Istanbul New Airport: Still on target for world domination

Interview: Hüseyin Keskin, CEO
İGA Airport Operation

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OLIVIER JANKOVEC, DIRECTOR GENERAL, ACI EUROPE

Editorial: Airport investment – the right thing for growth

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A snapshot of stories from around Europe

HÜSEYIN KESKIN, CEO İGA AIRPORT OPERATION

Istanbul New Airport: Still on target for world domination

AIRPORT CAPACITY

The persistence of time

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Aviation – let alone airports, do not normally get a lot of attention in the run-up to Presidential or other top office elections around the World. So the fact that airports became part of the debate leading to the election of Donald Trump is quite unusual. What the now President-elect has been lamenting is the poor state of airport infrastructure in the US – echoing on a wider scale the comments made back in 2014 by out-going Vice-President Joe Biden about New York’s La Guardia airport: “I must be in some third-world country.”

Beyond the political posturing, this attention says something about the strategic value of airports for the economy – which is now recognised not only amongst emerging nations, but also across many developed economies. For Europe, this strategic value is of little doubt. The global economic shift towards Asia and years of anaemic growth within our own continent have made us more dependent on overseas markets. Ultimately, our ability to better access these markets and tap into these new & future sources of growth is going to define our own success. This in turn will to a large extent depend on our ability to keep developing our airports – so that air connectivity can keep growing our economy.

Against that background, I find it quite emblematic – but at the same time sad – that it took the shock of the BREXIT vote for the UK Government to finally take a decision on expanding airport capacity for London. The sudden need for Her Majesty’s Government to showcase that the UK remains “open for business” ended up doing the trick. Strategic vision at last, from a situation of extraordinary urgency.

Beyond the UK, developing the capacity of our airports and further improving their quality is going to be crucial for Europe. That vision has already been laid out with the European Commission’s Aviation Strategy – adopted a year ago.

But for capacity and quality to materialise, money – and specifically investment – will be required. And this is where we need the EU to connect all the dots.

Money no longer grows on trees – if indeed it ever did. Fiscal consolidation and restrictive State aid rules make public financing an unrealistic option except for smaller regional airports. European governments are not able nor willing to pay for airport development. The only way forward is to access private capital & enable corporate financing – and recovering the costs from those that use airport facilities. Accessing private capital is already happening on an unprecedented scale: nearly half of EU airports have private shareholders today – up from just 23% back in 2010.

Of course, this is something airlines do not like and try to resist. Airlines like very much to hark back to the “good old days” when airports were used by governments to subsidise them though artificially low airport charges. A time when there were no airport shareholders to remunerate. Airlines also fiercely contest or downplay the reality of airport competition – against all evidence to the contrary. And they do not necessarily see more capacity & more air connectivity as a priority. If one thing, it is telling that IAG did not lend its support for a third runway at its Heathrow hub. The airline group has been unwilling to see more competition coming in and to subsequently say goodbye to those scarcity rents which allow it to extract a premium on the air fares it charges to consumers.

As the European Commission has just initiated an evaluation of the current EU Directive on airport charges, these elements will need to be taken into account and fully reflected. The objectives of airport regulation need to change. The focus can no longer be on systematically lowering airline costs – but it should be about developing airport capacity, quality and connectivity – to support the EU’s wider agenda for growth and jobs.

All this came out loud and clear at the Airport Investment Symposium which ACI EUROPE organised in Brussels this November. Out of all the discussions that took place at the event, the comments made by one major airport investor have kept resonating with me. He said: “The environment for investing in Europe has become much more volatile and risky. So when I look at where to invest, Europe is competing with other parts of the World, where growth prospects tend to be higher and where the regulatory framework can be more favourable.”

In a fast-changing world, European aviation clearly needs to be competitive on all fronts – for the passenger, for the airline, but now also for the airport investor.
Airports in the news

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Heathrow Airport

In the first nine months of 2016, Heathrow handled over 57 million passengers.

Heathrow Airport received approval from the UK Government for building a third runway. The €19 million construction – the first full-length runway in southeast England since World War II – will allow the airport to handle 135 million passengers a year. In early 2017, the government will publish a draft National Policy Statement (NPS) on airports setting out its policy for developing a new Heathrow runway by 2030. There will be a public consultation process running for 16 weeks. In summer 2017-autumn 2018, the government will analyse responses from the public consultation and select committees before finalising NPS. In late 2017-early 2018, final NPS will be debated in parliament followed by a formal vote. If it is approved, the Transport Secretary can formally designate the NPS. In 2018-2022, once the NPS is designated, Heathrow can start the process of applying for planning permission for the third runway.

Shannon Airport

Shannon has averaged a 3% monthly growth so far in 2016.

Shannon Airport is the first airport in the world to trial the new pre-clearance checkpoint concept, which was developed as part of the EU-funded XP-DITE project. This high-tech system could halve security screening time at airports by combining EU and US checks into one checkpoint and, consequently, by replacing the existing two separate checkpoints that are used with just one. Pre-clearance allows passengers to complete immigration and customs formalities, as well as security screening for US domestic flights, before they travel to the US. This means that they can land at any airport in the US, take domestic flights without rescreening, and their luggage can be checked through to their final destination.

Copenhagen Airport

Copenhagen is on course to handle over 29 million passengers in 2016.

Copenhagen Airport has become the latest gateway to install new Airport Collaborative Decision Making (A-CDM) technology. The successful implementation of Amadeus’ Airport Sequence Manager and A-CDM Portal solutions, which provide the airport, its airline customers, ground handlers and air traffic controllers with accurate and synced information on aircraft departures, ensures that the gateway will soon join more than 20 airports in Europe that are A-CDM compliant.

Keeflavik Airport

Keeflavik has not posted a monthly growth figure in 2016 of less than 25% (Jan-Sept).

Keeflavik Airport will get its first domestic flight. Air Iceland, an Icelandair affiliate, announced that from the end of February 2017, the airline would offer up to six flights a week between Keeflavik Airport and Akureyri, Iceland’s second-largest urban area. This improvement in service will open up the possibility of getting a domestic flight in connection to an international flight.

Munich Airport

Munich has averaged a 3% monthly growth so far in 2016.

Munich Airport is to set up a new subsidiary to handle its management and consultancy work on international projects. The company is a 100% subsidiary of Flughafen München GmbH, the operator of Munich Airport. Besides expanding the services to airport O&M contracts and to strengthen the international activities of FMG’s Airport Academy, Europe’s first five-star airport plans to open several sales offices around the globe. Currently, FMG is providing services to 13 airport clients worldwide with a team of 70 experts.
Oslo Airport
Oslo is maintaining its position as the second-largest hub in Scandinavia behind Copenhagen.

Oslo Airport has turned to video game technology to train its employees and get them ready to navigate the new terminals, as it prepares for the opening of its new, expanded facilities. Almost 23,000 employees will be using a 3D game to explore various realistic situations in the airport area. The purpose of the game is to make employees familiar with the new terminal areas through various storylines and tasks that need to be solved. Points are awarded for solving tasks. Customer service, security and team spirit are key elements of the game.

Warsaw Chopin Airport
In 2015, Warsaw Chopin handled more passengers than the second (KRK), third (GDN) and fourth (KTW) biggest airports in Poland combined.

Warsaw Chopin Airport has installed four new airport maps, which can be touched and are equipped with audio information in Polish and English – the so-called typhlographic terminals – to help blind and visually impaired people navigate their way around. These maps are located in front of the departure hall, at the bus stop at the departure hall, in front of the arrivals hall, and at the Chopin Airport train station. After pressing the maps button, the user will hear where the most important objects in her/his environment are, in which direction to go and where to get help.

Moscow Sheremetyevo Airport
Moscow Sheremetyevo handled on average 2.79 million passengers per month between January and August 2016.

Moscow Sheremetyevo Airport has invested €786 million into building a new terminal and expanding its operations. The main renovation stage, which will be completed by 2018, will increase airport capacity to 55 million passengers per year. By 2026, capacity will grow to 80 million per year. The number of take-offs and landings will rise from 55 to 90 per hour by 2018 when the third runway will be built. The new terminal will be linked to the existing ones by a railway tunnel worth €228 million.

Tirana International Airport
Tirana is on course to handle over 2 million passengers in 2016.

Tirana International Airport has been acquired by Hong Kong-based investment holding and asset management company China Everbright Limited (CEL) in a 100% buyout of the entire stock issue of Albania’s Tirana International Airport. The airport had been in the hands of German, US and Albanian shareholders since 2005. The price of the deal was not disclosed.

Greek Airports
Thessaloniki Airport has achieved double-digit growth in four months so far in 2016 (Jan-Sept).

Fraport has unveiled a €400 million investment plan to upgrade and extend the facilities in 14 Greek regional airports. This plan envisages, for instance, that the area of Santorini terminal building will increase from 5,000sqm to 15,000sqm and it will double from 30,000sqm to 60,000sqm at Thessaloniki Airport. Corfu’s terminal will grow by 1,000sqm, while Chania Airport in Crete will have its interior renovated. Plans to create modern shopping centres within the terminals were also announced.
In August, the İGA Airport Operation appointed Hüseyin Keskin as CEO of İGA Airport Operation – a distinctly different role from Yusuf Akçayoğlu who is CEO İGA Construction, and is therefore purely tasked with delivery of the project. Airport Business talked to Keskin to test the two key strands of the new airport’s strategy: Is it still on time for a February 2018 opening; and does it still plan to be a “world’s biggest” hub?

Hüseyin Keskin is indeed very much a hands-on operations man with extensive experience of running the nuts and bolts of the new Istanbul hub. Previously, he was Head of the Ground Operations at Turkish Airlines and, most recently, the General Manager of Turkish Ground Services (TGS), Turkey’s largest ground handling company which is jointly owned by Turkish Airlines and TAV Airports.

Consequently, Keskin’s job is to see the new airport come to life in first-quarter 2018, and continue its operation and commercial success thereafter.

While this year’s “events” have produced a significant range of shocks to the Turkish air transport system, Keskin does not think these are permanent and he does not believe his mission has been deflected from steering the biggest hub in Europe by the early 2020s.

“The aviation sector reacts quickly to global and regional crises, it shows immediate reactions. But on the other hand, it renews itself fast and continues to grow as before. Although recent events have affected traffic, investments in tourism, technology and industry in Turkey show that the aviation sector will continue to grow,” says Keskin, who maintains there have not been any changes to the timelines for the Istanbul New Airport (INA) development.

“As the world’s 18th largest economy, and Europe’s 7th, Turkey is well positioned financially, well prepared technically, and committed with even greater resolve to the programme. İGA continues to work at full speed, in fact the construction of INA has even been more accelerated. We are sure that the aviation sector will get back to high growth rates, paving the way for INA to become the biggest hub in Europe by the early 2020s.”

Indeed, Keskin is bullish enough to talk specifically about top world airport rankings: “INA will overtake London Heathrow – even if Heathrow gets its third runway by 2025, because it is better located to be a major global hub” says Keskin referring to the competitive position mid-way between the traditional north European hubs and the new hubs in the Middle East.

“İstanbul has its own strategy based on unbeatable geographic advantage – there are more than 200 destinations in Europe, MENA and Central Asia, which Turkish Airlines and other airlines can serve with a narrow-body fleet.”

To this natural advantage Keskin relates how all the construction effort is aimed at adding considerable operational benefit: “There will be no capacity constraint at the new airport, and no restriction on any airline which wants to achieve maximum on-time performance. After the first phase of construction is completed in early 2018, INA will have the capacity to host 2,000 flights a day, and over 90 million passengers annually carried by 150 airlines serving more than 350 destinations. In the initial phase the airport is going to have three runways, but when all phases are completed, it will be able to handle 200 million passengers with six runways and offer the world’s largest terminal complex of 1.3 million square metres where, for the first time, all carriers will be able to board their aircraft by jet bridges.”

“Big bang” and the move to the new airport

Keskin dismisses suggestions there will be a Qatar-style phased opening of the new airport during which the existing airport will remain open. “We are planning to have a ‘big bang’ transition from the
In the 21st Century Turkey’s airports have excelled on the back of stellar economic performance, booming tourism, a tenacious Turkish Airlines hub strategy, combined with the wholesale modernisation of Turkey’s airports through adventurous privatisation initiatives.

Since 2000 Istanbul Atatürk Airport has been propelled from an “also-ran” airport of 10 million to become the third largest in Europe after Frankfurt at the end of last year (with 61.3 million passengers). Growth has been very real and sustained – in the five years 2010-15 Istanbul Atatürk grew by an average 14% per annum, and Istanbul Sabiha Gökçen Airport, an entirely new operation opened in 2001, grew by an incredible annual 20% to reach 28.1 million last year.

To create the airport capacity needed to provide for a place at the top table of world domination, expected soon after 2020, in 2013 the government awarded a new 25-year concession for a €10.2 billion, six runway airport to the İGA Havalimanları consortium, with the first three-runway phase scheduled for opening in February 2018.

But, simultaneously with Istanbul’s promotion to the top three airports in Europe, this momentum has been impacted by a series of external setbacks: The falling out with Russia, increasing incidents of terrorism, culminating in the June attacks on Istanbul Atatürk Airport itself, the bizarre coup attempt just two weeks later, itself then followed by Turkey’s direct military intervention in next-door Syria.

There have been instant airport traffic consequences – Istanbul Atatürk was immediately down 8.5% in June and 5.8% in July. But traffic has not fallen off a cliff as it has in Antalya, where the near-absence of Russians has seen 40% peak-season declines (although Antalya’s traffic is widely expected to resurge next year following the rapprochement with Russia, and the lifting of the ban on Russian charter flights).

As we approach the end of 2016, Turkey’s airports are improving overall: rising from -15% in June, to -13% in August, to -8% in September, and now “only” -3% in October, producing an overall result of just -4.8% down for all Turkish airports by end-October.

