown to become the largest single employment site in Eastern England, with over 11,600 people working at the airport. Meanwhile, of MAG’s current 1,400 employees, over 100 have worked at the airport for its full 25 years. The commitment to community can be vividly seen at Aerozone Stansted – an education centre which opened last year to boost STEM skills (Science, Technology, Engineering and Maths) and showcase airport apprenticeships and careers to young people.

“The Aerozone is our flagship community project here at Stansted and it...
Phase 2 of London Stansted’s £80 million (£100m) transformation increased the choice of cafés, bars and restaurants with the arrival of 12 new offers, including airport firsts, traditional favourites, and the airport’s first-ever Escape Lounge.

"This represents a long-term commitment to our community," Cowan says. "Engaging with young people, particularly those living in areas close to the airport, is a vital part of our community work. The aim of the centre is to inspire young people to consider the varied apprenticeships and career opportunities within aviation, focusing on the vital STEM subjects that generate real prospects for young people and open their eyes to the fantastic opportunities available on their doorstep."

Building on Stansted’s recent transformation, which has seen the security area relocated and doubled in size, and the retail and food & beverage offer revitalised, Cowan is looking ahead to an ongoing investment programme to improve passenger services and facilities. He explains that this will include upgrading hold baggage screening equipment, car parking facilities, check-in areas, and seating.

While its 25th anniversary is an opportunity time to reflect on past achievements and progress, Stansted is clearly responding to rapid growth with a firm focus on the developments needed to meet demand and secure a future that promises to be just as exciting and fast-moving as the past 25 years.
London Gatwick’s £2.5 billion (€3.2bn) investment programme is transforming the passenger journey and putting travellers in control of their time at the airport, as Guy Stephenson, Chief Commercial Officer, explains to Ross Falconer.

Gatwick transformation “a glimpse into the future of airport design”

London Gatwick is halfway through a £2.5 billion (£3.2bn) investment programme, which is redeveloping and transforming the airport to support rapid growth. Over 41 million passengers travelled through Gatwick in the last 12 months – a full decade ahead of predictions.

The transformation is tangible across all aspects of the passenger journey. “Gatwick is investing in technology that will help speed passengers through the airport, while also improving their experience by reducing queues and putting passengers in control of their time at the airport,” explains Guy Stephenson, Chief Commercial Officer, London Gatwick Airport.

At the heart of this is an efficient check-in process. The airport recently opened the world’s largest self-service bag drop zone, increasing peak check-in capacity from 3,000 to 4,350 passengers per hour.

Gatwick’s biggest airline, easyJet, is located in the new area and now has the space to move all of its South Terminal flights to the North Terminal, creating a much simpler experience for passengers flying with the airline.

The technology enables travellers who have checked in online to take their bags straight to a machine upon arrival, where they can print their luggage tag, apply it to their bag and load it straight onto Gatwick’s newly modernised baggage sorting system.

The North Terminal now has 48 Materna self-service bag drop units, with others located in the South Terminal. This means the check-in process can be completed in just a couple of minutes.

“The new self-service bag drop has been very positively received by passengers seeking to take control of their journey and avoid the queues,” Stephenson enthuses. “The area provides passengers with a glimpse into the future of airport design and empowers them to be early adapters to the most innovative, state-of-the-art facilities.”

Materna is Gatwick’s self-service bag drop partner, providing the kiosks and hardware, and developing and hosting the airline self-service bag drop application. Gatwick chose Materna because it met the greatest number of the airport’s needs, including visa checking, excess baggage payments, and the handling of sporting equipment.

eezeetags cooperated closely with Materna on the Gatwick installation, having already enjoyed a successful collaboration on self-service bag drop installations for Lufthansa at Frankfurt, Munich and Hamburg airports.

“This is a very important milestone for eezeetags, and also for the airport and the main user easyJet. London Gatwick will connect more airlines to this service and easyJet sees this location more or less as a blueprint for all airports it operates at,” says Borry Vrieling, founder and Managing Director.
Gatwick recently opened the world’s largest self-service bag drop zone, increasing peak check-in capacity from 3,000 to 4,350 passengers per hour. Gatwick’s biggest airline, easyJet, is located in the new area. Materna provided the hardware, while eezeetags provides the bag tags.

eezeetags. “easyJet and Gatwick tested several self-tagging possibilities and drew the conclusion that eezeetags has the best performance, not only on quality and speed, but even more on the passenger experience. That is why we are cooperating on a planned European roll-out of self bag drop installations, using eezeetags as the preferred self-tagging bag tag.”

