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Message from Angela Gittens  
Director General, ACI World  

We have had a very productive first quarter of 2018, including a major milestone at the International Civil Aviation Organization (ICAO) with the approval of Annex 14 amendment that will enhance airfield capacity and generate millions in infrastructure savings. An article in this month’s edition fully explains the changes which will go into effect later this year. This achievement is a true example of the virtue of working collaboratively with regulators and industry partners and promotion of “data-driven policy-making.” It also demonstrates the value of patience and perseverance. We thank our members for lending us their subject-matter experts that worked with ACI staff to collect and analyze data and participate in the appropriate working groups and task forces. This is the kind of unglamorous, painstaking activity that needs to take place to fulfill our mission to represent the interests of the world’s airports.

This quarter also saw us undertake important participation on the ICAO Aviation Security (AVSEC) Panel where ACI staff and members advocated for consideration of the needs of smaller airports with regard to instituting new measures and technologies. As well, the ACI/IATA Smart Security programme was recognised along with ACI’s capacity-building achievements, best practice material, training courses and diplomas and the Airport Excellence (APEX) in Security programme.

As we remain committed to helping airports improve their terminal flows and processes, the Security and Facilitation team attended the International Air Transport Association’s (IATA) Passenger Experience Management Group, and provided expertise to the workstream on One ID, a digital identity management initiative. In addition, ACI presented the future of travel technologies, including airport digital transformation, the NEXTT initiative and ACRIS at Passenger Terminal Expo Conference in Stockholm Sweden.

During the first quarter ACI continued to value Information Technology as the main way for airports to constantly meet passengers and stakeholders’ needs. For this purpose, we have launched the Airport Beacons registry and advanced
collaboration on an Application Programming Interface (API) Platform for the aviation industry.

On the economics side, we have continued to collaborate with our Expert Group on Slots and have attended a meeting with airport members on the Worldwide Slot Guidelines (WSG) Strategic Review Task Force to contribute to the strategic discussion on the WSG revision.

As we approach mid-year, it is a good time to take a moment and prepare ourselves for our ultimate event of the year. As always, our World General Assembly will provide the global platform for pursuing a constructive and cooperative relationship with airports, airlines, governments and regulators. On critical industry issues, including liberalization, ownership, capacity planning, regulatory restrictions, and environmental action, ACI is committed to advancing airports views and strengthening their ability to shape the future of our industry.

In June, the 28th ACI EUROPE/World General Assembly, Congress & Exhibition will be hosted by Brussels Airport from 18–20 June 2018 at Square Brussels, in Belgium. It will bring together more than 800 airport chief executives and industry leaders from all over the world to address global challenges, share information and create networking opportunities.

With airports competing more and more for freight and passengers, the theme of this year’s conference will focus on how our industry can position airport brands as businesses.

The event will feature plenary, workshops, panel discussions, a gala, and special activities, including a visit to Brussels Airport. The conference programme will showcase outstanding speakers from around the world, featuring the most innovative service companies such as Amazon, latest projects, programmes and initiatives. The first and second working sessions will be airport leaders’ symposiums and the third will be about private investments and the societal benefits that airports bring. During the second day, you will have the opportunity to attend a fourth session on sustainability and CSR values, and a last one that will focus on digital transformation and the airport brand proposition.

As with every assembly, the event will address the most important issues facing the senior leadership of the airport industry, bringing you enriching and engaging educational sessions on branding, and opportunities to network with peers from around the globe. Don’t miss this unique opportunity to hear from airport leaders and senior speakers, discussing the critical political and market issues in the aviation industry as well as panel discussions and case studies covering key airport issues.

We must make sustained efforts in raising airports’ brands in this new era of air travel which is characterized by digital transformation and more confident, informed and empowered customers. The opportunities for leadership are there for the taking. We can show our resolve and make the commitment to confront the challenges that we face to build and maintain a sustainable future for airport business.

I look forward to seeing you in Brussels.

Angela Gittens
In Memory of Paul Genton
1928–2018

I first met Paul Genton in 1977, the year he was appointed Director General of Geneva International Airport. I will not forget his immediate interest in our fledging organization- AACC, the many services he has rendered us and his valuable support and guidance for our rapidly expanding interface with ICAO, IATA and other worldwide aviation organizations.

Paul's immersion in the airport world had been preceded by more than two decades of growing responsibilities in the academic, legal and airline matters. Born in Brussels in 1928, Paul obtained his Doctorate in Law from Brussels University in 1951 and soon thereafter became an Attorney at the Court of Appeal in Brussels. He later went on to be Adviser on Foreign Trade to the Belgian Government and Professor at Brussels University and the Higher Institute of Marketing.

In 1957, he took up the position of Director of Public Affairs with SABENA – Belgian World Airlines. His 20 years with the airline coincided with the introduction of the Boeing 707 – 320 intercontinental jet for trans-Atlantic flights in 1960, the Boeing 727 – 100 on selected European and Africa routes in 1967, the Boeing 747 – 100 for services to New York and Chicago in 1971, and in a completely different vein, the major upheaval in the months leading up to and following the independence of the DR Congo in 1960/61, when the Belgian Government commandeered Sabena’s entire long haul fleet to bring all Belgian nationals back to Europe. These dramatic events helped in the development of Paul’s solid and multi-faceted experience of management and aviation which served him so well for the rest of his career.

In September 1977, the Government of the Canton and Republic of Geneva appointed Paul as Director General of Geneva Airport at a time when the airport was the subject of much criticism, particularly by neighboring populations and certain political circles. But his interpersonal skills and his sense of public relations won through and in a short
time he succeeded in improving relations, which had up to then been tense, with political leaders, neighboring municipalities and local residents’ associations. He was always attentive to the concerns of neighboring populations expressed during regular meetings and implemented many of their requests aimed at the reduction of noise emissions generated by air traffic. This brought about the restoration of a climate of confidence between all the parties concerned and allowed the continued smooth adaptation of the airport infrastructure to the evolution of air transport. He showed talent and often humor in leading and motivating the then 350 airport authority staff and overseeing the activities of some 100 different entities established on the airport premises, with over 5000 employees. Paul retired on 31 July 1993 and was succeeded by Jean-Pierre Jobin.