Turkish Airlines itself, for whom İGA is largely building the new hub, has published a Winter 2016/17 schedule which reflects a capacity decline of just -3%. This is almost entirely produced by reduced frequencies, rather than axed routes, and significantly, there have been no changes at all to its African network which is a specialism of the Istanbul hub (apart from the addition of Seychelles in October, Turkish Airlines’ 51st African destination).

Indeed, declines in Istanbul’s airport system are showing definite signs of slowing – in the year to end-October Istanbul Atatürk Airport is showing only a 2% decline, while Sabiha Gökçen Airport reflects 6% growth!
augmented reality, beacon and geo-location technologies, smart kiosks, social media-enabled services, airport gating, loyalty services, queue management, iBeacons will provide indoor directions, walking times to gates, lounge access and boarding alerts, and a seamless Internet of Things framework will communicate with smart infrastructure to deliver a more efficient and effective user experience. At INA technology will dramatically change the way we fly – and run the airport.”

“World’s best shopping environment” (and Turkish experience)

Commercial/retail spend per passenger at Istanbul Atatürk Airport was €15 in 2015, and therefore considerably outperforms the European average of €10.4. So it is unsurprising that Keskin agrees that retail has played a central role in İGA’s business strategy from the earliest days of the new airport’s planning. It also explains why the Unifree/Gebr Heinemann deal of January 2015, billed by İGA as ‘the world’s biggest duty free agreement’ was among the very first contracts signed.

“Our aim is to provide air travellers with the best shopping environment in worldwide travel retail. Unifree/Gebr Heinemann is investing €120m to gather over 400 domestic and international luxury brands under one roof. But it’s not just about size: We have worked very closely with Unifree on detail and have created the best design among global airport hubs. It will offer a very diversified shopping concept called ‘City of Facets’, capturing all the fascinating colour that makes the city of Istanbul memorable and unique.”

Lovers of great Turkish confectionery, teas and other fine local produce will be relieved that these will not be submerged by global brands, and this is important for other reasons – as much as 50% of Turkish Airlines’ Istanbul traffic is transit; for many of these users shopping at the airport will be their only taste of Turkey. Equally Keskin promises an F&B offer with “a mix of global tastes combined with our own very rich Turkish cuisine heritage.”

Environmental impacts at new site

“It is not only construction that has to be eco-friendly, but operations, too. Istanbul New Airport will be operated as a ‘green’ airport. A green-airport-certification scheme by the Turkish Civil Aviation Authority will be implemented, and all tenants will also obtain Green Enterprise Certificates under the same scheme,” explains Keskin.

The new airport site on the Black Sea coast, north east of the city, is sparsely populated, but presents a challenging construction environment of disused open-cast mines from an abandoned industrial past. An Environmental Management department was one of the first created at İGA, working in collaboration with local and international bodies since early 2014. This followed one of the board’s first decisions of May 2013, just after the tender award, to carry out an environmental and social impact assessment study “to the highest international standards” with Ramboll Environ.

“The studies are thorough and were conducted over a period of two years,” explains Keskin. All the commitments, procedures and offset projects are based on the result of this study, including a biodiversity action plan committed to a one-to-five ratio for every cut tree. Meanwhile, for both environmental and reasons of bird-strike hazard, a study is being conducted by a team of six ornithologists working full time to collect data on birds flying around the project site. “This will allow us to structure a reliable, state-of-the-art, wildlife management programme to international aviation standards for flight safety, and also to protect wildlife.”

Overall, Keskin maintains that “flora
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and fauna protection projects have been underway since spring 2014 – without even waiting for the finalisation of the impact study – and İGA continues to constantly monitor potential effects on the environment or animal habitat,” says Keskin.

Meanwhile, the main terminal building has been designed according to USGBC’s (US Green Building Council) LEED Certification scheme. İGA has also modelled potential impacts of future noise and air quality and shared the findings with the Istanbul Greater City Municipality for consideration in future development plans.

However, Keskin admits that the new airport will have to match its pace of growth with new environmental targets: “Air transport has seen tremendous growth in the past 25 years, and will see more in the years to come, especially in Asia. So in future we will see more innovation at airports to address CO2-concerns: hybrid and electrics engines will help lower overall emissions, while in the air traditional kerosene could be phased out in favour of ecofuels and new materials will make planes lighter, more efficient, and less noisy. All these developments will ease the air travel for passengers and help reduce the environmental impact of aviation.’ (ACI EUROPE expects that the new Istanbul hub will also follow the example of its counterparts in applying for certification from the Airport Carbon Accreditation programme, to gain global recognition for its efforts in both energy efficient construction and airport operations.)

A better hub than Middle East competitors?

Unsurprisingly, for an executive tasked with being “CEO of İGA Airport Operation” Keskin agrees “I am very focused on attracting new carriers to our new airport – there aren’t enough airlines flying from the current Istanbul Atatürk Airport to the Americas, China, India, Africa and Southeast Asia – except the hub carrier Turkish Airlines – we want new carriers flying from those regions.”

As Turkish Airlines will be the biggest customer and anchor tenant at the new port, Keskin agrees “very high levels of coordination with between İGA and Turkish Airlines were settled just after the completion of the tender process.”

He again reasserts the geographic advantage Turkish Airlines has to serve over 200 feed destinations with a narrow-body fleet: “They are capable of flying to more destinations in Europe than any other airline, and having far more frequencies to popular destinations. That means far more choice and connections for passengers for transfer to wide-body long-haul operations to Eurasia, Africa, the Americas and Far East. With the world’s 4th largest flight network, Turkish Airlines currently flies to 218 international destinations in 108 countries. This country coverage is greater than any other airline in the world!”

Keskin’s list of Istanbul New Airport’s advantages as a transfer point on global routes for airline users and travellers continues: “It reduces flight time, it introduces the flexibility to use a variety of aircraft of diverse capacity, it provides considerable cost advantage, and contributes to competitive superiority. From Istanbul, it is possible to reach more destinations than any other competitive hub in four hours due to the country’s geographic location. For İGA and all of our customers this brings unbeatable competitive advantages over the Gulf airline hubs.”
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On 25 October, the UK Government announced a tentative approval for an additional runway at London-Heathrow Airport – subject to another public consultation and parliamentary vote, pointing to a timeline for final approval that could extend to the end of 2017. Welcome news at last for UK plc, but time is marching on. Robert O’Meara reports.

The persistence of time

The stage was set and the worst kept secret in London was that on 18 October, the UK Government was going to announce its decision on where to allow the construction of the first, new, full length runway in the South East of England since the Second World War. Feature articles in the Economist, the Daily Mail and Financial Times and elsewhere served to hype the event all the more. But on the eve of that date, fresh rumours emerged from Whitehall and elsewhere in the air transport community. The announcement would be postponed by a week.

Initial reaction to this false start was predictably sarcastic – “We’ve been waiting 40 years, another week won’t kill us”, quipped one air transport consultant. Another tweeted: “I’m getting a real sense of déjà vu about this”. Jos Nuihuis, the CEO of Amsterdam Airport Schiphol, cheekily sent a cake to Heathrow CEO John Holland-Kaye, with a message that in the meantime, Heathrow can continue using Schiphol as its third runway.

The Davies Commission on airport capacity had already recommended Heathrow to get a new runway in its decision announced in July 2015, estimating that the additional capacity will bring £211 billion in extra economic growth.

A new runway at Heathrow will cost £17.6 billion and create an additional 180,000 jobs for the wider economy, including £2.6 billion to be spent on compensation packages for local residents. Meanwhile, Gatwick said its new (second) runway could be delivered for £7.4 billion, ultimately creating 120,000 jobs. During the extensive battle between the two airports, Gatwick was quick to point out that although their economic impact figures are lower, their expansion plans would meet with less resistance and, therefore, allow their runway to be built sooner.

Fast forward a week later and on the morning of 25 October the decision was finally announced. In line with the Davies Commission’s recommendation 15 months before, Heathrow received the government’s greenlight for a new runway, pending another public consultation and a parliamentary vote – all of which should be carried out by the end of 2017.

Chris Grayling, the UK’s Transport Secretary said: “The step that government is taking today is truly momentous. I am proud that after years of discussion and delay this government is taking decisive action to secure the UK’s place in the global aviation market – securing jobs and business opportunities for the next decade and beyond.” Later that day, in a BBC interview he commented: “this is a big decision for this country, but it’s also the clearest sign post-the-Referendum that this country is very clearly open for business. We have thought long and hard about this and we believe that a third runway at Heathrow is the best option for our future, the best for the whole country, it will create better connectivity and trade links to the rest of the world.”

Given the uncertainty surrounding the imminent move to Brexit, the business community in the UK issued a myriad of positive statements welcoming the news. Paul Drechsler, President of the Confederation of British Industry, led business groups in welcoming “an enormous relief to firms in every corner of the country”. adding “It will create the air links
that will do so much to drive jobs and unlock growth across the UK, allowing even more of our innovative, ambitious and internationally-focused firms, from Bristol to Belfast, to take off and break into new markets.

The British Chambers of Commerce issued a statement saying: “Building this runway will not only boost business confidence, it will also help firms access export opportunities, and attract investment from both UK and overseas businesses.”

The decision followed hot on the heels of an announcement, less than 10 days before, of an expanded air traffic rights agreement between the UK and China, which will potentially double the frequency of air services between the two countries – thereby creating immediate demand for more airport capacity in the country.

Media reaction was significant and generally positive, but there was substantial analysis of the hurdles yet to be overcome – in particular the vocal opposition of the Mayor of London, Sadiq Khan, over 60 Conservative backbench members of parliament who will need to be won over, and plenty of other political intrigue to come. After more than four decades of political hand-wringing, coupled with poor land use planning by local councils around Heathrow, airport capacity is a deeply political subject in the UK and there are very few people who do not have an opinion on it.

Indeed, over the past three years, during and after the Davies Commission, major announcements have been made around the UK, including the formally opening of the Gatwick railway station billboards and, of course, social networks played host to an intense battle between Heathrow and Gatwick, as the airports sought to win people over and influence the government decision on who would gain the permission to build a new runway.

Beyond the UK, ACI EUROPE welcomed the fact that the UK Government has finally clarified its position on expanding airport capacity in the UK, calling for this additional capacity to be delivered swiftly, as well as for further capacity development and legal certainty on the future of the UK-EU aviation relationship.

Olivier Jankovec, Director General, ACI EUROPE commented: “Europe continues to face an airport capacity crunch over the next 20 years. This will obviously hurt aviation – with delays & flight cancellations expected to reach unprecedented levels throughout the entire network and also generating huge environmental inefficiencies. In addition, this will damage our economies with the resulting weakened air connectivity costing €97 billion in lost GDP annually and nearly two billion jobs missed out by 2035.”

Jankovec commented: “Europe continues to face an airport capacity crunch over the next 20 years. This will obviously hurt aviation – with delays & flight cancellations expected to reach unprecedented levels throughout the entire network and also generating huge environmental inefficiencies. In addition, this will damage our economies with the resulting weakened air connectivity costing €97 billion in lost GDP annually and nearly two billion jobs missed out by 2035.”

However, it would be a mistake to assume that approval delays for grand projects are unique to air transport in the UK, even if there are moments when it seems that the word “airport” draws more ire than “expansion”. Developments in other fields of transport in the UK are meeting with resistance as well. Consider the growing legal challenges and opposition to High Speed 2 (HS2), the UK’s second primary high speed rail line, due to link London, Birmingham, East Midlands, Leeds, Sheffield and Manchester. The opposition isn’t just about the projected public cost of £56 billion – it is meeting the same Nimbyism (Not-In-My-Backyard) as airport expansion with many different residential groups who will be affected by it. And the track will have a length of 192 kilometres, more than 50 times the length of the new runway at Heathrow, disrupting far more communities.

In the meantime, keen observers of international airport traffic trends will have noted that with each passing year others are in danger of eclipsing Heathrow. Dubai DXB already snatched its title of busiest airport in the world for international traffic, at the beginning of 2015. And at the beginning of this year, Istanbul-Atatürk was only 2 places behind Heathrow in the list of busiest international airports in the world. It seems that the word “airport” draws more ire than “expansion”. Developments in other fields of transport in the UK are meeting with resistance as well. Consider the growing legal challenges and opposition to High Speed 2 (HS2), the UK’s second primary high speed rail line, due to link London, Birmingham, East Midlands, Leeds, Sheffield and Manchester. The opposition isn’t just about the projected public cost of £56 billion – it is meeting the same Nimbyism (Not-In-My-Backyard) as airport expansion with many different residential groups who will be affected by it. And the track will have a length of 192 kilometres, more than 50 times the length of the new runway at Heathrow, disrupting far more communities.

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Around the time that the Davies Commission began its work in Spring 2013, the Turkish Government launched a tender for the construction of a brand new, six runway airport for Istanbul. Progress has been swift, as the lead interview of this magazine attests and at the current rate of going, few will be surprised if this airport opens ahead of any construction work beginning at Heathrow.

Time waits for no one.

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Is it time to reboot aviation security? 

By Erick Bourai, Chair of the ACI EUROPE Aviation Security Committee

The dramatic events of the past 2 years (Bruxelles, Istanbul, Paris, Nice, Copenhagen, Orlando, Ankara, Thalys, etc...) show us that even if the threat on aviation still remains, it is shifting to landside, to public areas. These public areas might be a public square, a concert hall, a train station or indeed, an airport terminal.

And for several years now, experts have been warning that the security checkpoint, as we know it today, has reached its limits. These same experts foresee that the current system will get bogged down if we carry on adding more and more layers.

All this has led quite a few professionals in our business to think that we are at a turning point and that security, as a whole, is at a watershed moment. Time to find a better way. At a special debate on security organised by ACI EUROPE and AEA earlier this year, there were calls for aviation security to undergo its own digital transformation – like so many other parts of the business already have.