It was, he adds, an easy connection between Materna’s hardware and the eezeetags. “Materna chose to use a special printer supplier for the Gatwick installation, giving the benefit of two XXL rolls of eezeetags (675 pieces per roll) inside the kiosk. The benefit is that there is almost no downtime due to the simple reason that the media is out of stock.”

Alongside check-in and bag drop, Gatwick’s comprehensive investment across the airport journey takes in security, piers, gate rooms, retail, food & beverage, and the airfield. Initiatives to streamline the arrivals experience include new e-gate technology in the immigration hall.

Transformation of the North Terminal is nearing completion, and a £30 million (€38m) investment in security is a big part of this programme of work. “This summer we will open the very latest and most sophisticated security technology anywhere in the world, with 10 new security lanes enabling 5,000 passengers per hour to pass through security,” Stephenson explains. “This will halve the amount of time currently taken, while maintaining the strictest security measures, and is another example of how Gatwick can accommodate increasing numbers of passengers from its existing infrastructure.”

“Long haul premier league”

Gatwick is, of course, always looking for opportunities to serve new markets, drive competition between airlines and, as a result, create greater choice for passengers. Three years of consecutive month-on-month growth indicate the success of its proactive route development strategy.

“Gatwick is launching 20 new long haul routes in 2016, moving it into the premier league of European airports that fly more than 50 long haul routes,” Stephenson enthuses. “The long haul network is only expected to increase further as Gatwick grows and takes advantage of new aircraft that can fly further without the need to change at a hub.”

WestJet, Air Canada Rouge and Tianjin Airlines are Gatwick’s newest airlines, building on the revolution of long haul, low-cost flying, which was so successfully pioneered by Norwegian from Gatwick.

“We are also thrilled to welcome Cathay Pacific back to Gatwick, and Emirates committing three daily A380 services and an additional fourth daily service to Dubai,” Stephenson adds. “British Airways also continues to invest in its long haul services from Gatwick, launching new routes to New York, Costa Rica, and the first direct service to Lima from London in 30 years.”

WestJet is providing 28 weekly flights to Canada, while Tianjin Airlines is launching a twice-weekly route linking Gatwick to Chongqing and Tianjin – the UK’s only connection to the two fast-developing Chinese cities.

By seeking to eliminate queues and put passengers in control, Gatwick’s objective is to move the original experience from something that was to be endured to something that can be enjoyed. “The transformation we have made in our departure lounges has created an environment which allows them to spend time in the way they want – doing some work, or having a bite to eat and enjoying the shops,” Stephenson concludes.

Gatwick recently opened the world’s largest self-service bag drop zone, increasing peak check-in capacity from 3,000 to 4,350 passengers per hour. Gatwick’s biggest airline, easyJet, is located in the new area. Materna provided the hardware, while eezeetags provides the bag tags.
Saad Hammad, is the former CCO of easyJet, he is also a turnaround specialist who has led the transformation of Flybe as its CEO since 2013. Flybe is Europe’s largest regional airline, and the biggest domestic airline in the UK by far. But Hammad believes the UK Government is holding back the aviation industry and the wider UK economy.

“The Irish Government published a National Aviation Policy in 2015, with a clear set of actions to drive the development and growth of Ireland’s aviation sector, this totally contrasts with the UK where there is no coherent or holistic national aviation policy or action programme. The whole aviation industry – including our airport partners – should be arguing to have this corrected.”

High on Hammad’s agenda of issues is punitive Air Passenger Duty (APD). Again Hammad contrasts the UK position with Ireland, which has abolished APD along with a number of other European states: “APD is a barrier to regional development and a barrier to tourism, it needs to be ditched completely, or at the very least made more equitable. Instead it is levied disproportionately on regional flights – a typical domestic passenger can be charged up to 19 times the tax per-kilometre of a passenger on a long-haul flight.”

On another financial level Hammad says a “rail-is-good-aviation-is-bad” attitude pervades across much of Europe and that this “unscientific bias” creates some starting policy inequalities. “Funding of the HS2 high speed rail link in the UK amounts to some €55 billion, yet it will not connect London and Manchester for at least another 17 years. In the meantime, the Regional Air Connectivity Fund that does focus on start-up routes needs to be much bigger – this year the Fund contributed less than €9 million to start-up regional routes. It also needs to fund permanent connectivity, as well as additional frequency investments on existing regional air routes.”