On the international airport scene, Paul was from the beginning an assiduous and influential member of WEAA (which represented the major airports in Western Europe and the Port Authority of New York & New Jersey). Following WEAA’s dissolution in 1985, his airport joined ICAA and he became a member of the AOCI/ICAA Integration Task Force. Together with many other key figures – Poul Andersen (Copenhagen), George Bean (Tampa), Rob den Besten (Amsterdam), Jean-Pierre Beysson (Paris), Oris Dunham (Dallas/Ft. Worth), Paul Gaines (Houston), Lim Hock San (Singapore), Vijay Mathur (IAAI, India), Robert Michael (Louisville), Clifton Moore (Los Angeles) and Horstmar Stauber (Frankfurt) – Paul was closely involved in the formation of ACI and served on its World Governing Board from its inception in 1991 until 1993.

As soon as he retired from Geneva Airport, Paul devoted all his energies to the ACI Fund for Developing Nations’ Airports he had created with General Jean Fleury and myself in 1993. His extensive knowledge of and insight into the airport business and relations with the leaders of the aviation industry marked him out as the cornerstone of the Fund and its first Managing Director. For over 17 years at the head of the Fund, relying on his network of experienced active and retired airport volunteers who acted as instructors, he organized some 30 training seminars with the assistance of ACI HQ in Geneva which brought together over 950 middle management staff from 87 developing countries. The seminars which were conducted in English, French, Spanish and Russian and covered airport safety, airport security, environmental protection and airport finance, among many other subjects, were hosted by ACI member airports in Africa, Asia, Europe, Central America and the Middle East.

Paul’s boundless energy led to his involvement in many other areas, of which and I will mention only his major roles as World Chairman of MCEI – Marketing Communication Executives International (1993-2017) and President of Geneva Tourism Board (1993-1998).

All those who knew Paul will remember his great warmth, broad culture, open-mindedness, outgoing character and genuine friendship. Our thoughts are with his wife Liliane at this very difficult time. We will truly miss him.

Alexander Strahl, Former Secretary General AACC/ACI (1972-2004)

AACC - Airport Associations Coordinating Council
ACI - Airports Council International
AOCI - Airport Operators Council International
ICAA - International Civil Airports International
WEAA – Western European Airports Association
Airports Authority of Trinidad and Tobago Aviation Training Centre provides expert aviation and security management training

By Sheldon Harper, Manager, Aviation Training Centre, ICAO Certified Instructor, Airports Authority of Trinidad and Tobago and Oswald Bruce, Airport Operations and Aviation Training Coordinator, Airports Authority of Trinidad and Tobago
Airports Authority of Trinidad and Tobago Aviation Training Centre (ATCEN) is the Caribbean Region’s premier facility for Aviation and Security Management Training. Since 2006, ATCEN has facilitated the operations of the first English-speaking Airports Council International Global Training Centre (ACI-GTC) and the International Civil Aviation Organization Aviation Security Training Centre (ICAO-ASTC), which was established in 1995 in the Caribbean. The Centre is strategically located within the Caribbean Region and caters to aviation colleagues from North, South and Central America as well as the African and Asia Pacific Region.

ATCEN was among the first training organizations to be endorsed by ICAO. It is one of 32 ASTCs within the network and continues to provide internationally recognized Aviation Security (AVSEC) Training Programmes and Workshops, which assist in strengthening and promoting global security.

**Aviation professionals teach best practices**

As an accredited and approved training centre for both ACI and ICAO, ATCEN exposes course participants to highly trained, dedicated and knowledgeable aviation professionals who share their wealth of experience and expertise, while ensuring that international standards and industry best practices are adopted throughout the training programmes.

ATCEN achieved a significant milestone when its management approached ACI and collaborated with Ms. Issa Castro, Manager, Global Training. This collaboration resulted in the development
and hosting of the first ACI-Aeronautical Studies and Risk Analysis Course in the Caribbean and Latin America.

Over the years, ATCEN has successfully contributed and provided aviation management training to some 6,000 aviation professionals in areas such as airport operations and airport management, aviation security, master planning, customer experience and law enforcement through ACI Professional Certificate Courses and ICAO Security Management Courses.

**Training all year long**

The Authority benefits immensely from having its own ATCEN, as it is able to coordinate and provide the opportunity for year-round training to its aviation professionals at both airports in Trinidad and Tobago. The board and management are focused and committed to ensuring that its employees are given the best aviation and security management training.

In addition, the ICAO / ACI Airport Management Professional Accreditation Programme (AMPAP) Airport Transport System Course has been hosted twice by the Authority through the ATCEN. This initiative by the Authority’s management has facilitated the training of approximately 18 of its personnel and other airport executives from around the globe. They have successfully completed the programme and have attained their International Airport Professional (IAP) designation.
Hayden Newton, General Manager of Airports Authority of Trinidad and Tobago shakes the hand of Mr. Alaine Dillaire of the Canadian High Commission at the Closing Ceremony of the JETWAY training program at the Authority’s Aviation Training Centre (ATCEN), August, 2014.
ATCEN continues to collaborate and partner with a large number of local government and foreign governments in the delivery of training for airport personnel, both locally and regionally. The centre has also collaborated with the United States Embassy in Trinidad and Tobago to facilitate the hosting of an Aviation Security Management Course and has partnered with the Royal Canadian Mounted Police to host and conduct Train the Trainer Courses related to Jet Way Behavioural Analysis and Contraband Concealment Courses in Trinidad. As a result, the Jet Way Training Programme was delivered in Antigua, Barbados and Guyana. It was also delivered to the Authority’s internal stakeholders, including immigration, police, customs officers and airport security officers.

**Partnering with other national security agencies**

Furthermore, ATCEN continues to partner with other national security agencies and has collaborated with the government of Trinidad and Tobago’s Ministry of National Security Counter Trafficking Unit in hosting a series of training and awareness programmes in human trafficking. These have been geared towards sensitizing the various branches of law enforcement personnel and authority stakeholders on its states. Aviation Security Awareness is provided by the centre to the various government agencies, airlines, ground handling agencies, contractors and other stakeholders.

From Left to Right: Mr. Sheldon Harper – Manager Aviation Training Centre, Mr. Kurt Menal – Manager Airport Operations and Mr. Oswald Bruce Airport Operations and Aviation Training Co-ordinator.
ATCEN’s strategic location provides cost-effective benefits to other Caribbean states within the region. Caribbean airports benefit by having a larger percentage of their aviation professionals trained in-house at their own facilities without incurring the costs of travel to Latin America and North America to attend ACI and ICAO Professional Aviation Training Programmes. Throughout its operations, ATCEN has provided financial assistance through scholarships offered to both local and foreign aviation professionals.