It is undeniably time for us to reach beyond what we know... time for a change. But do we even know where to start?

What is the way forward?

There is a school of thought that professes that technology is the solution. At a recent conference, I heard a regulator say: “...only technology can provide us with a more intelligent, a more efficient means to mitigate the threat.”

The attacks that have permeated our lives over the past year have shown that the new generation of terrorist is aiming at easier targets. After all, with the proliferation and rapidity of communications channels (not least, social media), these targets can now give as much publicity as actions against aviation used to produce as recently as 10 years ago. Threats emerge quickly and the terrorists’ new modus operandi is evolving very quickly. To fight, to counter-act this new generation of terrorist, speed is really the key. But, in fact, when a new threat is identified, even if the appropriate technology eventually finds its way to mitigate it, it may take several years and it will be too late.

Only people can change, can adapt as quickly as the threat is evolving

Therefore, we must now change the balance and shift to investing in the personnel behind our airport operations. We have enough sophisticated technology, we must now invest in people. I firmly believe that this is definitely the way forward!
So, in a concrete manner, what can we do?

I will share just three practical illustrations, but there are many other ways and I am certain that we can imagine even more if we dedicate time and energy to this.

1. Security Culture

We all know the importance of nurturing a genuine culture of security among the entire airport community – one where everyone working in an airport considers security as part of his/her work. This is how we can create an environment really challenging for terrorists. Let us really invest time, energy and money in this. It will be more efficient than trying to prevent and detect terrorists with more and more technology, processes and physical barriers that make it slower and more difficult for passengers to get where they are going.

2. What about Behaviour Analysis?

Behaviour analysis, although controversial to some, can be effective and useful as one of a basket of measures that work together holistically.

I actually recommend we go one step further with this: in addition to security officers specialised in Behaviour Analysis, we can provide a basic training on abnormal behaviour detection to all staff working landside. Then the Behaviour Analysis Officers would exchange regularly with the people working landside and help them to develop a knack for detecting strange behaviours. Two immediate benefits:

- The workforce landside involved in security is multiplied by 10, 20, 50 or more since everyone working landside is aware of security issues and feel empowered to do something about a problem he/she sees.
- This will create real stronger relations between the security staff and other staff. Each one will better understand the challenges faced by the other and that will contribute to the enhancement of the security level and participate to the security culture.

Naturally, this kind of training would need to be carried out in a rigorous way, to avoid too many false positives. It is certainly worth exploring.

3. Deterrence

The logic of deterrence is simple – it is not the fact that we deploy measures that deters, it is the fact that we make it known. Because of that, deterrence is unquestionably the fruit of communication and essentially more produced by people than by technology.

Our resources are finite and we use them to best effect. Equally, even the best security technology needs to be deployed taking human behaviour fully into account. It is time to change the trend: for the past 10 years we have mainly, in security, put our money in technology, it is now time to invest more in staff, in their recruitment, in their training, and in their management.

What we are seeing today, in the field of security, are the telltale signs of a fundamental change of our missions and, consequently, of our job in terms of operations but also in terms of perimeter. That is why we really have no choice but to think different – we must adapt our approach to the new situation. We cannot apply old recipes to new problems. We must be smarter. And we certainly cannot afford to miss this chance – it is a critical moment for the communities who work at our airports and for the people who rely on them to get to where they want to go and back.
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Our approach

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A Balanced Approach

Delivering a customer-focused experience with high levels of security.

What is one of the biggest challenges facing airports today? Monty Lutzker, Morpho Detection’s Vice President of Sales and Marketing, discusses how his teams are helping European airports meet the challenge for high levels of security performance without slowing operations down.

“It’s an ongoing process. We continually analyse where the threats are coming from and how they’re evolving,” explains Lutzker. “We then collaborate with regulators and our airport partners to deliver solutions designed to meet current and future threats, all while maintaining operational efficiencies.”

It’s this type of collaboration and support that airports throughout the UK have relied on as they’ve started transitioning to Standard 3-approved explosive detection systems (EDS). Many airports are concerned about the upcoming deadlines requiring all hold baggage screening equipment in Europe to be Standard 3 EDS by 2018 in the UK and 2020 for most airports. Lutzker advises customers to prepare well ahead of schedule to ensure compliance and improved detection without negatively impacting operations.

Timing, according to Lutzker, is of the essence. “Many airports still think they have plenty of time, when in reality, airports with more complex ecosystems are taking about four years to transition, and smaller airports usually need to go offline during the off-peak winter months. All these factors make the deadlines a lot closer than expected.”

Why is this such a big endeavour? With Standard 2, the first level of screening was handled by an X-ray machine. Now, the more advanced and powerful Standard 3 EDS machines, typically containing Computed Tomography (CT), will operate at Level 1. This puts security detection at the center of operations within the baggage handling system (BHS), requiring airports to redesign and reconfigure their entire operations.

“Standard 3 EDS offers higher throughput, better image quality, and much greater detection performance,” explains Monty Lutzker, Morpho Detection’s Vice President of Sales and Marketing.

The first major decision point in the process is selecting your EDS supplier,” Lutzker points out. “This allows us to work with all the stakeholders and selected BHS partners to figure out the best way to integrate these systems into your airport’s infrastructure. At Morpho Detection, we’ve been integrating EDS equipment with BHS partners for more than fifteen years and have experience with all the BHS providers.”

Certain elements are crucial: Early engagement in the process. Listening. Collaborating. Dealing with the unique needs of smaller spaces to the complexity of large airport environments. These strategies have given Lutzker’s teams the expertise to carry out efficient implementations and provide customers the highest levels of support.

“Customers trust us. They know we have the experience to advise on what will and will not work in their environments. We design and build our scanners, and our teams have proven track records of service excellence,” concludes Lutzker. “From the first interaction throughout every step of the process, we’re helping customers make the right decisions so they can start getting all the operational and detection benefits a Standard 3 EDS solution delivers.”

For more information on Morpho Detection’s Standard 3-approved EDS technology and solution offerings, visit morphodetection.com.
In view of the European Commission’s current focus on leveraging private investment and creating the right opportunities for long-term infrastructure investments, as part of its strategy for jobs and growth, ACI EUROPE organised a special Airport Investment Symposium in Brussels on 10 November. The event aimed to advance the discussion about air transport economics in Europe, while also highlighting the economic weight and strategic value of airport investment. Inês Rebelo reports.

**ACI EUROPE brings airport investment to the fore**

It has been nearly a year since the European Commission (EC) launched its Aviation Strategy for Europe, as part of its new political priorities focused on growth & jobs. Within the strategy, the Commission officially acknowledges the primary role that airports play for economic development and recognises that airport competition is a reality. It also advocates for further liberalisation of aviation through open skies agreements to be negotiated between the European Union (EU) and key trading partners based on reciprocity and fair competition principle.

More than all of that, the essence of the Aviation Strategy is the delivery of more value for passengers and for the economy at large. And ACI EUROPE feels that for these reasons, airport investment is entirely in line with these objectives. Leveraging investment, in particular private funding, is precisely one of the priorities of the EU’s ‘Investment Plan for Europe’, of which the European Fund for Strategic Investment (EFSI) is a pillar. The EFSI is an initiative jointly launched by the EC and the European Investment Bank (EIB) to mobilise private strategic investments in order to address current investment gaps in the EU in strategic sectors such as aviation.

With State funding fading and changes in ownership structures, shareholdings and business models increasingly affecting airports of all sizes, private funding has become a prerequisite for many airports to expand their facilities and increase their service quality levels.

**Investment is all about more capacity, connectivity and quality**

EUROCONTROL forecasts a capacity crunch within which 19 major European airports will be as congested as Heathrow by 2035. However, with increasing government budgetary constraints and tighter EU State Aid rules, public funding is scarce and all but non-existent for the larger airports. In addition, the shift towards markets outside Europe to access new business opportunities makes the improvement of airport connectivity even more important, which necessarily implies more investment. As such, airports need to look at private sources of capital in order to develop and modernise their infrastructure, increase capacity and improve their customer services. By doing so, they are able to remain competitive...
In his welcome address, Augustin de Romanet, President of ACI EUROPE & Chairman and CEO of Aéroports de Paris S.A.-Groupe ADP, stressed the economic value of airports: “The European Commission’s Aviation Strategy recognises that there is an interdependent relationship between aviation and economic growth. Indeed, and as ACI EUROPE has already demonstrated, a 10% increase in air connectivity is associated with a 0.5% increase in GDP per capita.”

and to continue to be a driving force for Europe’s economy.

Airport investment is thus crucial for Europe and its impact goes far beyond the airport itself. It greatly benefits the surrounding communities and national economies. Let’s not forget that airports contribute to the employment of 12.3 million people and generate €675 billion each year accounting for 4.1% of GDP in Europe, according to the Economic Impact of European Airports study released by ACI EUROPE last year. This is just one of the reasons why ACI EUROPE hosted an Airport Investment Symposium in Brussels on 10 November, which was attended by over 70 people.

With the participation of top institutional and key industry stakeholders, including EU Transport Commissioner Violeta Bulč, Wim van de Camp MEP, Vice President of the European Investment Bank Pim van Ballekom, airlines and European airport CEOs & private investors, the Airport Investment Symposium focused on the importance and challenges of airport investment for Europe’s economy. The discussion panel, which was moderated by Dr Harry Bush, former Group Director of the UK Civil Aviation Authority, was composed of Alain Alexis, Head of Unit at DG GROW, European Commission, Andrea Wächtershäuser, Director Airport Infrastructure & Regulatory Affairs at IATA, Nicolas Notebaert, Chairman of VINCI Airports, Pim van Ballekom, Vice-President of the European Investment Bank, Robert Sinclair, CEO of Bristol Airport, and Charles Thomazi, Director Infrastructure & Natural Resources at Ontario Teachers’ Pension Plan (Europe). It allowed for a lively discussion about the need to invest, the role of regulators and the airline-airport relationship.

In his welcome address, Augustin de Romanet, President of ACI EUROPE & Chairman and CEO of Aéroports de Paris S.A.-Groupe ADP, stressed the economic value of airports: “The European Commission’s Aviation Strategy recognises that there is an interdependent relationship between aviation and economic growth. Indeed, and as ACI EUROPE has already demonstrated, a 10% increase in air connectivity is associated with a 0.5% increase in GDP per capita.” Mr de Romanet went on saying that “as airports, we have three core responsibilities: deliver more capacity, ensure sufficient levels of service quality and be cost efficient. The combination of these three factors will drive traffic growth and air connectivity. This requires investment. But investment has to be attracted – and then repaid’. How can investment be protected and incentivised? “This is where the evaluation of the Airport Charges Directive that the EC has just started is so important,” Mr de Romanet stressed. The revision and improvement of the regulatory framework is essential to stimulating funding of core investments delivered in an efficient and sustainable way to provide long-term value for consumers.

Investing is what clearly Europe’s largest airports have succeeded in doing. As the ACI EUROPE Analysis Paper on Leveraging Airport Investment to Drive the EU’s Aviation Strategy shows and as Olivier Jankovec, Director General of ACI EUROPE, highlighted in his presentation at the Symposium, the top 21 airports in Europe invested more than €53 billion back into their facilities over the past decade, delivering capacity for an extra 178 million passengers each year – the equivalent of adding an extra London-Heathrow, Paris-Charles de Gaulle and
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Paris-Orly to the European aviation network. This allowed Europe’s largest airports to increase their direct connectivity by 10.7% and their indirect connectivity by +51.6%, while at the same time it helped them boost passenger satisfaction by +12.4%. All of this was delivered for less than €3 additional per passengers (an average real term increase of 25.4%, far less than the 80% increase levelled at these airports by some dominant airlines).

Why is all of this so important? It shows how airport investment is needed as it directly links to “delivering more capacity, more connectivity and more quality for passengers”, as Olivier Jankovec underlined. This, in turn, expands the economy and boosts growth and jobs, which is fully in line with the EC’s Aviation Strategy for Europe, as aforementioned.

The link with the EC’s agenda on growth and investment was highlighted by the EU Transport Commissioner Violeta Bulčić, a vocal proponent of investment in the European air transport sector: “Investment drives development. Through investment, we can continue to be a catalyst for change.” For this reason, she declared her support for the Airport Investment Symposium and its valuable contribution to facilitating the debate on the importance and need to invest in airports. She praised airports for taking a leading role in driving growth and for their proactive attitude towards creating economic and social value through investment.

Commissioner Bulčić also reiterated that the EC supports airport investment and is working hard on mobilising private capital: “The Commission wants to bring more private investors on board, that’s why we are proposing new funding mechanisms, called ‘blending mechanisms’, which blend different financial schemes altogether, e.g. grants and private investors.” She also defended a market-driven regulation framework as the approach to follow. Speaking of the Airport Charges Directive, Commissioner Bulčić talked about the key contribution of this Directive to ensure fair competition in the industry and outlined the evaluation process which she has just started for the Directive.

Investing to drive economic growth and to boost airport capacity

Among the panelists, there was wide consensus that airport investment’s positive externalities are undeniable.

Creating the right conditions for airports to invest in turn helps local and national business. This was clearly put forward by Alain Alexis, Head of Unit DG GROW at the European Commission, when he emphasised the importance of having a “framework giving the airports the possibility to invest and taking stock of the reality of airport competition”. For Nicolas Notebaert, Chairman of VINCI Airports, the stability of regulatory framework is a fundamental ingredient for airport investment. “If the rules are stable, the business will flow and it will be beneficial to the customers and to the whole country. Investment creates jobs.” However, Notebaert warned against overregulation: “Overregulation represents a big threat to investment in Europe because if we are overregulated, it will be more difficult to make business, so there will be less investment.”