Money aside, Hammad says the stalled decision-making process on runway capacity at either Heathrow or Gatwick has “dried up the provision of affordable slots for regional routes and those served by smaller aircraft – some guarantee needs to be made that these slots will be viable available, ensuring that a future hub airport in London is a truly national and European asset, rather than something built solely to serve UK south east-based passengers or global passengers connecting through the South East.”

In an incredibly radical move, Hammad has even made formal proposals to operate scheduled services from RAF Northolt (12km north of Heathrow) as an interim solution until a new runway is built. “This would give some of the immediate connectivity benefits of a new south east runway with none of the environmental disadvantages.”

Flybe boss appeals to airports to help “ditch” Air Passenger Duty: “A barrier to regional development”

Saad Hammad, the Flybe CEO talks to Airport Business

Flybe’s Hammad (left): “The Regional Air Connectivity Fund contributed less than €9 million to start-up regional routes this year, whereas funding for the HS2 high speed rail link amounts to some €55 billion, yet it will not connect London and Manchester for at least another 17 years.”

MAY 23 2016: Flybe extends European connectivity for Dundee Airport, one of 11 Scottish airports operated by Highlands and Islands Airports Limited (HIAL). Featured in the ribbon cutting was Humza Yousaf (second left) the brand-new Minister for Transport Scotland and the Islands, and Inglis Lyon, Managing Director of HIAL (far right, kilted). Flybe is Europe’s largest regional airline with 214 routes serving 10 countries from 75 departure points covering 38 European airports. For this summer season the airline has launched 22 new routes, including eight new routes from a new base at Doncaster Sheffield Airport. A new route between Norwich and Exeter is the first to be operated under the UK Government’s Regional Air Connectivity Fund.
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INNOVATION SHOWCASE

Travellers across Europe stand to benefit from a range of new and inventive projects, from a robot bag drop to a passenger-focused “innovation challenge”, as Ryan Ghee reports.

Geneva Airport trials first of its kind robot bag drop

Travellers flying from Heathrow Airport’s Terminal 5 this summer will be able to download movies, magazines, newspapers and destination video guides to their iPhones or iPads using new media kiosks. The Heathrow EntertainMe kiosks, located at gate level in each of the three Terminal 5 satellites during the initial trial period, will host a selection of free and paid content. SITA, which has developed the kiosk alongside Orange Business Services and Adaptive Channel, says downloads will only take around one minute each.

Passengers can simply select their content on an interactive screen and pay via ApplePay or with their contactless credit or debit card. Once they have downloaded the content, passengers can enjoy it during their trip without needing access to WiFi or data services. Roberto Segala, Heathrow Airport’s Head of Commercial Services, said: “We are constantly looking to enhance the travel experience for passengers at Heathrow and these new EntertainMe kiosks designed by SITA will provide a unique entertainment solution for our customers. “The initial trial will take place in Heathrow’s iconic Terminal 5, which serves more than 30 million passengers a year. We are very excited about this newest addition to Heathrow and look forward to seeing our customers’ reaction to this innovative product.”

Heathrow’s new EntertainMe kiosks offer pre-flight movie downloads
Recognising progressive ideas in action transforming airport performance and reputations

**Fraport invites travellers to inspire next wave of innovation**

Fraport has launched the “Frankfurt Airport Innovation Challenge”, providing travellers with an opportunity to put forward their own creative ideas to help improve the passenger experience. The competition is based on the “open innovation” principle, which means Fraport is intentionally opening up its innovation processes to generate external ideas for innovations in a modified crowdsourcing approach. “Innovation is key for our competitiveness and therefore anchored in Fraport’s corporate principles,” explained Claudia Uhe, Head of Fraport’s Corporate Development, Environment and Sustainability department. “In keeping with our new slogan, “Gute Reise! We make it happen”, we are now actively looking for fresh ideas for Frankfurt Airport. We want to give passengers and visitors in particular the opportunity to actively co-create their airport as a place full of positive experiences.” Uhe will chair the jury, which will pick the winners of the Innovation Challenge. According to Fraport, there are no limits on the creativity that participants can apply while helping to shape the airport of the future. Ideas can address either specific aspects of the airport experience – such as arrival, departure, transfers or visits – or the travel process as a whole. In addition to services and entertainment, environmental and sustainability issues will be considered.

**€10m investment to create more passenger-friendly Dublin Airport T1**

Dublin Airport has revealed plans for the €10 million redevelopment of the Terminal 1 Arrivals Hall and façade. The renovations include the removal of desks currently situated near windows to allow more natural light to flood the terminal, new flooring, a replacement ceiling and a facelift for the front of Terminal 1. When the work is finished, all restaurants will be located in one area and services such as tourist information, onward travel and information desks will be grouped together to help create a more passenger-friendly and intuitive airport experience. Also, screens currently positioned in front of the Arrivals Hall exit doors will be removed so that customers meeting and greeting friends and family will have an unobstructed view as they come through from the baggage hall.