A further benefit to the Caribbean airports is ATCEN’s Aviation Security Outreach initiative, which provides aviation security training courses. These are also held in other Caribbean airports for their aviation security personnel. This training initiative results in a lower cost to these organizations and allows for more personnel to obtain the training, while reducing the cost of overseas travelling expenses.

ATCEN has demonstrated corporate social responsibility through partnerships with institutions in Trinidad and Tobago representing the interests of persons diagnosed with autism, or vision, cognitive or manual disabilities. The Autism and Disability Initiatives seek to improve the customer experience for all stakeholders of the Authority including people with disabilities.

Finally, ATCEN operates as a “Centre of Excellence” and is a leader in providing quality aviation training in airport operations and security management to aviation professionals in the Caribbean and Latin American Region.
Inside of Airports Authority of Trinidad and Tobago Aviation Training Centre

Exposition taking place inside of the Airports Authority of Trinidad and Tobago Aviation Training Centre
Of airport privatization and airline fantasies

By Olivier Jankovec, Director General, ACI EUROPE

Over the past months, you may have noticed how increasingly vocal IATA has become about airports - sounding the alarm about the need for more airport capacity (somewhat disingenuously, it has to be said), yet shaking a fist at the sky, asking “what is to be done about airport charges?” And in that second strand, they have embarked on a very overt campaign against privatised airports.

IATA sees the privatisation of airports as one of the “worrying trends which are increasing costs” and considers that “we are yet to see an airport privatisation that has in the long run delivered on the promised benefits.” On that basis, IATA is now calling for airport ownership to remain in public hands.

In many ways, I must say that I find their position puzzling, to say the least. That airport privatisation has over time increased costs for users (the airlines) is nothing more than stating the obvious. But that is precisely because privatisation in Europe has normalised the way airport infrastructure is financed - allowing airports to move from a dependence on tax payers’ money, towards a greater reliance on the ‘user pays’ principle.

In the past, public ownership for airports not only came with the ability to get direct support from public financing (an option that is hardly available anymore), but also often came with no shareholders to remunerate - as many governments had no or limited expectations in terms of financial return on their airport investment. With this extended concept of sovereign interest and a belief that infrastructure needed to be part of it, that system of public airport ownership was essentially geared to subsiding airlines. As a result, airlines became accustomed to a level of airport charges that was utterly disconnected from the actual cost of operating and developing airport facilities.

This system prevailed for decades and it was deemed affordable and legitimate, as long as airlines were few and as long as they themselves were in public hands. But from the moment airlines started to go private, things changed. Governments naturally became less prone to continue subsiding airlines
they no longer owned through their airports. Aviation growth and tighter public finances simply made that system too costly - also leading many governments to sell their airports to private shareholders, who actually expected a return on their investment.

IATA’s comments are entirely self-serving when they point to airport privatisation failing to deliver on the promised benefits. One can only assume such promised benefits would have been the continuation of some form of subsidisation from airports to airlines. IATA is even more candid when it calls for airports to remain in public hands, at least as far as Europe is concerned. But with more than 50% of the continent’s airports now having private shareholders - and yet more to come, I am afraid the plane has already left the gate.

Let’s not lose sight of the fact that there is a wealth of evidence to prove that privatised and semi-privatised airports in Europe are extremely competitive and focused on their customers. Just look at the number of them that have won independent praise for passenger service and the quality of their facilities - or indeed, for their success in attracting airlines and developing connectivity in the combative world of route development. Neither of these happens without committed effort, efficiency and investment.

In the end, IATA’s anti-airport privatisation campaign is akin to asking governments to go back to bearing the costs of airport infrastructure, so that privatised airlines can further boost their profits. This year, these profits are expected to rise to $11.5bn for Europe’s airlines (from $9.8bn in 2017). I doubt this would be a politically appealing proposition for governments in Europe - especially at a time when they need to respond to rising populism. In any case, governments should not miss the irony that 30 years ago, airlines were actually the ones calling for airport privatisation - all in the name of improved efficiency.

Olivier Jankovec, Director General, ACI Europe.
The 2018 amendment to ICAO Annex 14: Achieving twin goals of safety and capacity

By David Gamper, Director, Safety, Technical and Legal Affairs, ACI World

ACI is delighted that ICAO has just adopted a very important amendment to Volume I of ICAO Annex 14 - Aerodromes, which amends standards for the design of aerodromes, based on Aerodrome Reference Code (ARC) numbers 1 to 4 (for aerodrome reference field lengths) and letters A to F (for aeroplane wingspans and wheel-spans). The 2018 amendment reduces the minimum requirements for many important airfield dimensions, including runway width and taxiway width. These reductions are especially important for the largest category, Code F. The adopted version was sent to ICAO Member States on 29 March.

ACI position

ACI has always been strongly involved in the development of Annex 14, advocating for airports on safety and design issues including the accommodation of new aircraft types and aerodrome certification. ACI has influenced the code limits in the Annex which define how large an aircraft could be built, notably pointing out the very high cost of accommodating wingspans over 80 metres. As a result, the upper limit of code F wingspan was established at 80 metres and no larger code was introduced. ACI has successfully resisted increase of other code wingspan limits, since that would put many airports into non-conformance with the code to which they were built.

However, ACI has for years considered that the airfield dimensions for Code F were exaggerated.

The 2018 amendment

On March 9th, the ICAO Council approved a very important amendment to Annex 14 that had been championed by ACI and aircraft manufacturers. Together, we have helped to build a consensus in favour of the proposal by demonstrating that there would be no adverse effect on safety, while significantly reducing
construction and maintenance costs for many airports - and improving efficiency for airports that had operating restrictions imposed due to incomplete compliance. The proposal is based on analysis of safety data which combined with the demonstrated performance of modern aircraft allows a reduction in safety buffers allowed for in the minimum airfield dimensions.

**Why is this change needed?**

The Code F specifications were published in 1999, ignoring ACI’s argument that airfield dimensions should not be based on extrapolation of safety buffers, and that the buffers for all codes should be reviewed based on safety data. We stated that with modern aircraft capabilities increased wingspan did not imply proportionately greater aircraft track deviation, but there was no direct supporting data available because the first code F aircraft - the A380 - only entered into service in October 2007.

**What changed?**

As safety data for Code F aircraft became available, the present proposal was developed by a small working group led by ICCAIA (aircraft and engine manufacturers) and including several states, which enabled access to manufacturers’ and air navigation service providers’ data. ACI was in support throughout and we must thank airport members, especially representatives of Amsterdam, Frankfurt, Heathrow, Kansas City and Paris who participated in the ICAO Aerodrome Design and Operations Panel and in its sub-groups, the Aerodrome Reference Code Task Force and Aerodrome Design Working Group. ACI’s ability to support the effort has also increased greatly since the ACI World Office moved to Montreal in 2011. Since it was based on data, the proposal achieved a wide consensus among states and industry associations.