Pim van Ballekom (EIB) agreed that a stable regulatory framework is essential to attract investment. He explained how the EIB attracts private investors by saying that “The EIB only finances from 30% to 50% of any project because we want to encourage the private sector to join forces.”

Robert Sinclair, CEO of Bristol Airport, explained how his airport is taking an “incremental and cost-effective approach” to investment, by carefully analysing its investment needs to match the demand created by its environment as close as possible. If it is clear that investment needs to be incentivised, it should be “better reallocated to promote regional airports as main gateways to access the regions”, Sinclair pointed out. “Governments need to encourage passengers to use airports where there is existing capacity.” On this note, Ballekom also defended that there should be more investment in regional airports.

From a private investor’s point of view, Charles Thomazi (Ontario Teachers’) stated that it is important to take a wise approach to investment: “We do scenario analysis to be sure about our investment.”

Bringing the all-important airline perspective to the debate, Andrea Wächtershäuser (IATA) explained that airlines consider that investment is critical but they want to be involved in it early in the process. “What we would like to see is that when there is investment it is cost-efficient and that passengers reap benefits, that it brings benefits for all the industry parties.” There should be more airport-airline collaboration, she insisted.

The ability of airports to invest and to mobilise private finance is more required than ever and, in this regard, MEP Wim van de Camp could not be clearer: “Private investment paid by users is the way to go.” The reality is that airports are already managing to attract more and more private investment. It is telling that 45% of European airports have at least some private involvement, according to the 2016 ACI EUROPE Ownership of Europe’s Airports Report, a figure that has only gone up in the past months, following the privatisations of Lyon Airport and Nice Côte d’Azur Airport.

With air passenger traffic at Europe’s airports expected to increase from 1.93 billion passengers in 2015 to 4.78 billion by 2040, as ACI WORLD forecasts, there is the opportunity for the Aviation Strategy to make a big contribution not just to air transport, but the wider European economy as a whole. As ever though, the devil will be in the detail of the regulatory frameworks that help to implement the strategy.
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In this article, Florian Guillermet, Executive Director, SESAR Joint Undertaking, describes the safety-net solution for vehicle drivers and how it is helping airports with very different operational environments ensure safety and in doing so maintain capacity in all weather conditions.

**SESAR: Keeping airport tarmac safe**

Driving a vehicle around the airport should be straightforward in normal operational conditions. But how do you ensure you are following the correct route in dense fog or at night? And more importantly, how do you ensure that you are not entering a safety critical area without a clearance, or crossing traffic, putting you and the aircraft at risk? SESAR, the EU’s flagship project for modernising air traffic management, has developed a system to increase the situational awareness of vehicle drivers and reduce the risks of area infringement and collision with aircraft.

Today, vehicle drivers rely on procedures based on the “see and avoid” principle to get around the airport safely. Some airports may require vehicle drivers to request clearance from air traffic control when entering a manoeuvring area, but this is not always the case. More importantly, drivers do not currently have tools aboard to detect if they have entered a restricted area or are endangering aircraft.

These conventional visual-based procedures work well when the drivers have good visibility of the runways and taxiways, but they are less effective at night or in foggy and low-visibility conditions. To ensure safety in situations like these, vehicle drivers have to determine their position on the airfield by recognising the name and the position of the taxiways and runways. Given the increase in traffic, the complexity of airport layouts and the increasing number of operations that take place in low visibility conditions, vehicle drivers need more advanced capabilities to ensure their safe and efficient movement around the airport.

SESAR has now delivered a system to improve the driver’s situational awareness and to issue alerts in situations where there is a risk of collision or infringement in a restricted or closed area. Developed in accordance with the European ATM Master Plan, the system can be installed as a separate physical display in the vehicle or as an integrated application, and has several innovative functionalities. One of these is the airport moving map, which allows drivers to determine the actual position of their vehicle on the airport surface, indicating the layout of the airport and geographical features in close proximity to the vehicle.

The map’s visualisation capabilities offer vehicle drivers with an unprecedented display of all the surrounding traffic such as aircraft, towed aircraft and other vehicles. It can even go further to distinguish between arrival and departure aircraft using different colours or symbols, and has a zoom functionality so that drivers can get a closer look at the traffic. Because the map is updated in real time, drivers can get the very latest status of the manoeuvring area and more specifically restricted or closed areas.

Perhaps the most important functionality of the SESAR Solution is the sophisticated alert system that drivers now have at their fingertips. Alerts are based on pre-set algorithms within the system that measure the speed and heading (trajectory) of the vehicle and its relative position and projected trajectory to other aircraft and restricted areas or active runway zones. In all weather conditions, but especially in adverse weather conditions, vehicle drivers may have difficulties in finding their way and knowing their exact position on the manoeuvring area. An alert is triggered when a potential risk for an area infringement or a collision with an aircraft is imminent. There are several types of alerts and local procedures to respond to alerts, depending on how

**SESAR Solution Catalogue**

The SESAR Solution Catalogue provides an overview of the new or improved operational procedures or technologies so far delivered by SESAR to modernise the European and global ATM system. Each solution includes a range of documentation, including technical specifications, safety, performance and interoperability requirements, as well as regulatory recommendations, and human and environmental performance reports. The first edition of SESAR Solutions catalogue contains 63 Solutions, of which 24 are being deployed across Europe simultaneously (Pilot Common Project).
imminent the dangerous situation may be. Given that drivers should not take their eyes off the road, alerts are given both aurally as well as visually.

Safety comes first, which is why SESAR Solutions undergo intensive tests in real operational environments. The vehicle drivers system was first assessed in a simulated environment using the Stockholm Arlanda Airport layout by drivers themselves. The drivers involved found the alerts were effective in identifying potential risks, while the moving map significantly improved their situational awareness.

SESAR then went further by taking the solution out of the laboratory with a series of live trials in Dublin and Paris Charles de Gaulle, two airports with very different characteristics and operational needs. Dublin Airport is among Europe’s fastest growing airports, reporting a record 190,000 movements in 2015. But given its proximity to the coast, the airport often has to deal with very foggy and low-visibility conditions, which can hamper the arrival and departure of traffic. The layout of the airport also means that vehicle drivers are obliged to regularly cross runways, thereby leading to higher risks of runway incursions. With its four runways, Paris Charles de Gaulle has a huge surface area of tarmac to manage, catering for 470,000 movements annually. To maintain runway capacity safely, the airport has already seen the equipage within some 250 vehicles of a surveillance system, which provides controllers with the position of equipped vehicles every second.

During the Dublin trials, the SESAR team validated alerts using a centralised implementation of the alert system, meaning that the alerts were generated in a ground server and uplinked to the vehicles for display to the drivers. In the case of Paris, the alerts were directly generated onboard the vehicles. In both set of trials, participating vehicle drivers found that all the tested traffic alerts were useful. They noted that level of nuisance and false alerts, while recognising the need for its reduction, did not impact their situational awareness. Most importantly, the trials showed that with the use of the SESAR Solution the safety level of vehicles operating in the manoeuvring area increased. The trials provided SESAR with some important recommendations on the ergonomic design of the system, procedures to follow when alerts are triggered, as well as the technologies that are needed to enable the system, and training that will be required for vehicle drivers to use the system. In SESAR 2020, the next wave of ATM research and innovation, the plan is to address other guidance enhancement tools for vehicle drivers and further refine the map of the solution. Work is underway now to finalise all the reference material on this SESAR Solution in order to make it publically available for download via the SESAR JU website by airports interested in implementing the system. Some airports are already making a start, such as at Paris Charles de Gaulle where deployment of this SESAR Solution is foreseen by winter 2018.

Find out more about this solution in the SESAR Solution Catalogue: www.sesarju.eu

Note: The SESAR Solution was validated with the support of the following SESAR members and partners: DSNA, Groupe ADP, NORACON (Swedavia, IAA and EANS) as well as SEAC (Zurich Airport).
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New Munich Airport MD brings extensive experience and strong track record

Andrea Gebbeken joined Munich Airport's management team in October as a third Managing Director, alongside Dr Michael Kerkloh and Thomas Weyer. She spoke to Ross Falconer just a few weeks into her new role.

While Tirana (2 million passengers) is a much smaller airport than Munich (41 million), the issues they have to deal with are very similar, and the same is true of DB Station und Service AG. The obvious commonalities are that they are all part of the transport sector with its associated regulation, extension programmes, and public interest; as well as the increasing importance of the non-traffic related side of the business, including rental/concessions, parking, advertising, etc.

“My prior positions serve as a treasure trove of experience for me, and deliver comparisons and benchmarks,” Gebbeken comments. “Furthermore, having worked in different companies and jurisdictions with numerous private and public shareholders and stakeholders has sharpened my intercultural competence, which is always useful when starting somewhere new.”
Andrea Gebbeken joins at a time of continued growth. Munich Airport handled a record 41 million passengers in 2015, and the first three quarters of 2016 saw a further record with 32.2 million passengers. The forecast for the year as a whole is a 4% increase to 42 million. Her key responsibilities are three-fold:

**End customer business**

“The consistent development of Munich Airport’s position as an international hub and an attractive marketplace, its valued brand image as an innovation location with a distinctive Bavarian charm, as well as its top brand mix, quality services, extraordinary events and advertising are key factors in its success, and also the main challenge for the future,” says Gebbeken. “In accordance with the forecast aviation development, this requires an appropriate development and expansion of related commercial infrastructure tailored to suit market needs, both locally on-campus and virtually and digitally.”

**Corporate security**

“Munich Airport is well-positioned, but faces perpetually new challenges due to new or modified directions and regulations,” Gebbeken explains. “Landside security, for example, has played an important role even before the terror attacks in Brussels and Istanbul. The airport operator, the state and national police, as well as the aviation safety/security authority, jointly evaluate the risks on a regular basis. In general, the airport authority becomes active when a potential risk is detected and takes practical, technical or organisational measures to mitigate damage or danger. Our goal is to ensure that passengers, visitors and business partners feel safe, secure and comfortable at all times and enjoy their stay at the airport.”

**Quality and project management**

“We at Munich Airport know that passengers and guests are people with different needs and wants,” Gebbeken comments. “Analysing today’s customers’ needs, as well as their behaviour in detail, combined with studying trends and traffic mix forecasts, is crucial for anticipating the expectations of tomorrow’s passengers. We use state-of-the-art systems for quantitative passenger experience monitoring and customer feedback management to derive measures for this purpose. In order to ensure that our processes are reliable and repeatedly of top quality, we have created a corporate project management office. It ensures that standardised tools and methods are used throughout the company and offers in-house consulting services where needed.”

Meanwhile, Munich Airport is also embracing digital communications to engage with travellers. Its “seamless travel concept” involves digital connectivity alongside the customer journey, whether that be through the smartphone app, the website featuring a new virtual tour of the airport, or the digital channels of its partner companies. “More and more passengers communicate online with us through our different social media channels,” Gebbeken explains. MUC has 123,000 ‘likes’ on Facebook and 16,000 followers on Twitter.

“The mobile device has become a constant companion during travels and the digital development at airports has logically taken off for its journey into the future,” Gebbeken adds. “Services such as self-check-in or quick-boarding have already become common. In the past, our airport app used to be a simple information channel, whereas new developments turn towards ‘dialogue media’ communication with our passengers.”

**Retail flair reflecting Bavaria and Munich**

Gebbeken’s remit also includes over 40,000sqm of retail and food & beverage space. With the opening of the new satellite terminal this April, the airport introduced a new retail and dining concept. The satellite’s central area is meant to resemble the famous downtown “Viktualienmarkt” – a natural, light-filled market square where food stalls, restaurants and shops surround an open seating area. “This concept offers the local flair for which the airport is renowned,” Gebbeken enthuses. “In the retail shops our guests can find well-known brands whose roots are firmly entrenched in Munich, as well as traditional international premium brands.”

MUC’s retail subsidiary company eurotrade developed a new and innovative retail concept for all duty free areas in the satellite terminal. “The new brand “MyDutyFree” is independent and varies in design and assortment from other duty free suppliers,” Gebbeken adds. “It is strongly dedicated to our region – Bavaria and Munich. All other duty free areas at Munich Airport will gradually adopt this new premium concept.”

Further highlights are the recent opening of the brand-new FC Bayern Munich fan shop, while in 2017, the new “Sportalm” will open in Terminal 2’s public area. This will provide a rustic and cozy Alpine atmosphere, like a mountain hut. “Traditional Alpine decorations, a real gondola and deck chairs invite passengers to relax among mountain panoramas and rock walls. This unique concept is once again proof of our constant efforts to come up with new ideas for airport improvement,” Gebbeken concludes.
Surf Air has set out to disrupt the commercial airline industry with its short-haul membership service offering unlimited flights for a single monthly fee. Launched in California in 2013, it now has over 3,500 members and operates to 12 destinations along the US West Coast and Silicon Valley.

The carrier operates a dedicated fleet of aircraft on scheduled routes rather than chartering an entire jet or placing people in empty seats on existing private charters. Described as the “Uber” or “Netflix” of air travel, Surf Air is bringing its “all-you-can-fly” service to Europe in 2017, in a sign of the success its disruptive travel model has brought to the industry.

In conversation with Airport Business, Surf Air President & CEO Jeff Potter articulates a clear mission that “combines simplicity, convenience and innovation, giving frequent regional business and leisure travellers a fresh, new way to fly, saving valuable time – and it’s coming to Europe soon.”

Potter has extensive experience in both the ‘membership’ industry and the airline business, having been CEO of Exclusive Resorts and low-cost Frontier Airlines. “Both experiences were instrumental in my interest in Surf Air, but primarily my time with Exclusive Resorts, a destination club that was providing an experience and service to its community of members,” explains Potter.