The €10 million investment includes the removal of desks currently situated near windows to allow more natural light to flood the terminal.

Dublin Airport Managing Director Vincent Harrison said: “We are upgrading Terminal 1 on a phased basis and we have already enhanced the Departures Floor. We are now turning our attention to the Arrivals Hall. Our goal is to greatly improve the overall look and feel for our customers. We are confident that, when completed, the renovations will significantly enhance the ambiance in that area.”

**Star Alliance announces major baggage and self-service standards investment**

Star Alliance has announced that it will invest in multi-million euro technology projects to help improve and align back-end systems for its 28 member airlines. An Alliance IT hub for baggage will be created and is scheduled to enter operation by the end of 2016. “We believe modern technology can be of tremendous assistance in significantly reducing the number of baggage issues and associated costs at all of the 1,300 airports the alliance serves today. “This initiative represents another industry first and is created in full support of the IATA Fast Travel mandate,” Schwab said.

The new baggage and self-service standards will provide smoother service to the alliance’s customers and reduce infrastructure requirements and handling costs at the 1,300 airports Star Alliance serves today.
With its gripping historical, mythical and yet artistic nature, Kraków – Poland’s second largest city – attracts more and more attention each year. So it comes as no surprise that Kraków Airport has been experiencing significant traffic growth this year.

Its 4.2 million passengers in 2015 represented 10% growth, while the first quarter of 2016 saw 18% growth. “Airlines which introduced connections at Kraków in 2015 – KLM, British Airways and Swiss – almost doubled their activities this year,” says Radosław Włoszek, acting CEO, Kraków Airport. “Additionally, the flights introduced in the 2015/2016 winter season, for example to Tenerife, Gran Canaria (Ryanair) and to Olsztyn (SprintAir), will remain in the summer schedule. We have been experiencing a record number of passengers this year, and we hope to exceed 4.7 million.”

Meanwhile, the airport welcomes four new carriers in 2016 – SAS, Iberia, Air France and Aegean – which are significant milestones in the airport’s growth strategy.

“As part of our route development strategy we see further development of incumbent carriers in terms of new air services, additional frequencies, and larger aircraft operated, as well as attracting new airlines,” Włoszek explains. “We believe our market is large enough to attract an additional based low-cost carrier to operate services that would not compete with the current network.”

Ryanair is Kraków’s biggest carrier, and easyJet its second biggest, and LCC traffic currently accounts for about 60% of the total. It is a proportion Włoszek believes reflects market expectation and passenger demand. He describes a strategy with an “emphasis on providing our catchment area with the most desirable direct air services, and enabling convenient access to our region for all inbound traffic with competitive market conditions.”

The airport’s data shows the biggest market potential for routes including Geneva, Venice, Istanbul, Lisbon, Nuremberg and Marseille, as well as some non-European destinations such as Chicago and a Middle East hub.

To encourage airlines to develop services, Kraków Airport offers tariff and marketing incentives. “Our tools aim to strengthen sales and promotion channels, and to reduce costs in the initial period, as we understand the risk associated with launching a new service or increasing frequency,” Włoszek comments. “We support carriers by providing them with access to our databases of local companies (over 300 records), loyalty programme passengers (over 10,000), local authorities and tourism boards. We also use our social media channels to promote airline products.”

Indeed, with 30,000 fans on Facebook and 2,000 followers on Twitter, social media is a key promotional tool.

“A world-class product for passengers”

Włoszek articulates a firm focus on the passenger experience and digital communications are the cornerstone. Free, unlimited WiFi is available to all airport customers; the free smartphone app provides live information on flight status and airport amenities; and digital screens display arrival and departure information, public transport timetables, a live flight tracker, and Kraków Airport TV.