**When will the amendment come into effect?**

The amendment should be published in April 2018, and will become effective in July 2018 subject to not being disapproved by a majority of States. It would then become applicable by States in November 2018.

**What are the benefits of the change?**

The following impact assessment was contained in the paper to the ICAO Council:

2.1.1 Safety impact: Neutral. The de-linking of the outer main gear wheel span (OMGWS) from current aerodrome reference code methodology and the application of this parameter in the relevant design provisions will not affect safety. Industry research provided convincing evidence that current separation distances can be reduced without any reduction in the level of safety. The proposed reduction in runway width is based on actual landing deviation studies of code F aeroplanes which have demonstrated that the standard deviation from the centreline of a 45 m wide runway is less than what was assumed previously. On taxiways, the risk level for veer-off is much less than on runways due to the lower speed involved. Harmonized taxiway values improve the accuracy of aeroplane trajectory while maintaining the overall area coverage to sustain occasional excursions which are supported by shoulders and graded strip.

2.1.2 Financial impact: Positive. For States, the
## What does the amendment contain?
The following table summarizes the changes:

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Proposed amendment</th>
<th>Formerly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Width of Runways</td>
<td>Reduced to 45m for large aircraft with OMGWS* from 9 to 15m. Refer Fig.1</td>
<td>Was 60m for aircraft with wingspan over 65m (i.e. code F).</td>
</tr>
<tr>
<td>Minimum Width of Runway and shoulders</td>
<td>Unpaved shoulder width for code F aeroplanes with OMGWS from 9 to 15 m and two or three engines is reduced to 60m, but 75m is maintained for aircraft with four engines. New recommendation that shoulders should be paved to 60m, for Code F (but see runway width above).</td>
<td>Unpaved runway shoulder width required was 75m for all code F aeroplanes. Annex 14 did not expressly require shoulders to be paved.</td>
</tr>
<tr>
<td>Minimum Width of Runway strip</td>
<td>Reduced to 140m for aerodrome reference code number 3 or 4 (i.e. for aeroplanes with reference field length over 1200m).</td>
<td>Was 150m.</td>
</tr>
<tr>
<td>Minimum distance from edges on Runway turn pad &amp; Taxiway</td>
<td>Reduced to 4m, based on OMGWS from 9 to 15.</td>
<td>Was 4.5m.</td>
</tr>
<tr>
<td>Minimum Width of Taxiway</td>
<td>Reduced to 23m for OMGWS from 9 to 15m. Refer Fig. 2</td>
<td>Was 25m (for Code F).</td>
</tr>
<tr>
<td>Minimum Runway-Taxiway separation distance</td>
<td>Reduced to 180m for Code 4 instrument runways.</td>
<td>Was 190m.</td>
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</table>

*Note to the table: OMGWS (Outer main gear wheel span) is the distance between the outside edges of the main gear wheels. OMGWS has been removed from the table for determining the Aerodrome reference code letter. As a result, Runway width becomes independent of wingspan and is now dependent only on OMGWS and runway length.*
certification of existing aerodromes from code E to code F will be easier due to reduction in costs and fewer studies required. For aerodrome operators, acceptance of the proposed changes will significantly improve efficiency and reduce construction and maintenance costs for many aerodromes in different parts of the world. Aerodromes can also accept code F operations within existing infrastructure, thus increasing capacity, particularly at congested aerodromes where slots are at a premium. In terms of the costs, a 60 m wide runway costs approximately 20 per cent more to build than one measuring 45 m wide including 15 m wide paved shoulders. For taxiways, a 2 m reduction in taxiway width for large aerodromes, some of which having as much as 50 km or more of taxiways, results in enormous savings. Furthermore, annual maintenance costs, incurring – as a rule of thumb – one per cent of the construction costs, are also expected to be reduced with these improved specifications.

2.1.3 Security impact: Nil

2.1.4 Environmental impact: Positive. Updated and improved specifications will preclude overdesign/overprovisions; avoid unnecessary expansion/relocation; constitute a more environmentally-efficient use of land surface; be less dependent on natural resources and result in less use of toxic materials for operations and maintenance.

2.1.5 Efficiency impact: Positive. More efficient use of land surface, particularly at aerodromes where real estate is at a premium. Aerodromes will be able to accept code F operations within existing infrastructure, thus increasing capacity and efficiency, particularly at congested aerodromes where slots are at a premium. Airlines unable to operate code F aeroplanes on routes currently unavailable due to States’ restrictions will have greater opportunities to deploy their fleet without any complicated network planning.

In conclusion, it should also be mentioned that ACI has worked with civil aviation authorities to produce guidance documents for the accommodation of specific new aircraft types that may pose difficulties for airport compatibility such as the Airbus A380 and the Boeing 747-8, and is now working with Boeing on its 777-X with folding wingtips.
BE CUSTOMER READY WITH ACI’S EMPLOYEE SURVEY FOR CUSTOMER EXPERIENCE (ECE)

- A tool specifically designed to help airports be “customer ready”
- A survey that can be used year after year
- A measure of employee performance and engagement to strive higher
- An ideal complementary tool for existing ASQ airport members

KEY BENEFITS OF USING ACI’S ECE

<table>
<thead>
<tr>
<th>FOR YOUR PASSENGERS</th>
<th>FOR YOUR EMPLOYEES</th>
<th>FOR YOUR INDIVIDUAL AIRPORT UNITS</th>
<th>FOR THE AIRPORT COMMUNITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved airport experience through better relationships with airport employees</td>
<td>Feeling of valued contribution and belonging to the airport community</td>
<td>Growth of revenues, improved productivity and employee retention</td>
<td>Unified pursuit of a seamless passenger experience</td>
</tr>
</tbody>
</table>

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CONGRATULATIONS
YOUR PASSENGERS HAVE SPOKEN


The annual ASQ Awards recognize and reward the best airports in the world according to ACI’s ASQ passenger satisfaction survey. They represent the highest possible accolade for airport operators and are an opportunity to celebrate the commitment of airports worldwide to continuously improving the passenger experience.

For more information or to see the 2017 ASQ Award recipients, visit aci.aero/ASQ-awards.
2017 ASQ Award Winner Media Coverage

This month’s focus is on the ASQ Award Winners announced in early March, featuring hundreds of news items.