“What I learnt at Exclusive Resorts provided much of the backdrop and continued focus that we have at Surf Air – specifically knowing that a ‘member’ is very different from a ‘customer’ in terms of their expectations. Indeed, we rely on...
our member satisfaction to grow the club, as referrals are our most important sales channels. To maintain this high level, we have more rigorous expectations for ourselves than traditional travel providers.”

“Unique needs not previously considered by airports”

Surf Air recently announced its expansion into Europe early next year, offering unlimited air travel to businesses and consumers for a monthly fee of €3,250 for Standard membership, with a €1,300 initiation fee. Launch destinations will include London Luton, Cannes Mandelieu, Geneva, and Zurich. Additionally, Paris, Dublin, Amsterdam, and Barcelona are planned for later in 2017. “Initially, we will begin by flying between London and the other European destinations but later, as we see interest grow, we’ll add additional links between these European points.”

The Surf Air business model involves operating out of both private and regular commercial airports. Ideally, it prefers to operate out of its own, branded space that is neither in the terminal nor in an FBO (Fixed Base Operator), with direct ramp access. “The needs are unique and for the most part have not been previously considered by airport operators,” asserts Potter, who also says Surf Air faces many service challenges when it has to operate a scheduled service out of private aviation facilities. “In economic terms, we try to reach deals that reflect the frequency of our operations rather than the more traditional ‘retail’ terms that are usually applied to private aviation or FBO facilities,” Potter explains.

Expansion into Europe will also see evolution of the Surf Air fleet. It currently operates 12 Pilatus PC-12s – an eight-seat turboprop. In Europe the plans also involve moving into longer haul-models and business jets.

Over the past three years, Surf Air has established the critical foundation for sustained growth. Domestically, it expects to enter several new destinations in California, including Santa Ana, San Diego, Mammoth Lakes, Bakersfield, and San Luis Obispo, as well as Scottsdale, Arizona. “In addition, with 65 aircraft on order, we plan to serve other regions as early as mid-2017, with others to follow in the coming years,” says Potter. “In Europe, based on our early response from prospective members, we expect to see the same strong trajectory in terms of membership acceptance and growth, so we are excited to see these two regions grow at such a strong pace, confirming the need and opportunity for Surf Air’s innovative model.”

Jeff Potter, President & CEO of Surf Air: “We’ve seen many industries disrupted through technology and reinvention. Frequent travellers want flexibility, convenience and high quality. We give time back to members – we believe time is the new commodity.”

**Strategies for attracting and retaining airline customers**

**THE AIRLINE CONVERSATION**

**Winter 2016**

**Airport Business**

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**Surf Air destinations**

**US**
- Oakland, San Carlos, and San Jose in the San Francisco Bay area
- Hawthorne and Burbank in the Los Angeles area
- Truckee in Lake Tahoe
- Santa Barbara
- Carlsbad in San Diego County
- Napa
- Monterey
- Palm Springs
- Las Vegas McCarran (through partner carrier Advanced Air)

**Europe (from 2017)**
- Launch destinations: London Luton, Cannes Mandelieu, Geneva, and Zurich
- Additional destinations: Paris, Dublin, Amsterdam, and Barcelona

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**Jeff Potter curriculum vitae**

**President & CEO of Surf Air**

**PREVIOUSLY:**
- President & CEO of Boyd Group, transportation consulting
- COO Intrawest, operator of six ski resorts
- CEO of Exclusive Resorts
- President & CEO of Frontier Airlines
“Consistent security measures and a smooth passenger process”

Wilfried Covent, Head of Security, Brussels Airport, and Vice-Chair, ACI EUROPE Aviation Security Committee, interviewed by Ross Falconer.

Brussels Airport has shown true leadership and resilience in overcoming the terror attack of 22 March. The attack put landside security in the media spotlight, and this will be a focus of the ACI Security & Crisis Management Special Summit, hosted by Brussels Airport.

Wilfried Covent, Head of Security, Brussels Airport, and Vice-Chair, ACI EUROPE Aviation Security Committee, is participating with a paper entitled “The Brussels Airport Attack March 2016 – why airport security will never be the same again.”

In conversation with Airport Business ahead of the Summit, Covent emphasises that landside security at airports is not regulated, nor should it be. “It’s the responsibility of each individual government, with support from the airport operator,” he says. “Protective measures for landside security are a result of continuous security risk assessment, to be adapted to the changing threat level. 100% safety and security cannot be guaranteed. However, mitigating measures should be taken, in keeping with the results of the risk assessment. The government has to validate the mitigating measures. These measures should contribute to smooth passenger flows and at the same time restore passenger and staff confidence.”

The airport’s agile, professional teams responded quickly and efficiently to the terror attack, with a clear and detailed contingency plan. “Both full-scale and table-top emergency drills are conducted at regular intervals to test the plan,” Covent adds. “Our contingency plan proved to work very well after the 22 March attacks. It was very important to take the correct steps.”

There were two stages to the plan:

**Stage 1 – Emergency phase:**
- Immediate response with focus on rescue
- Crisis management: set up a crisis team

**Stage 2 – Recovery phase:**
- Temporary structures
- Re-opening terminal, including temporary structures
- 100% capacity in terminal – closing of temporary structures

“During each of these stages, transparent communication is imperative – towards the rescue workers and emergency care workers onsite, towards the work groups that are preparing the restart of operations, towards the government, and the press, etc.” Covent emphasises.

The temporary pre-check tents installed opposite the departures hall were one of the most visible and remarkable measures implemented after the attacks in order to strengthen security in the airport’s public areas. These were disassembled between 24 October and 7 November – an important step in returning to business as usual.

“As we are disassembling these structures, we are simultaneously adjusting the entrances to the terminal to improve passenger comfort, while at the same time maintaining a high level of security due to the new measures implemented by the Federal Police,” Covent explains.

“It is important that the security measures applied are consistent and do not compromise a smooth passenger process. This is achieved by infrastructural changes, the introduction of additional technology, and the human factor: behaviour detection.”

**Passenger experience, security performance and efficiency**

Brussels Airport redefined its passenger experience with the opening of the central Connector building in early 2015. This was a big step forward in increasing traveller comfort, and reduced the time taken to get from check-in to boarding gate by 10 minutes. Key to this efficiency is the biggest screening platform in Europe, with 25 screening lanes.

The screening platform, which makes use of the latest technology, is very important in terms of passenger experience, security performance and efficiency. “Passengers enter a structured, well-organised area, which is contributing in a positive way to the passengers’ experience,” Covent says. “Moreover, it uses remote screening. The security agents who monitor the X-ray images are no longer sitting next to the lane, but in a separate control room which allows them better concentration.”

Improving the screening technology, resulting in a higher throughput, is, of course, key for making sure airports can handle growing passenger numbers. “Security rules – EU regulation – should keep the balance between risk, threats, security performance and passenger throughput,” Covent notes. “If you avoid queues, you also reduce the risk – especially landside.”

Meanwhile, Covent is also Vice-Chair of the ACI EUROPE Aviation Security Committee. “Our current priorities include landside security, the methodology used in security risk assessment, the smart security passenger screening lane – where we look into both the technology and the concept of the screening lanes – and the further improvement of the security screening technology,” Covent concludes.
The best airport. Uplifting passenger experience.

This year, Heathrow was delighted to win ACI Europe’s Best Airport Award (over 25 million passengers) for the third time. We have been working continuously for over 70 years to improve our passenger service – and make time spent at Heathrow an uplifting experience – so adding this latest award to our collection is a great testament to our success.
The provision of effective detection technology is, of course, fundamental to delivering a robust security plan. What is equally important is that the technology deployed is practical to operate in a live airport environment. It is incredibly hard to model or test those environmental factors outside of the airport.

“Every aspect of the technology, from how easy it is for our security teams to train on and subsequently use, to how effectively the equipment performs in a live environment, is thoroughly tested before we make any purchasing decisions,” explains Alexis Long, Head of Security Policy, London Heathrow Airport. “The best way to achieve success isn’t to just test this after the technology is developed, but instead to work closely with technology providers early in their development processes so we can understand each other’s requirements and constraints, and build this into the design.”

Heathrow works closely with technology providers, directly and through the ACI EUROPE Aviation Security Committee, to ensure strategies and requirements are aligned, and to trial equipment at an early stage where there is time to use the results of those trials to improve the final product.

“I do not think a day goes by without us making changes and enhancements to our system,” Long explains. “It is very important to note that the terrorist threat we face now is not static – it can and does change rapidly. It would be naive to think that those that wish to do us harm are not studying the effectiveness of global aviation security systems and constantly developing ways to try and circumvent it. Sitting still and continuing to just do what you did yesterday, today and in to the future would leave us vulnerable, so we study each attack and each plot carefully so that we can constantly adapt and enhance our programme to make sure we stay ahead of the threat.”

The keys to providing a streamlined, efficient security process for passengers include excellent operational leadership and engagement with a motivated workforce. Long also emphasises the importance of an outcome-based approach to security regulation by governments that allows airport operators to develop processes that suit their environment, while achieving the desired security effect. “We are lucky that we have great support from the UK Government in this approach,” he says.

Alongside his role at Heathrow, Long is a Member of both the ACI EUROPE Aviation Security Committee and ACI World Security Standing Committee. Their current priorities include developing best practice guidance for securing airport landside areas. “It is important to note that airports and governments do a lot of good work already to secure crowded places like airport terminals,” Long explains. “What we are trying to do now is replicate the huge successes we have seen in sharing best practices for checkpoint security to push the boundaries of what is possible even further. The ACI EUROPE and ACI World Security Committees provide an ideal forum for the exchange of ideas and best practice, as well as a great delivery tool to share our experiences and recommendations with others.”
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Vision-Box is a leading provider of Automated Border Control and electronic identity solutions. Its Director of Product, Pedro Torres, outlined the company’s mission to provide optimal passenger experience, while enhancing security, to Marta Dimitrova.

“Passenger-centric and intelligence-driven”

Could you please outline how Vision-Box provides seamless travel and enhanced security?

Pedro Torres, Director of Product, Vision-Box: Since its inception in 2001, Vision-Box has been committed to becoming the world’s leading company supporting governments, border control authorities, airports, airlines and organisations to improve security, by offering them superior, tailor-made border control, identity management and surveillance solutions.

Here are some of the reasons that explain how Vision-Box solution provides a seamless experience for travellers and citizens while guaranteeing enhanced security:

• By facilitating travel for legitimate travellers, providing them a positive, time-saving travel experience.

• By identifying people through reliable technology, either when requesting a document or crossing border controls, in turn enhancing global security levels.

• By improving information management and exchange, which allows governments to better protect their communities, by identifying threats and anticipating risk.

• By modernising identity management processes, implementing state-of-the-art solutions focused on more efficient, cost-effective processes for governments and easier, more convenient and gratifying services for citizens.

Could you please provide more detail about Vision-Box’s Happy Flow and in what ways it keeps the passengers ‘happy’?

Torres: Launched almost two years ago as the first biometric passenger identification clearance system, Happy Flow™ soon became the de facto standard for a passenger-centric, intelligence-driven airport structure, setting the grade for stakeholder collaboration, operational efficiency, security, and revenue enhancement.

For everything it represents, Happy Flow™ truly is a revolution in passenger identity management at the airport ecosystem. When a passenger checks in at a self-service kiosk or using a mobile phone, a photo is taken of their face, which is then verified against, and linked with their electronic passport. At the same time, all of the standard border control background checks are performed.

At each of the subsequent checkpoints – namely baggage drop, immigration and boarding – passengers simply look at a camera that automatically recognises their face, which is matched against their passport and boarding pass, granting approval to continue the journey.

The engine driving Happy Flow™ is our recently launched integrated passenger journey management platform, Orchestra™, where each stakeholder has their own view of all integrated airport processes.

Using a single biometric token, each passenger transaction at the airport touchpoints – be it on a mobile phone, check-in kiosk, security, border control or boarding gate – transfers data, events and information into a digital Passenger Data Envelope (PDE), a master data structure storing information regarding the passenger and his journey.

How important is this stakeholder engagement to the Vision-Box philosophy?

Torres: Stakeholder engagement is the key to making seamless travel work. The air travel industry will only be able to cope with the current passenger experience needs and soaring passenger numbers, if stakeholders sit together and collaborate. There has been, however, a general lack of appropriate tools to collaborate at the passenger journey level. Our recently launched Orchestra platform is precisely that missing link.

With Orchestra™, each stakeholder can define passenger workflows, and rely on a catalogue of published services by other key industry players, to write their own relevant business rules reacting in real time to bespoke triggers.

In what ways does the Vision-Box’s innovations enhance the passenger experience?

Torres: With more than 70 airports worldwide benefiting from Vision-Box automated processes, many passengers are rejoicing with the fact they don’t have to spend hours queuing anymore or they face border control processes which are not so uncomfortable as they used to be.

In Aruba International Airport, the first airport to implement Happy Flow, happy families have identified how fun and quick it was to cross the airport in self-service touchpoints.

The airport of the future will be a relaxing environment for shopping and dining where it just happens that you can also catch a plane. Airports will go from being a stressful place you need to go through when you fly, to a pleasant place you want to go to whether you are flying or not: a shopping mall with runways. In today’s world, such transformation will require airports to find and optimal compromise between passenger experience and security.
Why the x1000?

Applying science and technology with expert engineering and manufacturing, the SureScan x1000 is the most cost effective CT EDS available in the market.

Designed with multi-energy detection technology, operational efficiencies that maximize your investment, and forward thinking architecture to seamlessly accommodate future enhancements, the x1000 is the next generation CT EDS.

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- Upgradeable Detection
- Low Cost of Ownership

For more information on the SureScan x1000 and how we can assist you with the information you need to know about explosive detection, call +1 (607) 321-0042 or email info@surescaneds.com.
Cutting-edge multi-energy baggage screening

SureScan’s transition from prototype manufacturing to a leadership position is right on track. John Percival, who was appointed as the President of SureScan earlier this year, outlines the unique features of the x1000 Baggage Solution and its benefits for the security marketplace, to Marta Dimitrova.