In August there are plans to install new readers for automated boarding pass control, and a new self-service bag drop system. This builds on a €120 million investment in an extensive modernisation, including extension of the passenger terminal, new taxiways and apron expansion. The first phase of the extended passenger terminal

Kraków Airport factbox

2015: 4.2 million passengers

2015 PASSENGER TRAFFIC GROWTH: 10%

2016 PASSENGER TRAFFIC GROWTH (Q1): 18%

KEY AIRLINE CUSTOMERS: Ryanair, easyJet, Lufthansa, LOT Polish Airlines, Norwegian

NUMBER OF ROUTES: 60+

TOP 5 DESTINATIONS: London, Warsaw, Frankfurt, Oslo, Munich

€120 million has been invested at Kraków Airport in an extensive modernisation, including extension of the passenger terminal, new taxiways and apron expansion.
opened last year, alongside a direct train connection to the city centre. The new part of the terminal delivers a world-class product for passengers, with more space, more baggage carousels, shops, restaurants and other facilities,” Włoszek explains. “Since opening we have been observing a significant surge in our ACI ASQ rankings, which confirms the satisfaction of our clients.”

To briefly summarise what else is new:

• Passenger boarding bridges (PBB) have been installed at Kraków Airport for the first time. There is presently one PBB available for non-Schengen operations and a second one for Schengen operations.
• ‘Kiss & Fly’ areas have been introduced in front of the terminal, where parking for a few minutes is free of charge.
• Centralised security control for all departures.
• Fast-track security is free of charge for passengers with reduced mobility, business passengers, and members of the Kraków Airport loyalty programme.
• The Visitor Centre provides a place for passengers to obtain information about transportation and accommodation in Kraków and the wider Małopolska region.

“Radosław Włoszek, acting CEO, Kraków Airport: “This year, both parts of the terminal – the new and modernised parts – will be integrated. Consequently, Kraków Airport will further improve the standard of the services offered to our passengers, and enable the generation of additional non-aviation income from retailers that have expanded their offer in the new airport premises.”

Meanwhile, at a general meeting of shareholders in May, plans were approved to build a new runway. The estimated PLN 250 million (€60m) investment in the 2,800m runway is planned to be complete by 2021. The airport is about to start a stakeholder consultation process on the two shortlisted proposals for developing the runway.

For now, Włoszek adds. Kraków Airport is focused on the following priorities: “Completing modernisation of the terminal, increasing non-aviation revenues based on the new infrastructure, developing the new runway project, acquiring a new based carrier, and developing opportunities for new long-haul services.”
Hamburg’s strong economy is what makes the market in the region so exciting for airlines, both in terms of business and leisure travellers. And this is only one of the many reasons behind Hamburg Airport’s success. More routes, more comfort, and a further increase in service quality are also contributing to its continued development.

The figures are testament to this success – the airport handled a record 15.61 million passengers last year, which represents 5.8% growth. “Our employees made a very important contribution to this success,” explains Michael Eggenschwiler, CEO Hamburg Airport. “They have achieved a great deal, and I am proud of the team spirit of the workforce.”

Stable demand is expected in 2016, consolidating the strong growth experienced in recent years. Eggenschwiler predicts a traffic increase of 1-2% this year.

“Innovative, environmentally-conscious, exemplary” – three words that perfectly outline the principles of Hamburg Airport, and this, Eggenschwiler says, is precisely reflected in the airport’s investment activities. It will this year install new, common use bag drop kiosks, while last year it introduced a digital shopping service – FillMyFridge.de – which enables passengers to order groceries for collection on arrival. Hamburg will also soon launch a jointly-developed smartphone app with Munich, Düsseldorf and Stuttgart airports, providing travellers with services and added-value at all four airports.

Hamburg Airport prides itself on having a great deal, and I am proud of the team spirit of the workforce.” Eggenschwiler concludes.
Kraków Airport
New infrastructure

- spacious passenger terminal with 3 passenger boarding bridges
- 55,000 m² total floor area
- 8 million passenger capacity
- 3,700 m² of new commercial space
- fast train connection to city centre

Facts

- 4.7m passenger traffic
- 25% business travellers
- 14.5 million inhabitants in the catchment area
- unique loyalty programme with over 10,000 members

#BetterCountOnNumbers
Olbia focused on “quality of services and airline network diversification”

2016 is a turning point for Olbia Costa Smeralda Airport. Its CEO Silvio Pippobello outlines the airport’s infrastructure development plans, and its strategies to enhance the passenger experience, to Marta Dimitrova.

The island of Sardinia is becoming increasingly competitive as a tourist destination. Olbia Costa Smeralda Airport’s traffic has been growing steadily since 2010, with a record 2.2 million passengers in 2015. A further 15% growth is forecast this year.
INNOVATIVE. ENVIRONMENTALLY RESPONSIBLE. EXEMPLARY.