“The Minneapolis-St. Paul International Airport was named the BEST AIRPORT OF ITS SIZE IN NORTH AMERICA Tuesday by the Airports Council International.”

“AFRICA’S TOP AIRPORTS REVEALED.”
morocco’s mohammed v international airport (cmn) in casablanca has been adjudged the best airport in africa for 2017 according to the airport service quality awards carried out by the airport council international, aci.

“newcastle airport named best airport in its category for customer service in europe”

“athens airport wins asq award”

“airports council international announced the top airports for customer service”

img. via the northern echo

img. via www.ert.gr

img. via africa news
2017 ASQ Award Winner

Quotes

Ioanna Papadopoulou, Director, Communications & Marketing, Athens International Airport

Best Airport by Size and Region (15 - 25 million passengers per year):
Europe

“We in the rapidly evolving environment of aviation, receiving the ACI-ASQ Award is a great honour for our airport. This remarkable distinction acknowledges our firm commitment to constantly improve the travelling process and the airport experience. Athens International Airport pledges to continue sensing the trends and responding to our passengers’ requirements and expectations.”

Dr. GVK Reddy, CEO, Chhatrapati Shivaji International Airport, Mumbai

1st place, Best Airport by Region (>2 million passengers per year):
Asia-Pacific

1st place, Best Airport by Size (>40 million passengers per year)

Best Airport by Size and Region (>40 million passengers per year):
Asia-Pacific

“We are delighted to be included in the 2017 ACIASQAwards. It is a testimony to the quality service provided during 2017 to over forty six million travellers by the thirty thousand odd airport community members and employees who work with a mission to constantly raise the bar, creating new benchmarks day-after-day. Going forward, we will continue to strive and innovate through technology enabled services to keep our travellers satisfied.”
“The 2017 ACI ASQ results are a reflection of the great team approach at Cleveland Hopkins International Airport (CLE) to support our guests during their travels through the airport. The team has taken on a strategic focus in enhancing the passenger experience with key enhancements, including: specific attention to minimizing guest anxiety with the logistics of travel; adding a Mother’s Room; displaying Checkpoint wait times on airport monitors and online; parking availability updates online; bottle filling stations; a Ground Transportation Center which includes complimentary wheelchair service for impaired guests to the Ticketing level; and new and improved food and beverage options.”

Robert Kennedy, Director/CEO, Cleveland Hopkins International Airport
Most Improved Airport: North America

“...We are proud to receive the ASQ Award ranking Madinah Airport’s customer experience among some of the best airports in the world. It is an important acknowledgement of the commitment of all our employees and strategic partners, and it is one that we should be proud of and must continue to live up to. We are pleased with this recognition. The ASQ program by ACI World has always been a fundamental tool in providing us with crucial feedback on how to improve our services. We are proud and pleased to receive this award given solely upon passenger feedback.”

Eng. Sofiene Abdessalem, Managing Director, Tibah Airports Operation Co.
Best Airport by Size and Region (5-15 million passengers per year): Middle East
2nd place, Best Airport by Region (over 2 million passengers per year): Middle East
"C’est avec beaucoup de plaisir et de fierté que nous accueillons cette bonne nouvelle. Cette distinction est le fruit de l’importance que nous accordons à la satisfaction de nos passagers. Les voyageurs qui choisissent Casablanca comme point de départ ou d’arrivée souhaitent vivre une expérience plaisante et mémorable et c’est ce que nous nous efforçons, chaque jour davantage, de leur offrir. Nous veillons également à rendre l’aéroport un véritable lieu de vie et d’envies, dont les passagers sont la raison d’être. Cet état d’esprit « centré client » imprègne toutes nos actions au quotidien: de la rénovation des infrastructures pour fluidifier le parcours des passagers, à la modernisation des équipements et mobiliers pour améliorer le confort et faciliter l’orientation, en passant par le réaménagement d’espaces conviviaux de shopping et de divertissements pour grands et petits. Nous souhaitons rester dans ce peloton régional non seulement pour l’aéroport de Casablanca mais également y intégrer d’autres aéroports marocains inscrits dans le programme ASQ."

M. Zouhair Mohammed El Aoufir,
Directeur Général de L’Office National Des Aéroports
1st place, Best Airport by Region (Over 2 million passengers per year): Africa
“Los Cabos International Airport, as part of Grupo Aeroportuario Del Pacífico, is committed to care about our customers more than ever. Step-by-step, the team follows strategies to improve the passenger experience. Participating in ASQ is one of our best challenges at the moment. This is one more way to listen to our customers, know what they think about our service, the quality of what we offer, how they feel about being in the airport and what they consider we need to change or improve. ASQ feedback has helped us identify some of the main issues we have as an airport. Thank you ASQ for helping us build up our customer satisfaction.”

Fernando Bosque Mohino, CEO, Grupo Aeroportuario del Pacífico - Servicios a la Infraestructura Aeroportuaria del Pacifico

2nd place, Best Airport by Region (over 2 million passengers per year): Latin America-Caribbean

“Everyone across the airport community at Halifax Stanfield should be very proud of this achievement. This is a true testament of our commitment to our unique approach to the customer experience—The Stanfield Way. Recognition of this kind is the best, as it is from our passengers. What makes this award so special for Halifax Stanfield is that it will be presented at the Gala Dinner & ASQ Awards Ceremony during the ACI Customer Excellence Global Summit in Halifax this September. It will be such an honour to accept our award in Halifax, while hosting the Global Summit at our new Halifax Convention Centre and showcasing our airport, city and province to airport officials from the best airports around the globe.”

Joyce Carter, President & CEO, Halifax International Airport Authority (HIAA)

3rd place, Best Airport by Region (over 2 million passengers per year): North America
Brian Ryks, Executive Director and CEO, Metropolitan Airports Commission

**3rd place**, Best Airport by Region (over 2 million passengers per year): North America

Leonid Sergeev, CEO, Basel Aero

**1st place**, Best Airport by Region (over 2 million passengers per year): Europe

**1st place**, Best Airport by Size and Region (over 2 million passengers per year): Europe

“This is the second consecutive year Minneapolis-St. Paul International has been named Best Airport in North America in its size category based on traveler feedback, and we could not be more thrilled. Our vision is ‘providing your best airport experience,’ and receipt of this coveted award validates our efforts and those of our partners in the MSP Airport community. Employees from a wide swath of the MSP Airport community—the Metropolitan Airports Commission, airlines, airline contractors, concessionaires, TSA, FAA, CBP, the Airport Foundation MSP and dozens of other organizations—made this top ranking possible, and I want to thank them for their continued commitment to service excellence.”