It’s a very exciting time for SureScan. Airport stakeholders and influencers are preparing for years ahead, requiring checked baggage screening solutions with multi-energy detection and cutting-edge technology that will advance alongside emerging threats,” says John Percival, President of SureScan.

SureScan, an emerging leader and global company, brings advanced, explo-sive detection technology and superior manufacturing to the homeland security marketplace. In May 2015, the company was awarded an additional US$1 million (€930,000) in government funding for research in advancing explosive detection technology. Its Explosive Detection System (EDS) – x1000 – last year successfully achieved European Civil Aviation Conference’s (ECAC) EDS Standard 3 and became the first multi-energy stationary gantry CT EDS to be TSA certified.

Percival was appointed the new President of SureScan earlier this year after being the Vice President of Engineering, and brings over 34 years of experience in CT product development. “My extensive knowledge in all aspects of the technology and commercialisation uniquely positions me to lead SureScan in this phase of its growth. In addition, our team of software developers and engineers, with over 100 years of experience, are experts in developing and advancing the capabilities of the x1000,” he enthuses.

SureScan x1000 baggage solution

SureScan x1000 stands out from other baggage solutions with its individual photon counting multi-energy detector technology, prepared for emerging threats. Unlike other solutions, the x1000 operates at a lower cost of ownership, with one key feature being a static gantry versus a complex rotating gantry.

Moreover, the solution is also the only TSA certified and ECAC Standard 3 multi-energy gantry CT EDS using unique individual photon counting detectors. Individual photon counting enables multi-energy versus dual-energy sensing. This provides the ultimate material discrimination in both density and effective atomic number.

In addition, the x1000 over the course of its 10+ year life-cycle has a lower cost of ownership, saving huge expenditures in power, repair and maintenance. The static gantry, with no moving parts, provides higher reliability and the system self-calibrates. The belt speed is upgradable for flexible throughput and because of the large rectangular tunnel throughout, bag jams are prevented and operating time increased. Built from the ground up for checked baggage screening versus a medical X-ray adaptation, the efficient weight, size and design offers versatile installations, a reduced footprint, field upgrades and maintenance.

Today, SureScan’s transition from prototype manufacturing to volume production, deployment and installation, as well as expanding SureScan’s leadership position in the global market, is right on track. “We expect to be installing several x1000 in 2017. The SureScan x1000 is a solution that meets all international standards and we are supporting market growth by partnering with distributors and hiring specialists in CT security technology to clearly communicate the benefits of the x1000,” explains Percival.

Looking ahead, the company’s main objective for next year is to capture a significant market share for the x1000. “As the market learns and experiences the x1000, it will win the market it deserves as the best solution,” Percival concludes.
Today’s growing reliance on data and increase in connectivity bring with them a greater diversity of threats and amplified responsibilities. Companies must protect services and capabilities from the increasingly diverse virtual and physical threats that need to be foreseen, understood and prevented.

Passengers expect to be protected from their departure airport to their arrival airport. Cockpits need to be secured, yet accessible; potential terrorists prevented from even boarding the plane; and flights tracked across the skies with black boxes recording exactly what is happening in the increasingly connected aircraft. Passenger data must be protected too and companies must balance compliance with data protection regulations with knowing exactly who is on the plane to mitigate the risk of terrorism.

These challenges change the rules of risk and compliance. With our advanced expertise in critical systems, we help you not just to provide security but also to create trust.

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Trusted partner for your Digital Journey
Intelligent Video Analytics bringing “high value to airport operations”

Denis Castanet, Director, Business Development EMEA, Bosch Security Systems, is speaking at the ACI Security & Crisis Management Special Summit on the subject of Intelligent Video Analytics. He spoke to Ross Falconer ahead of the event.

AND side security is a key focus of the ACI Security & Crisis Management Special Summit in Brussels. Discussing Intelligent Video Analytics (IVA) with Airport Business, Denis Castanet, Director, Business Development EMEA, Bosch Security Systems, explains that IVA “can bring high value to heightened security risks in public spaces of the airport. As long as its current constraints are taken in account at the security design stage.”

“There is no magic in IVA – public spaces of airport terminals are very busy places and suspicious behaviour is the hardest thing to spot anyway, even by security guards,” he adds. “Even if technological innovations have been impressive over the last 2-3 years, IVA still cannot solve any given issue in a crowded terminal building, just like human guards can miss something.”

But, if IVA is used in less crowded areas – for example, ensuring no baggage is left in a quiet area – or set to work in a redesigned terminal entrance or check-in counters to streamline queues, it can, Castanet says, “bring high value to airport operations.”

Bosch Security Systems has equipped more than 220 airports in the last five years alone. Castanet believes that, from a technology standpoint, meaningful and efficient safety and security solutions can only be offered via a combination of diverse technologies that maximise reliability and minimise false alarms. “So, on top of benefiting from the advances in IVA for connected cars in which Bosch heavily invests, we ensure close technology connections to other key industry members, for instance in the field of face recognition or geo-localisation,” Castanet explains. “At the same time, we ensure that our supervision software, video, access control, sound, fire, and intrusion solutions can be properly and easily integrated and combined to bring a higher level of landside security.”

Innovative Business Software A/S has developed an integrated airport security management solution, Innovative Security Manager™ (formerly known as interVIEW), which is designed to fit the complex security needs of modern airports. The solution is being showcased at the ACI Security & Crisis Management Special Summit in Brussels (stand 24).

“The incorporation of many new and advanced features in our standard product, has resulted in a product that not only supports alarm reception, but which is a fully integrated digital platform for managing security activities in a broader sense,” explains Jens Middelbo Outzen, CEO at Innovative. “It opens new possibilities for use, both for our existing customers and for new customers with high demands for control of the security situation. We have, therefore, decided to change our product name to a more meaningful name to better align with the broad functionality of the product.”

Handling all incidents and tasks across the airport with a real-time overview, and a full operational picture of security personnel and resources, Innovative Security Manager has been developed to help manage and streamline most critical security operations. The system is fully adaptable for integration of new technology, which will be developed in the future to enhance airport security. The system already supports integration of a large number of detectors and other technologies that can give the operators detailed information about the current security situation, including video integration. Meanwhile, the sophisticated map capabilities can visualise any object of relevance for the evaluation of the current security situation. Advanced localisation technologies, detailed floorplans and geo-fencing capabilities are designed to enable the operators make the right decision at the right time.

“The extended functionalities of Innovative Security Manager mean that we approach new customer segments, which has already led to significant growth at Innovative,” says Outzen. “This growth provides us with an opportunity to put even more focus on developing our solutions, which will benefit both current and future customers.”

A fully integrated security management platform

“The incorporation of many new and advanced features in our standard product, has resulted in a product that not only supports alarm reception, but which is a fully integrated digital platform for managing security activities in a broader sense,” explains Jens Middelbo Outzen, CEO at Innovative.
Pixels need perspective.

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As the threat to airports continues to grow, the need to provide a safe and secure environment remains paramount, while also maintaining a high level of passenger experience.

Smiths Detection is a global authority on the application, management and manufacture of world-class detection and screening technology. Today, more than 75,000 of Smiths Detection’s X-ray systems have been delivered worldwide in more than 180 countries. Around 1,000 airports use the company’s products to form the core of their checkpoint and baggage screening solutions. Moreover, Smiths Detection has invested almost €360 million in R&D over the last 10 years, to develop advanced technologies and introduce new products. “With more than 40 years of experience, our mission is to use technology to develop innovative solutions and services which protect life, safeguard society and uphold the free flow of trade,” explains Tony Tielen, Regional Vice President – EMEA, Smiths Detection.

Smiths Detection’s integrated checkpoint, hold baggage and air cargo screening solutions have been developed to support airports in achieving both security and operational objectives.

Recently, the company concluded a contract to supply next generation baggage screening technology to Berlin Brandenburg Airport, which includes eight HI-SCAN 10080 XCT systems with 30 image analysis stations, as well as six HI-SCAN 5805i models, which are flexible enough to be used when needed as a backup in different locations around the airport.

New Global Web Portal

The technologies to counter the risks to airports constantly evolve, therefore, the need to stay informed has never been greater. That is why Smiths Detection has recently launched a new online hub for the aviation sector – aviation-insider.com, which will host informed, expert opinions and leading voices in the sector. The website launch coincides with the set-up of a dedicated aviation solutions team to help airports improve their security, based on a fully integrated approach to security from kerb to gate.

In December, the company will launch Checkpoint.Evo® which is an advanced screening and management platform that transforms individual components and sensors into a single, integrated and intelligent solution.

One of the main product launches for the company next year will be the Checkpoint CT – a next generation Checkpoint Explosives Detection System for carry-on baggage. Its main characteristic is the belt speed of 0.2 m/s, taking ever-increasing passenger numbers and the need for a fast and smooth passenger journey into consideration.

Tielen believes that “sharing knowledge and best practice is vital in improving airport security operations across the globe” and at the ACI Security & Crisis Management Special Summit, alongside Bristol Airport, he will be discussing how “Deepening cooperation between technology providers and airport stakeholders is vital in improving airport security operations across the globe.”

“Looking ahead, our smart technologies will, for example, allow passengers to walk through the checkpoint without removing clothing, electronic devices, liquids, jewellery, keys or any other items from their baggage. Our next-generation chemical and trace explosives detectors will help protect against ever-evolving threat substances in a wide range of environments. Our planned investment in digital transformation, using applications such as IoT and big data analysis, will ensure that we remain at the forefront of technological development in the industry,” he concludes.
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€125 million annual contribution to the state
12,700 jobs
€500 million annual contribution to the economy of Cyprus
3% of Cyprus GDP
€125 million annual contribution to the state

10 years

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ten years after Hermes Airports took over the management of the country’s airports, Cyprus has experienced significantly enhanced connectivity. More than 70 airlines now serve 110 destinations from Larnaka and Pafos airports, which have both become vital to the country’s economic development.

During this period, Hermes’ role has been decisive in enhancing the operational capability of Cypriot airports, as well as in the efforts to develop the country’s tourism industry. “We are very proud of the results achieved so far, especially this year when we expect to reach close to nine million total passengers – an all-time record,” says Miltos Miltiadous, Chief Operating Officer, Hermes Airports. “In the first 10 months of 2016, we achieved a 17.7% increase in passenger numbers compared to 2015, exceeding eight million.”

This continued growth builds on a record year in 2015, in which 7.6 million passengers were handled (+3.6%) – 5.3 million at Larnaka and 2.3 million at Pafos. This achievement is all the more remarkable after the closure of national carrier Cyprus Airways in January 2015.

Hermes Airports is a key stakeholder in the efforts to develop Cyprus’ tourism industry, and has been an active participant in shaping the National Tourism Strategy that the government is aiming to implement in the coming months.

“For Hermes, it is imperative not only to run these airports in an efficient manner, but also to strengthen their role as a major contributor to connectivity of the island, the economy and tourism of Cyprus,” Miltiadous explains. “We are here to shape a shared strategy, to improve connectivity, and to facilitate communication, coordination and fruitful dialogue among all stakeholders to bring more tourists to Cyprus, and to help local businesses and communities develop.”

‘Strategic Customer Care’ plan

It was recently announced that the Ministry of Transport, Communications & Works and Hermes Airports have signed an agreement for the transfer of aviation security services at Cyprus airports to Hermes. In alignment with its strategic priorities, Hermes Airports has put “Customer Care” at the forefront of all of its activities. Its five-year “Strategic Customer Care” plan was rolled out in 2014, and taking over responsibility for aviation security is an integral part of this.

“When we were approached by the government investigating our interest to take over aviation security, the main reason that we decided to pursue this further and eventually concluded the agreement was simply to be able to control better the delivery of the service, both in terms of efficiency and customer service,” Miltiadous comments. “We have seen a huge shift in the way airports operate, knowing that their success is linked to the passengers’ perception of the overall experience in passing through the airport system. Overall passengers’ expectations and demands grew dramatically. The passengers are way more experienced in travelling and by far better informed. They expect hassle-free processes and products to fit their needs, including retail, food & beverage, and entertainment.”

Two related tenders have been launched – one for the Provision of Aviation Security Services, and another for Quality/Compliance Control and Transitional Management Services. Both documents have been prepared in consultation with the regulator – the Department of Civil Aviation. Two related tenders have been launched – one for the Provision of Aviation Security Services, and another for Quality/Compliance Control and Transitional Management Services. The intention is to evaluate and award the Quality/Compliance Control and Transitional Management Services tender by mid-November and the Provision of Aviation Security Services tender by early January 2017. “Once this is done, we will implement a transition plan with the intention of taking over the aviation security services in April 2017,” Miltiadous explains.

This commitment to “Customer Care” includes the provision of exceptional services for Passengers with Reduced Mobility. Indeed, Larnaka International Airport was highly commended at this year’s ACI EUROPE Best Airport Awards in the “Accessible Airport Award” category. This, coupled with the fact that the “Hermes Disability & Equality Awareness Training Programme” has been recognised by the European Commission as “Best Practice in Europe”, truly raises the bar and Hermes Airports is striving to further enhance the quality of its special assistance services. “We are intensifying our efforts to increase flights to Cyprus and are trying to take advantage of the increased demand. The main priority for 2017 is to stabilise the upward trend in passenger traffic and spread it out over all months of the year, aiming to combat seasonality,” Miltiadous concludes.
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Vancouver International Airport (YVR) is Canada’s second-busiest, welcoming a record 20.3 million passengers in 2015 and on track to surpass 22 million this year. It is a key economic driver regionally and nationally, employing over 23,000 people and generating $5.3 billion in total GDP.