As one of Europe’s most modern airports, Hamburg Airport offers its customers state-of-the-art infrastructure, with buildings and technological facilities meeting the highest standards. Plenty of natural light, short walking distances, ease of navigation and first-class service make Hamburg Airport popular with passengers.
OUTSIDE IN Insights from close, but not inside, the airports business

Michael Levie, Chief Operations Officer, citizenM Hotels, interviewed by Ross Falconer.

There’s a wave of disruption sweeping across the travel landscape. Customers are asking for personalised journeys that deliver what they want, when and where they want it. The opportunities are huge, and the pace of change is unprecedented. Perhaps the most famous disruptor in the hospitality industry is Airbnb, and citizenM could have a similar impact. It is challenging traditional perceptions of luxury in the hotel space, with an emphasis on appealing to the mobile, connected traveller. Indeed, the ‘M’ in citizenM stands for ‘Mobile’, and this approach resonates through all aspects of the hotel experience, from the one-minute check-in that is reminiscent of self-service check-in at an airport, to the free unlimited WiFi, and the in-room tablet mood pads, which control the TV, music and ambient mood lighting.

CitizenM currently has nine hotels operational and nine under construction across Europe, North America and Asia Pacific. It primarily acts as owner-operator of its hotels, but is also open to joint ventures, leases and management agreements. The strategy is to create a global portfolio of hotels in prime metropolitan locations and, crucially, at major international airports. The very first citizenM Hotel was, in fact, opened at Amsterdam Airport Schiphol in 2008, and Paris CDG was added to the portfolio in 2014. Key metropolitan locations, meanwhile, include Glasgow, London, Los Angeles, New York, Paris, Seattle, Shanghai and Taipei.

Michael Levie is co-founder and Chief Operations Officer of citizenM. In conversation with Airport Business, he speaks eloquently about appealing to “a frequent traveller that is social, tech-savvy, worldly, and urban.” A career spent with international hotel chains, including Sonesta Hotels and NH Hotels, has helped inform this approach, identifying and responding to the needs of today’s urban travellers.

Levie draws an interesting parallel: “If Tesla is a car, citizenM is a hotel.” Innovation is at the heart of this comparison. “It is a distinct parallel,” he says. “Tesla was a point of departure for the automotive industry, more in tune with what the contemporary car owner is looking for. If you look at the reaction of the automotive industry, the manufacturers all have a hybrid vehicle now.”

CitizenM is striving to create a similar point of difference in the hospitality industry and, in doing so, is attracting brand evangelists in the same way as companies like Tesla and Apple. “citizenM, like any hotel, sells a night of sleep. But we are different in service proposition and focus,” Levie explains. “Frequent travellers understand how to use technology, so we use it to facilitate efficiency. Our one-minute kiosk check-in eliminates the frustrations of a long check-in process. It’s in line with what airports are doing in streamlining the whole end-to-end process.”

Stylish surroundings are similarly important. The citizenM hotels are characterised by full glass facades and contemporary art and photography that convey the creative energy of the location. Light-filled communal spaces form the social heart of each hotel, and Levie emphasises the social aspect, which is so important to modern “mobile citizens”. Indeed, there are no tea or coffee-making facilities in the rooms, to encourage travellers to utilise the communal areas and 24-hour food & beverage offering.

The social aspect extends to a proactive social media and digital communications strategy. This includes a digital magazine, and citizenM encourages bloggers and other social media influencers to visit its hotels and share their experiences. citizenM has almost 180,000 ‘likes’ on Facebook and about 30,000 followers on Twitter, which it uses for promotions as well as real-time advice and support.

Looking ahead, Levie explains that the strategic expansion plan envisages doubling in size within the next five years, focusing on Europe, North America and Asia. “We are continuously looking at potential new airport locations. The key criteria is that the hotel must be terminal-linked - that’s the showstopper.”

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citizenM opened its second airport hotel at Paris CDG in 2014. The key criteria for its airport locations are that they are terminal-linked, and the Paris CDG hotel is right at the heart of the airport and close to the RER station.

“If Tesla is a car, citizenM is a hotel”
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On 26 January 2016, an aircraft, operating as a medical cargo plane, departed from Willow Run Airport in Detroit. At 04:05, when landing, the Falcon 20 overran Chicago Executive Airport’s main runway, RW16, nearly entering a four-lane highway, before it was safely stopped by one of the airport’s two EMASMAX® Engineered Material Arresting Systems (EMAS). There were no injuries to the Falcon 20 pilot and co-pilot and only minimal damage to the aircraft. What is more, after the aircraft was extracted from the EMASMAX bed, the runway was reopened for use that same afternoon.