“In 2017, we made it our mission to develop innovative technologies along with quality service improvements. Some projects such as self-service check-in, self-boarding gates, efficient scanning of boarding passes were implemented. These initiatives involve the development of behavior and communication standards for employees when communicating with passengers as well as training sessions on skill development, designed in terms of client expectations and the desired level of service. This year, the airport will continue to work on improving professional skills and applying the best international practices. Such practices combine security and growth in passenger traffic with a welcoming atmosphere.”
“This is a most fitting reward for a team that puts a lot of effort into delivering an excellent service and finding new ways to enhance the passenger experience. While we certainly worked hard for this accolade, the excellent result obtained exceeded our expectations, especially considering the added challenges construction works falling under our Terminal Reconfiguration Project presented throughout 2017. I would like to thank the MIA team and our stakeholders for overcoming these challenges through teamwork and a lot of dedication.”

Alan Borg, CEO, Malta International Airport

2nd place, Best Airport by Region (over 2 million passengers per year): Europe
Airport Digital Transformation

Industry experts to discuss the power of digital technologies at upcoming WAGA in Brussels

By Serge Yonke Nguewo, Senior Manager, Facilitation & IT, ACI World
A working session at the ACI EUROPE/World Annual General Assembly, Conference and Exhibition in Brussels in June, will focus on digital transformation and the airport brand proposition – where should the airport experience begin and end?

Today’s airports are no longer just a place where airplanes take off and land; instead airports are vital economic generators providing a gateway to their city, state, region, country. Airports are as important for tourism as they are for business; the transport of people and goods not only between aircraft but with all other modes of transportation.

In an increasingly competitive environment, airports are focused on expanding and enhancing their appeal to increase their share of air travel and tourism, including innovation and a strong focus on enhancing the customer experience. While safety and security always remain the top priority, airport leaders are also focused on ways to streamline the business and operations, including leveraging technology to meet and exceed goals and objectives. After all, in today’s digital world, there is no escaping the power of data so harnessing its benefits is key.

“Airports are natural interfaces between the analog and digital worlds,” said Dr. Michael Kerkloh, Chief Executive Officer, Munich Airport and current President of ACI Europe. “If airports succeed in the efficient digital marketing of their analog products and services, they will continue in the future to have a ‘home field advantage’ in the passenger business over other providers. The Airport Digital Transformation Best Practice helps us to establish a shared vision and best practices in our industry.”

“At Schiphol, we have always been an airport that dreams big,” said Jos Nijhuis, Chief Executive Officer, Royal Schiphol Group. “We want to be the world’s leading digital airport. With smart airport operational processes, secure Application Programming Interface (API) data sharing and flawless efficiency. By effectively utilizing digital contact moments, we will connect with and stay connected to travellers and be able to provide them even better service. The Airport Digital Transformation Best Practice is therefore very important to us.”
This survey will help airports assess their maturity in adopting digital transformation technology tools. Once completed, members can share results with ACI to receive specialized guidance on how to enhance this important evolution.

Interested in learning more? Don’t miss the digital transformation working session on Wednesday, 20 June in Brussels during WAGA. **Register today.**

“The document is a great reference product and should be in every executive’s reference library,” said Maurice Jenkins, Director, Information Systems and Telecommunications, Miami Dade County Aviation Department. “It is key to transforming our system of airports and meeting the demands of the industry.”

“This handbook is an excellent reference for any airport working towards digitalization,” said Aymeric Dussart, Director of Technology and Innovation, Aéroports de Montréal. “We are delighted to have contributed insights, having learnt from various customer experience initiatives that we have invested in at Montréal-Trudeau.”

**The Airport Digital Transformation: Best Practice**, launched at the end of last year, has been well received by members and the industry alike. It intended as a decision and implementation aid for airport managers who are responsible for evolving their companies in a digital world.

This document helps airport corporate executives (CEOs, CIOs, CXOs) pick a starting point and develop a digital culture across the enterprise which will enable it to gain as many benefits as possible and as quickly as possible while the airport is developing a longer-term evolution strategy.

It provides a roadmap of becoming an airport digital. To further help our Member airports on their path of digital transformation, ACI has developed the Digital Airport Survey.
ACI EUROPE • WORLD
General Assembly Congress & Exhibition

18-20 June 2018, Square, Brussels, Belgium

Hosted by: brussels airport
the heart of Europe
Can the disruption of baggage be corrected?

By Wissam Andary, Sales Manager, EMEA, Vanderlande Industries B.V.

A term like “disruption” is common place in business world language to describe inconveniences affecting customers. Is it also relevant for baggage systems in the air travel industry?
Observe, for example, some current trends:

- Inefficient use of baggage systems designed for peak capacity;
- baggage surcharges, which vary among airlines and frequent flyer status;
- fragmented baggage processes that increase complexity and costs.

Disruption has already started to happen in some places and is developing more and more in others. At present, the air travel industry is not paying much attention to the consequences of this kind of disruption.

The industry is faced with a choice. Either take the “wait-and-see” approach or shape the future by putting forward a vision and implementing successful baggage systems. There are many reasons why taking the first approach is not optimal. It could result in losing control and not being able to fulfil the baggage promise to the passenger or in losing business to disruptors.

The baggage as a service initiative’s purpose is to put forward a vision for baggage, discuss the requirements to make it happen and call upon the air travel industry for action to make the changes.

The vision for the future of baggage systems is based on four key points:

Focus on passengers: to realize the vision, industry players must see things more from the passenger’s point of view.

Cooperation: the current baggage process is too fragmented. Industry players need to cooperate more effectively in more areas.

Legislation: new legislation is necessary, for example, to allow bags to travel independently from the passengers who own them.

Supply-chain control: one party in the industry needs to assume control and responsibility for the whole baggage chain.

In short, the passenger experience is paramount. Business models for airports and airlines would change significantly by holding baggage travels ‘door to door’ and mandating that carry-on baggage is for immediate needs only.

When can the vision become reality? Available technology, processes and infrastructure are already in place and are not considered roadblocks.
The ascent of future airport experiences in food

By Steve Johnson, President & CEO, HMSHost
When we think about the future of airport dining, we routinely hear about innovation, artificial intelligence and technology practices that can produce food faster, better and more efficiently. Despite these buzzwords, we have found that creating an elevated airport dining experience does not just revolve around the idea of technology. Rather, through sustainability practices, a well-balanced mix of authentic dining options, health and wellness choices, and exceptional customer service, it is a way to complement our overall commitment to enrich the traveller’s journey.