Effective long-term planning is, of course, essential to maintaining this strong growth and, in September, the airport launched Phase 2 of the YVR 2037 Master Plan, which Craig Richmond, President & CEO of Vancouver Airport Authority, explains “serves as the blueprint to building a world-class sustainable airport.”

“Our terminals are only designed for 25 million passengers, so this master plan will take into account how we expand the terminals, especially the supporting facilities, such as parking, so we can go from 25 million to 35 million,” he adds. “We don’t have any trouble with runways, taxiways or aprons, so we have to think about expanding the terminal. And, as always, how we get people to the airport, so ground access too.”

The passenger experience is at the heart of YVR’s strategy. Working with the Canadian Border Service agency, in 2009, YVR introduced the very first non-registered Automated Passport Control (APC) kiosks – BORDERXPRESS™. “Then we modified it, worked with US Customs and Border Protection to put it into the US side, and it took off. We’ve sold over 1,000 of these now inside the US and the Caribbean in 32 airports,” says Richmond.

“We solved the problem we had, which was getting people through customs very quickly when there were not as many agents, and by solving our problem we created a product that other people want. It has been very successful. It is not only good for passengers, but also the airlines and airport, because we don’t have to expand the customs halls, so it keeps our capital cost down.”

Meanwhile, YVR is also focused on enhancing the security screening experience for travellers. It works closely with its federal partners, the Canadian Air Transport Security Authority, which is responsible for passenger and baggage screening at the country’s airports. Indeed, YVR hopes to be deploying new technology in summer 2017. “Our single biggest operational and customer service headache is line-ups getting through security. We are very keen on trying any new innovative ways to get passengers safely and securely through the passenger screening process,” Richmond comments.
Environmental Management Plan & Airport Carbon Accreditation

As mentioned previously, the YVR 2037 Master Plan is a blueprint for a sustainable airport, and commitment to a reduced carbon footprint is core to everything the airport does.

Last year, YVR launched a new Environmental Management Plan, which outlines its commitment to reducing greenhouse gas emissions by 33% by 2020. Richmond explains that this focuses on four areas: Reducing greenhouse gas emissions, reducing potable water consumption, reducing construction and food waste, and improving the overall environmental health of the YVR ecosystem.

In a significant recognition of its sustainability efforts, YVR was recently accredited at Level 2 Reduction of ACI’s Airport Carbon Accreditation. “We are quite excited about that because we just joined and skipped Level 1 and went straight to Level 2, so that was the main recognition for our efforts,” Richmond enthuses. “We are also quite pleased because, just a few months ago, we became the first airport in the world to be awarded ‘Salmon-Safe’ certification. We sit on a salmon river – Fraser River – and we make sure our river stays very hospitable for salmon.”

With ‘Salmon-Safe’ certification the airport has, in fact, achieved two of its environmental targets ahead of schedule – improving water quality and enhancing the habitat for Pacific salmon.

More passengers, more airlines, more destinations

On 11 November, Sichuan Airlines launched a twice-weekly service between Zhengzhou Xinzheng International Airport and YVR. It is the only direct service between Zhengzhou and North America, reinforcing YVR’s position as a leading connecting hub to the Asia-Pacific region.

“We have had an amazing year of growth – almost two million more passengers, two new airlines and many destinations,” says Richmond. “We will always be interested in Asia, especially China, and we will welcome Beijing Capital Airlines on 30 December, which will make it our sixth Chinese carrier. That is a greater number of mainland Chinese carriers than any airport in North or South America, or Europe. So we are quite focused on Asia and China. But we are also growing very strongly in Europe and into the US and South America as well. We are not focused on any one area, and I think in the next year you will see a couple more carriers, with which we are negotiating.”

Looking ahead, maintaining excellent customer service while continuing to grow so rapidly is the airport’s main goal for the future. It is an area in which YVR has enjoyed notable success this year, having been voted Best Airport in North America in the 2016 Skytrax World Airport Awards.

Vancouver International Airport’s efforts in providing an excellent passenger experience were recognised for the seventh consecutive year when it was voted Best Airport in North America in the 2016 Skytrax World Airport Awards.

Craig Richmond, President & CEO, Vancouver Airport Authority, recently received ACI North America’s new Excellence in Visionary Leadership Award, in recognition of his vision of the future of security and overall airport operations. “It is a very nice recognition and I take it on behalf of the team,” he commented.
Our mobility solutions at airports, such as boarding bridges or the new high-speed ACCEL transportation system, allow people to move more quickly, safely and comfortably.

www.thyssenkrupp-elevator.com
Airports are continually exploring and investing in the latest innovative technologies and processes that can help create a seamless travel experience for their passengers. The check-in and bag drop process is, of course, one of the key touchpoints, and here self-service is increasingly becoming the new norm.

“In our opinion, the hardware around a self-service bag drop solution is really important, but we strongly believe that the real return on investment is in the complete end-to-end process, and a central part of the process is the passenger tagging their bag,” says Borry Vrieling, founder and Managing Director, eezeetags. “If this is easy, intuitive, and with no mistakes, the whole process benefits.”

London Gatwick Airport opened the world’s largest self-service bag drop zone in May as part of its North Terminal transformation programme. Materna is the airport’s self-service bag drop partner, providing the kiosks and hardware, and developing and hosting the airline self-service bag drop application. Meanwhile, eezeetags were selected as the preferred self-tagging bag tag.

easyJet is the biggest user of the bag drop installation at Gatwick, and recently held its yearly Ground Operations Customer Conference,” Vrieling explains. “The conference was attended by over 250 people, consisting of ground handling partners and representatives from easyJet’s top 50 airports. They were all informed that the Gatwick installation will be seen as a blueprint for the near future.”

Optimising passenger flow and streamlining the check-in process are two common airport goals, with the increasing prevalence of self-service bag drop solutions playing a pivotal role in the complete end-to-end process. Borry Vrieling, founder and Managing Director, eezeetags, spoke to Ross Falconer.

Intuitive self-tagging central to a complete end-to-end passenger process

“The latest eezeetags enhancement is its new language-independent instructions, which are designed to reflect the simplicity of the self-tagging process. “In the Scandinavian design thinking of less is more, just two red targets and one icon do the job,” comments Borry Vrieling, founder and Managing Director, eezeetags.

Meanwhile, Vrieling also highlights some important potential security benefits of this self-tagging solution. “A senior investigations officer at an international airport made us aware that the fact that eezeetags can only be used once can overcome a common smuggling scheme whereby bag tags are swapped between bags,” he says. “Also the worldwide focus on landside security makes such a simple thing as a waste bin a possible hiding place for explosives. eezeetags do not create waste at the point of tagging, so there is no need for extra waste bins that nowadays must be made of special explosive-proof material, and these can be costly.”

Looking ahead, eezeetags plans to triple its production volume by the end of 2016, and triple it again in 2017, working on projects all over the world. “Of course, we are working behind the scenes to make improvements where possible, like the new instruction design we recently brought to market and which can be seen around airports in the months to come. We also just made a business plan that brings us into 2024 and we will be the preferred self-tagging solution in the world,” Vrieling concludes.
thyssenkrupp to supply 143 passenger boarding bridges to Istanbul New Airport

thyssenkrupp recently gained its biggest-ever passenger boarding bridges contract with 143 units for Istanbul New Airport. It is demanding, not just in terms of size, complexity and volume, but also in the sense of rapid delivery, as Alexander Pfurr, CEO airport systems at thyssenkrupp Access Solutions, explained to Ross Falconer.

Alexander Pfurr, CEO airport systems at thyssenkrupp Access Solutions: “Our involvement in the Istanbul New Airport project is very important to us, since it not only ensures needed new installation workload for our factory in Europe, but also allows us to participate in the support of the eventually-commissioned equipment over its lifetime, living our business model of being a long-lasting business partner.”

The €10.2 billion Istanbul New Airport mega-hub is one of the most significant infrastructure developments ever to be undertaken in Turkey, and will propel the nation to the centre of the global aviation industry.

thyssenkrupp has been awarded the contract to supply 143 passenger boarding bridges (PBBs) and, with the airport to open in early 2018, has just 15 months to complete the project.

“Our involvement in this project is very important to us, since it not only ensures needed new installation workload for our factory in Europe, but also allows us to participate in the support of the eventually-commissioned equipment over its lifetime, living our business model of being a long-lasting business partner,” says Alexander Pfurr, CEO airport systems at thyssenkrupp Access Solutions. “Since thyssenkrupp is in charge of all key maintenance tasks, we will employ highly specialised experts and local staff who will be working to ensure optimal performance of the PBBs.”

Over the past 10 years, thyssenkrupp has completed similar projects at the airports of Doha, Abu Dhabi, Medina, Jeddah, and Dubai. The key challenge with Istanbul New Airport is the short delivery schedule for such a large order, combined with the task to align all subcontractors and suppliers to deliver a complete solution with ground power, preconditioned air equipment, and other combined features, which have to be delivered in less than 18 months. “We are certain that we will be successful, since we are working with an extremely professional team and with the İGA staff in close partnership, being the only way to accomplish the quality and highest performance expected by our client,” Pfurr comments.

The aircraft handled at Istanbul New Airport will range from Code C (737/A320) to Code F (747-8/A380), so flexibility will be built in with PBBs capable of servicing this wide array. Meanwhile, the aircraft parking concept includes MARS (Multiple Aircraft Ramp System) stands capable of handling one Code F or two Code C aircraft per gate.

“The PBBs to be installed are fully integrated on a turnkey basis with all relevant auxiliary equipment in full compliance with the latest edition of the European Standard for PBBs, including all safety features,” Pfurr explains. “All units are fully equipped with aircraft ground power and preconditioned air units, together with thyssenkrupp’s Air Hose Management System, CNDL.”

thyssenkrupp also played an important part in the modernisation of RIO Galeão International Airport, with the installation of 118 elevators, escalators, moving walks and passenger boarding bridges. “The synergies that we were able to exploit by combining all people moving products and services in conjunction with local manufacturing in Brazil, banking on our qualified technical field staff, enabled us to avoid any disruption in airport operations,” Pfurr notes.

thyssenkrupp continues to focus on the gate solutions business to maintain its global reach, and is in the process of finishing major installations in Asia with 40 PBBs each at Chongqing and Hong Kong airports. A contract for 106 units to be fully installed and commissioned at Abu Dhabi International Airport will go live in 2017/18. “Expanding our network for operations and maintenance services to gate systems and other airport activities will drive us forward to get to more than 5,000 units supplied to over 150 airports,” Pfurr concludes.
eezeetags is the new experience in the self service bag drop process. If you have any questions about this magic tag, please contact us. Phone +31 348 560 077, email info@eezeetags.com. Or visit our website www.eezeetags.com
The integration of ADB Group and Safegate Group earlier this year has delivered practical synergies and efficiencies, and ADB SAFEGATE is adopting a truly collaborative approach to optimising airport operations, as its Head of Sales & Marketing Per-Olof Hammarlund explained to Ross Falconer.

Stakeholder collaboration key to optimising airport operations

Every airport is unique and when it comes to optimising operations, a consultative approach is most effective. A key challenge for airports is expanding their efficiency rather than their infrastructure, and unlocking the hidden potential for air traffic growth. “Our success relies on our customers’ success and we listen to the airport to find out their most pressing challenges, whether growth-related issues like congestion and delays, or a more specific problem like inability to operate under certain weather conditions,” says Per-Olof Hammarlund, Head of Sales & Marketing, ADB SAFEGATE. “In many cases it is a combination of the two – increased demand and weather-related issues – like in Lahore, where we helped weatherproof the airport last year.”

Whatever the operational challenge, the answer most often is collaboration between the different stakeholders – the airport itself, airlines, civil aviation authority, or air traffic control.

It was recently announced that Birmingham Airport will get an efficiency boost with ADB SAFEGATE integrated tower solutions. October was the airport’s 20th consecutive month of growth, in which it handled over one million passengers – up 16.7% year-on-year. The airport takes a proactive approach to growth and is rising to the challenge of increasing air traffic demand. “With ADB SAFEGATE’s integrated tower solutions, Birmingham Airport will improve both airport operations and predictability by enabling greater real-time information-sharing within the airport ecosystem – airport operators, air traffic control and network operations,” Hammarlund explains. “It is a shift from paper to digital that will change and ease the controllers’ daily work by taking away non-critical tasks. Parts of the tower solutions delivered include Electronic Flight Strips, Arrival and Departure Management Systems, and A-SMGCS (Advanced Surface Movement Guidance and Control System).”

Meanwhile, ADB SAFEGATE has installed its AIRMAX Air Situation Display System at Leeds Bradford Airport. The airport’s ATC upgrade is part of an ambitious capacity expansion. “AIRMAX interfaces with radar systems and displays consolidated surveillance information of air traffic at the tower and approach control units,” Hammarlund comments. “Using the system’s intuitive interface, air traffic controllers can determine the aircraft’s location mid-air, as well as the location of ground traffic, to support safe and efficient departure and approach traffic flow. The safety net modules, installed atop the radar display, detect potential incidents and help air traffic controllers to ensure aircraft avoid conflicts and meet flight level restrictions.”

Strengthening the A-CDM process

The SESAR Airport Collaborative Decision Making (A-CDM) programme has been implemented at 20 European airports as a direct response to airport congestion, and is vital to increasing capacity. At Paris-CDG and Paris-Orly airports, ADB SAFEGATE will design, implement, maintain and support its SafeControl – Apron Management System, and its Safedock Advanced Visual Docking and Guidance Systems (A-VDGS). “These implementations will considerably strengthen the A-CDM process at both airports,” says Hammarlund.

The new apron management solutions are designed to further improve communication between the different stakeholders, displaying critical information from the airport network, and helping shorten the airport transit process time. “Adding safety and automation to the arrival and departure process for aircraft, in accordance with SESAR initiatives, will improve airport efficiency and punctuality,” Hammarlund contends.
ADELTE’s cutting-edge Passenger Boarding Bridge systems, innovative PCA technology and responsive technical support services ensure efficient boarding operations and guarantee total safety and comfort for passengers, everywhere and at all times.