This successful save at Chicago Executive Airport not only proved the reliability of EMASMAX, which had previously saved nine aircraft at commercial airports during real emergency overrun situations, but also marked its landmark 10th successful aircraft save, proving the effectiveness of the product in safely stopping a range of aircraft.

“We were ecstatic to see another EMASMAX bed perform as predicted and successfully saving lives as it has been designed to do,” explains Kevin Quan, Vice President, Sales & Marketing, Zodiac Arresting Systems America (ZASA), a subsidiary of Zodiac Aerospace. “Our product has a perfect record of stopping 10 out of 10 aircraft with minimal aircraft damage and little to no injuries to passengers.”

First introduced back in 1996, the product’s predictable performance and reliability has resulted in a perfect safety record that has saved 245 lives and gained the trust of airports worldwide.

Today, ZASA has nearly 115 EMASMAX installations at 66 airports worldwide and the product continues to gain acceptance as more and more airports see the value of this safety technology. “We are in discussions with a number of airports in several continents and there has been an increase in the number of requests from airports and consultants to evaluate the benefits of the EMASMAX solution,” Quan comments.

So, how does it work? An EMASMAX arresting system consists of a bed of engineered, low-strength cellular cement blocks that can be placed at the end of a runway to stop overrunning aircraft in emergency situations. Each EMASMAX arrestor bed is specially designed to stop the given fleet mix that operates on that runway. The arrestor bed will reliably crush under the weight of an overrunning aircraft with minimal aircraft damage and little to no injuries to passengers. This has been the case in all 10 EMASMAX aircraft saves to date.

But what makes EMASMAX so unique compared to the traditional runway safety area is that it requires far less space than having to acquire land and build out or give up runway space to get the required runway safety area (RESA) length. “This benefit may come in the form of cost savings for the airport or allow a space-constrained airport to benefit operationally by increasing runway length through reduction of standard RESA when an EMASMAX is installed,” Quan says.

Meanwhile, ZASA is also in the early stages of research and development of new products, which, Quan explains, will again be focused on airport safety and are based largely on feedback from airports on the challenges that they face today. These include: an electronic inspection tool for the EMASMAX arrestor beds, RCAM (Runway Condition Assessment Matrix) training, and airport mapping technology, all developed by implementing partnerships with aviation industry experts.

10 out of 10 aircraft saves is, indeed, an impressive achievement, and ZASA is already looking ahead.

“We plan on continuing our introduction of the benefits of EMASMAX technology to more and more countries. We also would like to broaden our product offering of airport safety solutions to our customers,” Quan concludes.
The airport industry is changing at warp speed. The traffic numbers we see today, will double within the next 15 years. This is a challenge for the entire industry, but also brings opportunities.

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As passenger numbers grow, airports need to increase throughput and safety, and do so in the most efficient way possible. The unified ADB Safegate applies an operational view to make the different parts of the airport work together seamlessly.

“The uniqueness of our offer lies in our coverage of the gate, the airfield and the ATC, with appropriate state-of-the-art solutions and integration,” says Christian Onselaere, CEO ADB Safegate. “We will retain a sharp focus on the airside while addressing an end-to-end strategy from approach to departure. We have supported major airports around the world in finding solutions to their challenges in the most cost-effective and sustainable way.”

Indeed, ADB Safegate serves over 2,000 airports worldwide, including major European hubs like London Heathrow, Frankfurt, Paris CDG and Munich. A recent project in Lahore took an operational view to weather-proof the airport, significantly increasing the number of aircraft movements in low visibility.

The company is also supporting Abu Dhabi International Airport as it embarks on one of its most ambitious expansion projects. “We help the airport create additional capacity to manage traffic growth at its existing terminals, while maintaining world-class standards of airside safety and compliance,” Onselaere explains.

“After a survey, ADB Safegate is redesigning the existing airside infrastructure and optimising the airport’s AGL systems, including lighting, power, control, and surface guidance systems. As the main contractor, we are responsible for design, construction, operation and maintenance of AGL works and service.”

Of course, every airport is different and one solution will not fit all. This means integrated solutions must be tailored to each airport’s demands, environment and business goals. “Existing infrastructure often contains hidden and unused capacity that can be released with a holistic view of the airport, and therefore we apply an advisory, consultative approach to create the right solution and propose a cost-effective way to resolve the airport’s most pressing challenges,” Onselaere notes.

This can encompass every aspect of air traffic control and guidance, from approach, runway and taxiway lighting to tower-based traffic control systems, to intelligent gate and docking automation. The aim is always the same – to use an operational view and optimise the operational procedures, and thereby airport performance.