We recognize the importance technology plays for the future of airports. However, technology preferences remain as diverse as the travellers we serve. The goal should be to give every traveller the power of choice to control their entire travel experience on their own terms. Envision a passenger creating her own seamless and customized dining experience before she even sets foot in the airport. This might include pre-ordering a meal or beverage to be ready for pick-up, reserving a table or designing menu choices. Imagining this scenario is the inspiration behind the ascension to the future of airport dining. Inspiration leads to disruptive thinking. It leads us to create restaurants that are enlightening, menus that are stimulating and food that is soul stirring.

In the end, it does not matter whether a passenger orders from a person, a mobile device or a robot. An environment that allows us to be inspired by diverse ideas, one that allows us to figure out how to meet someone’s preferences by giving them the power to choose what to eat, where and how is our path to the future of the airport food experience.
International Women’s Day (IWD)

By Anita Berthier, External Relations Manager, ACI World

Each year, International Women’s Day (IWD) is celebrated around the world on or near the 8th of March. On this date, and throughout the month, events occur to mark the economic, political or social achievements of women, to reflect on the progress being made towards gender equality, and to mobilize efforts to take global action.

The aviation community came together last month to mark International Women’s Day.

A panel organized by ACI, IATA and ICAO featured ICAO’s Secretary General, Dr. Fang Liu, ACI Director General Angela Gittens and Air Canada’s Arielle Meloul-Wechsler, Senior Vice President, People & Culture, Air Canada. This year’s theme, #Press4Progress inspired a conversation to motivate and unite industry colleagues to think, act and be gender inclusive.

More than 200 participants gathered at ICAO to hear from the panel, which answered diverse questions from pilots, engineers, airport staff, students and State representatives to name a few.
ACI Events
ACI Events calendar

April—November 2018

**ACI 10TH ANNUAL AIRPORT ECONOMICS & FINANCE CONFERENCE & EXHIBITION**
9—11 April 2018  London, UK

**ACI AFRICA REGIONAL ASSEMBLY, CONFERENCE AND EXHIBITION**
13—17 April 2018  Lagos, Nigeria

**ACI ASIA-PACIFIC REGIONAL ASSEMBLY CONFERENCE & EXHIBITION**
23—25 April 2018  Narita, Japan

**ACI-NA LEGAL AFFAIRS SPRING CONFERENCE**
2—5 May 2018  San Francisco, CA

**ACI-NA JUMPSTART® AIR SERVICE DEVELOPMENT PROGRAM**
3—6 June 2018  Cleveland, OH

**ACI-NA BUSINESS OF AIRPORTS CONFERENCE**
11—13 June 2018  Portland, OR

**28TH ACI WORLD ANNUAL GENERAL ASSEMBLY AND 28TH ACI EUROPE GENERAL ASSEMBLY, CONGRESS AND EXHIBITION**
18—20 June 2018  Brussels, Belgium

**ACI CUSTOMER EXCELLENCE GLOBAL SUMMIT**
10—13 September 2018  Halifax, NS, Canada

**ACI-NA ANNUAL CONFERENCE & EXHIBITION**
30 September—2 October 2018  Nashville, TN

**THE TRINITY FORUM**
31 October—1 November 2018  Shanghai, China

For a full listing of ACI events, please visit [www.aci.aero/events](http://www.aci.aero/events).
Save - the - Date

Miami 2018

Miami International Airport Welcomes the
ACI-LAC Annual Assembly & Conference
12-14 November, 2018 • Miami, United States
**Key events and courses**

**Highlighted events and training**
April—June 2018

- **ACI 10TH ANNUAL AIRPORT ECONOMICS & FINANCE CONFERENCE & EXHIBITION**
  - 9—11 April 2018
  - London, UK

- **ACI AFRICA REGIONAL ASSEMBLY, CONFERENCE AND EXHIBITION**
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- **28TH ACI WORLD ANNUAL GENERAL ASSEMBLY AND 28TH ACI EUROPE GENERAL ASSEMBLY, CONGRESS AND EXHIBITION**
  - 18—20 June 2018
  - Brussels, Belgium

- **ACI-NA LEGAL AFFAIRS SPRING CONFERENCE**
  - 2—5 May 2018
  - San Francisco, CA

- **ACCOMMODATING PASSENGERS WITH DISABILITIES (APD) WORKSHOP**
  - 14—16 May 2018
  - San Francisco, United States

- **GSN 4 - WORKING WITH ANNEX 14**
  - 14—18 May 2018
  - Montego Bay, Jamaica

*This course can be taken as an elective for the Airport Management Professional Accreditation Programme.*
Training calendar

**Africa**

**BEHAVIOURAL ANALYSIS: PASSENGER SCREENING AND INSIDER THREAT MANAGEMENT**
23—27 April 2018  Nairobi, Kenya

**GSN 1 - SAFETY MANAGEMENT SYSTEMS**
7—11 May 2018  Nairobi, Kenya

**IMPLEMENTING BRANDED CUSTOMER SERVICE PROGRAMMES AT AIRPORTS**
4—8 June 2018  Nairobi, Kenya

**Asia Pacific:**

**ADVANCED AIRPORT OPERATIONS**
16—20 April 2018  Kuala Lumpur, Malaysia

**DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS**
22—26 April 2018  Abu Dhabi, UAE

**AIRPORT FINANCIAL MANAGEMENT**
29 April—03 May 2018  Abu Dhabi, UAE

**INTRODUCTION TO AIRPORT ECONOMICS**
29 April—03 May 2018  Abu Dhabi, UAE

**AIRPORT COLLABORATIVE DECISION MAKING (CDM)**
21—25 May 2018  Gimpo, South Korea

**GSN 3 - EMERGENCY PLANNING AND CRISIS MANAGEMENT**
24—28 June 2018  Abu Dhabi, UAE

**Europe:**

**AIRPORT HR MANAGEMENT**
16—20 April 2018  Bucharest, Romania

**AERONAUTICAL STUDIES AND RISK ANALYSIS**
16—20 April 2018  Munich, Germany

**PASSENGERS WITH REDUCED MOBILITY WORKSHOP**
23—25 April 2018  Athens, Greece

**GSN 3 - EMERGENCY PLANNING AND CRISIS MANAGEMENT**
23—27 April 2018  Bucharest, Romania

**AIRPORT COMMUNICATIONS AND PUBLIC RELATIONS**
07—11 May 2018  Bucharest, Romania

**QUALITY MANAGEMENT IN AIRPORT SECURITY**
04—08 June 2018  Bucharest, Romania

**GSN 6 - AERODROME AUDITING AND COMPLIANCE**
04—08 June 2018  Riga, Latvia

**AIRPORT HR MANAGEMENT**
25—29 June 2018  Athens, Greece
Latin America:

WILDLIFE HAZARD AND PREVENTION MANAGEMENT
16—18 April 2018 Port of Spain, Trinidad and Tobago