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Avian Safe is an independent subsidiary of SafeSkys Ltd, and works to ensure that airport operators understand and adhere to all relevant regulation, such as EASA, ICAO, CAA regulations and laws concerned with bird control and wildlife management. Combining civil and military experience, it provides services which are flexible, innovative and cost-effective, providing consultants, biologists, ornithologists and staff with over 30 years’ experience in the field of wildlife and habitat management.

Since Avian Safe’s launch it has secured contracts in China, Africa, the Middle East, Asia and more recently Jamaica. The services it provides range from bespoke training courses for Wildlife Control Units, 13km ICAO Surveys, development and implementation of Wildlife Habitat Management Plans (WHMP) and bird migratory and non-migratory consultancy services to produce plans and procedures to comply with ICAO, EASA and national CAA/FAA regulations.

Its contract in the Middle East involves the use of Avian Radar to monitor migratory and non-migratory birds for the pre-design/planning stage of a new airport. The contract awarded in Jamaica is to carry out consultancy services to monitor migratory and non-migratory birds and wildlife for 12 months to enable the development of a WHMP and training syllabus for the wildlife control units.

Avian Safe’s services also extend to airport development consultancy, providing pre-construction, construction and post-construction consultancy, helping to mitigate the risk of potential wildlife strikes. Its Head of Air Traffic Services has over 41 years’ experience at many significant international airports, including Heathrow Airport, where he was the General Manager during the construction and introduction into service of the new Air Traffic Control Tower. He also has experience of airspace design having been responsible for the major redesign of the London TMA, including implementation of the airborne holds, SIDs and STARs for the associated airports.

Flexible, innovative, cost-effective wildlife management
Today’s passenger boarding bridges (PBBs) are designed with maximum flexibility in mind, allowing airports to serve a wide range of aircraft, which can be an important factor in handling increasing traffic. There have been many interesting developments, especially in automation, structure design, energy consumption and IT. ‘Docking manoeuvres are fast, precise and secure,’ explains François Mamert, Marketing Director, ADELTE. ‘Multiple sensors, point-and-go technology, and an automated docking system, make docking operations simple and successful, preventing any risk to the aircraft or operators on the apron.’

He adds that automation of the docking process is a great improvement. ‘The operator can enter in the system the reference of the aircraft arriving at the gate and the PBB will pre-position itself automatically,’ says Mamert. ‘Once the PBB is a few metres from the door of the plane, the operator takes manual control of the manoeuvre until the door of the plane is opened. The PBB will then automatically adjust – we call this ‘automatic levelling’ – to the changes in door height during turnaround operation as the plane moves up or down when passengers embark/disembark and luggage is loaded/unloaded.’

The structure of the PBBs has also been optimised according to the service loads and ground service equipment (GSE) integration. Together with more efficient engines, it provides a more efficient PBB with reduced energy consumption. “Energy consumption is a very important factor to take into account,” Mamert comments. “This is one of the reasons why a new generation of PCA, designed around full inverter technology, is arriving on the market.”

Pre-conditioned air units

Globally, the demand for pre-conditioned air units is increasing in most markets. “We are proud to list customers from as far away as Seoul in South Korea to Europe, the Middle East and Latin America,” says Mamert. “The context is favourable for the consolidation of the demand for PCAs using inverter technology.”

The purpose of a PCA, of course, is to improve the passenger experience, providing an efficient, flexible and reliable way to deliver high quality pre-conditioned air for cooling or heating to a variety of stationed aircraft. “When it comes to deciding the characteristics of the PCAs to install at an airport, the main criteria to take into account are the type and size of aircraft operating at the airport and the location’s climatic conditions,” Mamert adds. “This refers not only to the temperature of ambient air, but also to its relative humidity.”

The most commonly used PCAs at airports today have a rather binary operating system – essentially on/off. This means that the system is always operating at 100% capacity regardless of the actual aircraft needs relating to passenger load and outside air temperature. The result is a significant waste of energy.

“ADELTE developed a new technology, called Full Inverter, offering full regulation of the PCA’s capacity using specific compressors four phases and high quality direct drive centrifugal blower (VFD),” Mamert explains. “This enables us to make a fine and constant regulation in coherence with the aircraft’s cabin temperature needs.”

This innovative technology is said to be capable of improving efficiency of up to 35% using two inverter compressors. Aena is the first airport operator to have purchased the technology, with ADELTE recently installing 20 units at Palma de Mallorca Airport.

“Even more dramatic is the reduction of electrical energy when operating in cooling mode,” Mamert adds. “The ADELTE Inverter will then operate as a heat pump, mining...
energy from the ambient air to produce the required heat.”

Meanwhile, more and more airports require an advanced system – IASS (Integrated Aircraft Stand System). The IASS provides better integration between the PBB and other GSE such as VDGS (Visual Docking Guidance System), PCA, GPU and Water Cabinets, and allows the airport to monitor power consumption, incidents, the number of service hours of each equipment, etc. – useful information in order to have a global understanding of gate equipment operation.

“Also with the aim of improving the performance of the PBBs, and to support our clients in the operation of our equipment, we have developed ADELTE’s Full Inverter technology is said to be capable of improving efficiency of up to 35% using two inverter compressors. Aena is the first airport operator to have purchased the technology, with ADELTE recently installing 20 units at Palma de Mallorca Airport.

Webgate, an IT feature which allows us, as manufacturer, to connect remotely to the HMI (Human Machine Interface) of the PBB and to see the exact same data as the on-site operator,” Mamert adds.

“IT is especially useful for resolving any doubt or issue more quickly.”

Globally, the demand for both passenger boarding bridges and pre-conditioned air units is increasing, supported by the increase in traffic, the renewal and upgrading of old equipment, the extension of existing terminals, and the construction of new airports.

“Of course, as a company, to design, manufacture, install, maintain and operate PCA units, as well as passenger boarding bridges is a real advantage. Our design teams benefit from direct feedback from our onsite operating or maintenance teams. It allows us to be very proactive in the development of new solutions, testing and finally improving our products to offer our clients the most advanced, efficient and reliable equipment,” Mamert concludes.
Airport Performance delivered, from approach to departure
Schiphol and KLM trialling 3D hand baggage scanners at AMS

Amsterdam Airport Schiphol, the National Coordinator for Security and Counterterrorism and KLM are working together to test new scanning devices for hand baggage, which allow passengers to leave their liquids and laptops in their bags.

The 3D scanning devices enable security staff to explore highly detailed 3D, 360-degree images of the baggage contents on a screen. The pilot project is taking place in two security lanes – one in Departure Hall 3 and one in Transfer Filter E/F.

Passengers will still have to put their liquids and gels in a resealable plastic bag and the 100ml limit per item will remain in place, but they will be able to leave the plastic bag in their hand luggage.

As well as testing the viability of the technology, the pilot will explore whether the implementation of the 3D scanners can help to make the security process faster for passengers. If the trials prove to be a success, Schiphol will install the hand baggage scanning devices in all 67 security lanes across the airport.

Schiphol says it is “working continuously to improve the security process, with the aim of making the security check more pleasant and more comfortable for passengers and ensuring a safe and efficient security process at the airport.”

If the trial of the 3D scanners proves to be successful, the technology could be rolled out across all security lanes at Amsterdam Airport Schiphol.

Heathrow introduces Facebook flight search tool

Heathrow Airport has launched a Facebook tool called ‘Go Heathrow’, which can be used to search for the best deal when flying from the London hub.

The new tool, which has been developed in partnership with Skyscanner, sits within Heathrow’s Facebook platform and allows Facebook users to search and book flights directly from the social media page. This marks the first time Heathrow has directly supported its airline partners with ticket sales.

Heathrow’s Head of Passenger Communications, Marc Ellams, said: “We are excited to be launching this new technology which gives Heathrow passengers a useful and innovative tool for getting the best fares and journey plan that suits their individual needs. This new technology aims to make planning the next adventure as simple as possible, bringing the world to our customer’s fingertips.”

Skyscanner’s Senior Commercial Manager, Mike Ferguson, added: “This is the first time Skyscanner has partnered with an airport to build a travel search tool within their own social media platform, and I believe this inventive travel search mechanism represents an exciting new way for travellers to engage with Heathrow and find their next holiday all within their Facebook feed.”

The launch of the ‘Go Heathrow’ Facebook tool marks the first time Heathrow has directly supported its airline partners with ticket sales.
Agreement paves the way for US preclearance at Stockholm Arlanda Airport

The governments of Sweden and the United States have signed a bilateral agreement to introduce US border control at Stockholm Arlanda Airport, which paves the way for US-bound passengers to make use of the US preclearance service. Airport operator Swedavia and US Customs and Border Protection (CBP) have also signed an agreement on how preclearance will be handled at the airport.

At present, Dublin and Shannon airports are the only airports in Europe to offer US preclearance, which allows passengers to complete the immigration, customs and agriculture inspection by US CBP before boarding flights to the United States. As a result of the latest agreement between the US and Sweden, a preclearance facility can be built as soon as the legal process is completed to modify US preclearance to comply with Swedish laws. Swedavia will now proceed to the next preparatory phase of completing the project design and preparing a public tender for the coming facility.

Karl Wistrand, President and CEO, Swedavia, said: “The US is Sweden’s most important trading partner after Britain. It feels really good now that the agreement with CBP has been signed. As we await a decision from the Swedish parliament, we will continue our preparatory work so that a decision on a larger investment in US preclearance facilities can be taken immediately once the legal process is completed, which is expected in the summer of 2018.”

Gatwick becomes UK’s first Autism Friendly airport

Gatwick Airport has been recognised by The National Autistic Society as the UK’s first Autism Friendly airport. The award recognises the successful efforts of Gatwick and OCS, its assistance provider, to meet a range of Autism Friendly criteria, which will help to make the airport experience more accessible for autistic travellers.

To satisfy the criteria, Gatwick Airport had to ensure that clear and accessible information is available for autistic passengers about the airport and the assistance available to help them plan and prepare for their journey. It also had to display a commitment to staff training so that staff are better able to assist autistic passengers. Initiatives such as the hidden disability lanyard have also been rolled out, to help staff discreetly recognise which passengers may need additional assistance.

Stewart Wingate, Gatwick Airport Chief Executive, said: “We recognise airports can sometimes be a stressful environment for autistic passengers, but that simple steps can go a long way in helping to break down barriers and make it easier for autistic passengers and their families or caregivers to travel through Gatwick.

“This award is recognition of the fantastic efforts of many of our staff, volunteers and valued partners like the National Autistic Society, and signifies our ongoing commitment to ensuring Gatwick is an accessible and welcoming environment for the 42 million passengers who use the airport every year.”
Delivering happiness: From e-commerce to travel

Tyler Williams, Fungineer, Zappos, interviewed by Ross Falconer.

Zappos is a true disruptor. The Las Vegas-based online clothing and accessories retailer started-up in 1999 selling shoes ("Zappos" is a variation on "zapatos", the Spanish word for shoes) and sees itself as a "service company," prioritising building meaningful and memorable relationships with its customers.

The organisation has already tested the waters in the air transport industry, with baggage reclaim games among its inventive approaches to improving the travel experience, and it is now searching for airline and airport partners who are willing to think differently to improve customer experiences.

Tyler Williams is the Fungineer at Zappos, as well as the Lead of the Brand Aura team - a creative marketing team that pushes the boundaries of the Zappos brand by executing unique and slightly irreverent nationwide events and campaigns for employees, customers, and the community. Zappos created the Brand Aura team as part of its transition into self-organisation, and Williams tells Airport Business that holacracy and self-management have enabled Zappos to empower employees by moving away from traditional company structures.

"Instead of teams, we have circles," he explains. "The whole company is a circle and within that there are smaller circles, each with a clear purpose and accountabilities. So, if you think of self-organisation as the goal, holacracy is the operating system. It helps us to visualise things for groups within the organisation and then it's easy for people to transfer in and out of roles, and easy for people to transfer in and out of circles within the company."

Zappos is looking to identify areas where its focus on the customer experience could help it disrupt a new market. It has brainstormed ideas like establishing a Zappos hotel or airline, and first entered the air transport space with its baggage reclaim game at airports including Houston George Bush Intercontinental and New York JFK. "When people travel, a lot of times it's a dreary experience," says Williams. "We wanted to welcome passengers to their destination, make their day a little brighter and give them the opportunity to win prizes when their bag falls out onto the carousel."

Prizes included jackets, backpacks, Ugg boots, kitchen appliances, and Zappos gift certificates. The baggage reclaim game will soon return at Las Vegas McCarran International, and if the model continues to work it will be rolled out at other airports.

It is the first example of Zappos' desire to work with airports and airlines that are willing to think differently to improve customer experiences by infusing its own brand of customer service into different areas of the industry.

"We believe there are low cost, high impact, and easily executable solutions to enhance traveller happiness at all stages of the travel journey," says Williams. "The seating and waiting areas at airports can be a little uncomfortable and stale, and they definitely could use more personality and character in my opinion. Interactive art installations, for example, would be a great way of achieving this. I think the biggest problem is people sitting, staring at their phones – there's nothing in the space to allow people to play, and I think you would really increase the experience if you brought in some small elements of that nature."

Zappos is in the very early stages of transitioning its irreverent brand of customer service into the air transport industry, but it is clear from our discussion that Williams views it as a sector in which the organisation could bring a valuable, different perspective.

"The Zappos approach has always been experience first and profit later. If you get the culture right, everything else takes care of itself. By focusing on the best possible experience, the air transport industry is going to grow exponentially, because more and more people will want to travel that way. We are looking for partners to reimagine the travel experience with," Williams concludes.
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