Building predictability into the system is key to this goal of improving airport performance. “Because of the unpredictability and inter-dependencies of the systems and processes involved, most of the process owners add a buffer of extra time for eventualities outside of their control. All of these buffers in the chain of events add up and create poor performance,” Onselaere adds. “One way to reduce added and costly buffers is to incorporate predictability into the system. By interchanging data of estimate, target and actual times between the sequential and the parallel operational steps, there will be fewer unknowns to buffer for. This is one of the cornerstones of Collaborative Decision Making (CDM) and here our advanced docking systems can play an important role in providing data to operational personnel, and contribute to major cost savings. We see an interesting future for data harvesting and visualisation in our industry.”

Our discussion with ADB Safegate provides just a few compelling insights into how airports can seize opportunities to enhance operational performance around the key pillars of safety, efficiency and sustainability. A new era of intelligent, highly integrated airport operations truly has the potential to raise performance across the airfield, gate and tower.

“Beyond 2016, our strategic focus will be securing our position as a real partner for airports, from the airfield to the tower and gate, and building on our integrated solutions and facilities management capabilities,” Onselaere concludes. “We will also leverage our R&D resources across combined areas of expertise to drive innovation in product and system development, to capture new opportunities and investments being made to streamline traffic management in the world’s biggest airspaces.”

In March it was announced that ADB Group and Safegate Group were uniting to form ADB Safegate. The mission is to provide customers with accelerated airport performance all the way from approach to departure, as Christian Onselaere, CEO ADB Safegate, explained to Ross Falconer.

Enabling safe, efficient, sustainable airport operations
The Week The Air Stood Still

By Robert O’Meara

The innovative use of Twitter by airports, airlines and most notably EUROCONTROL, in close cooperation with the European Commission’s Transport Directorate (DG MOVE), EUROCONTROL, the Spanish Presidency of the EU, the Association of European Airlines (AEA) and a few others.

EUROCONTROL has several roles, but in the context of the volcanic ash cloud, its role as a data integrator was particularly important. By Friday 16 April, EUROCONTROL’s Network Operations Portal, which provides operational updates to technical stakeholders, was receiving over 200 ‘hits’ every second. The innovative use of Twitter by airports, airlines and most notably EUROCONTROL itself, marked a watershed moment for the social network in Europe. For its part, ACI EUROPE kept its members updated during the entire episode and tracked how airports were responding to the crisis, as much as possible – keeping the media informed and asserting that the situation was beyond being simply an airline crisis story.

When the ash cloud was at its peak, in addition to managing the flows that were still taking place elsewhere in Europe, EUROCONTROL was working together with colleagues throughout the industry to bring together the experts – in fields such as volcanology, meteorology, jet engines and aviation, to share the results of modelling, ground-based observations and test flights and to come up with a way of improving how we were collectively managing the crisis. Based on all this information, EUROCONTROL, in close cooperation with the European Commission, hosted a series of meetings and one particularly decisive teleconference on 19 April with experts, Member States, air navigation service providers and industry representatives (including ACI EUROPE, naturally). A proposal for a revised approach as to how to assess the dispersion of volcanic ash into the atmosphere was agreed and then presented to EU Transport Ministers, who adopted it. This revised approach allowed the affected areas to be considerably downsized. Within hours, it was being implemented and aircraft were able to fly safely in many previously restricted areas.

In terms of traffic, European airports lost around 18 million passengers during the six-day period and sporadic air closures in the weeks after, resulting in over €290 million in lost revenues and additional extra assistance provided to stranded passengers. These airports ensured the safety and comfort of many passengers, with some providing beds, blankets, bottles of water and medical support, and others also provided free internet access (a novelty in 2010 which has since become a staple!) and even entertainment.

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Volcanic ash crisis, ACI EUROPE called for a European Aviation Relief Plan from the European Commission and submitted a joint paper with the AEA, detailing the extraordinary blow that the incident dealt to the air transport industry.

A few days later, on 27 April, European Commission Vice-President for Transport Siim Kallas gave a press conference on the impact of the volcanic ash crisis, during which he said “Sometimes we don’t really appreciate the value of something, until we don’t have it anymore – that is what happened with aviation last week.” The European Commission also expressly recognised the action taken by Europe’s airports in its official remarks about the impact of the ash crisis, stating ‘The fact that, in the view of the magnitude of the situation, some air carriers were momentarily unable to provide the assistance under regulation 261/2004 brought the airports to spontaneously help the first needs of stranded passengers during their stay at the airport, with additional costs for airports’.

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