GSN 2 - AIRSIDE SAFETY AND OPERATIONS
07—11 May 2018 Montego Bay, Jamaica

GSN 4 - WORKING WITH ANNEX 14
14—18 May 2018 Montego Bay, Jamaica

GSN 1 - SAFETY MANAGEMENT SYSTEMS
25—29 June 2018 Montego Bay, Jamaica

AERONAUTICAL STUDIES AND RISK ANALYSIS
25—29 June 2018 Port of Spain, Trinidad and Tobago

North America:

AIRPORT REVENUE GENERATION
16—20 April 2018 San Francisco, United States

AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION FOR US AIRPORTS
23—27 April 2018 Maui, Hawaii, United States

ACCOMMODATING PASSENGERS WITH DISABILITIES (APD) WORKSHOP
14—16 May 2018 San Francisco, United States

ACI/ICAO USER CHARGES
14—18 May 2018 Montreal, Canada

*Can be taken as an elective for the Airport Management Professional Accreditation Programme (AMPAP)

For additional information please contact us at training@aci.aero
Photo Gallery
February 2018 Courses

GSN 1 - Safety Management Systems, 5 – 9 February 2018, Athens, Greece
GSN 1 - Safety Management Systems, 19 – 23 February 2018, Cape Town, South Africa

Airport Safety Management Systems Implementation, 26 February – 2 March 2018, Johannesburg, South Africa
The Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP) is an executive development programme for airport executives worldwide. The primary focus is to develop airport managers through a six-course curriculum that covers all functional areas of the airport business in key areas. AMPAP encourages participants to share best managerial practices in an interactive, cross cultural environment while establishing a global network of contacts.

Look out for 2018 Gateway course venues

www.IAP.aero
Market Square Consult (MSC) possesses a unique combination of experience with airport commercial strategy development, non-aviation revenue, including but not limited to retail planning, real estate (Airport City) planning, revenue optimisation, commercial training etc. in airport non-aeronautical projects worldwide. We have thorough knowledge of the global retail concessionaire industry and are able to combine the international best practices with local operations. MSC possesses a unique combination of experience with airport commercial and real estate planning in worldwide airport non-aeronautical projects; we also have the experience of developing and managing airport retail as an airport commercial manager (knowing both sides of the equation).
LG ELECTRONICS
Region: Europe
Level: Gold
Address: Yeoeuidae-ro 128,
Youngdeungpo-gu, 07336
Seoul Korea
Website: www.lg.com/global/business/information-display-transportation
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Marketing Director
Email: czeone.kim@lge.com

FOUNDATION RECRUITMENT
Region: Europe
Level: Silver
Address: 20th Floor,
City Tower,
Piccadilly Plaza,
M1 4BT Manchester UK
Website: www.foundationrecruitment.com
Contact: Julian Long, Managing Director
Email: julian.long@foundationrecruitment.com

LG Electronics, a global technology leader, excels in offering smart solutions. With the digital signage R&D expertise, we pride in providing the advanced and flexible products and technologies.

We are recognised recruitment experts within intensive, diverse, high expectation, commercial and operational environments.

Our specialist Consultants know what it takes to deliver successful strategic management and the smooth operational delivery of airports.

Working both airside and landside, we recognize the importance of having the right people delivering nothing but exceptional customer experience, not only for every passenger but also for airlines, tenants and operators alike. It is this 360-degree appreciation that enables us to successfully work for some of the world’s largest airport logistics companies, alongside global airports and the facilities management businesses that deliver the services within the terminal environment.
SEDECT SA
Region: Europe
Level: Gold Small Business
Address: Avenue du Mont-Blanc 31, 1196 Gland, Switzerland
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Founded in 2015, SEDECT develops, manufactures and markets innovative products for airport security checkpoints which facilitate passenger flow.

SEDECT equipment is designed and developed by talented micro-technology engineers at its base by Lake Geneva in Switzerland.

Our SEEFLOW products are designed to improve passenger traffic at security checkpoints by increasing the passenger’s readiness to proceed. Our products improve passenger’s throughput and enhance passenger’s experience while increasing the security.

JustWIFI is a technology which monetizes your airport wi-fi network by turning it into innovative and premium advertising channel. Our platform integrates seamlessly with existing airport infrastructure. We are integrated into 11 airports and another 3k locations in Europe, providing 5 million users annually with engaging content. In addition, JustWIFI gives the opportunity for out-of-home airport advertising companies to tap into new revenue stream.

JUSTTAG SP. ZO.O.
Region: Europe
Level: Silver Small Business
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KONE
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Level: Gold

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KONE is an innovative leader in the elevator and escalator industry. Our aim is to make the best of the world’s cities and public spaces. Our mission is to improve the flow of urban life. We deliver innovative and eco-efficient solutions that are tailored to our customers’ needs and which add value throughout the lifecycle of their building, including elevators, escalators and doors, as well as 24/7 connected services.

S.A. TRBA
Region: Europe
Level: Gold Small Business

Address: Rue de l’Europe 6, 7600 Peruwelz, Belgium

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TRBA is one of the leading Belgian experts in concrete road construction. We deliver you high-quality solutions with the help of state-of-the-art equipment and experienced staff.

As a leader, we closely follow the latest innovations in concrete technology. Mix that innovation approach with high-quality concrete from our own TRBA plants and you know right away that ‘flexibility’ and ‘sustainability’ play a crucial role in our services.
As a passenger experience consulting company, we strive to provide real insights that help airports to meet and exceed passenger expectations.

OPTILYN
Region: Europe
Level: Silver Small Business
Address: Krijgselaan 276, 9 2610, Wilrijk Belgium
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HKA is a privately owned, independent consultancy firm for the construction, manufacturing, process and technology industries. Our global portfolio includes some of the world's largest and most prestigious projects across a wide range of market sectors that include buildings, industrial, infrastructure, oil and gas, power and utilities, and technology. HKA has over 960 professionals in more than 40 offices in 21 countries worldwide.

S.A. TRBA
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