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Seasonal markets

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The ACI approach to airport capacity building

Photo gallery

Training calendar

MAP: KEY EVENTS AND TRAINING

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ACI Events Calendar

NEW WORLD BUSINESS PARTNERS

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As the global trade representative of airport owners and operators, Airports Council International (ACI) World is committed to advocating for airports interests with governments and international organizations such as the International Civil Aviation Organization (ICAO). We develop policies and recommended practices for airports and provide business intelligence, training and deploy the community of airports to promote excellence in airport management and operations.

As a federated organization, ACI works strategically at World and Regional levels to offer solutions to fit the unique needs of individual airports as well as to propound system-wide answers to shared challenges. We work with other industry players and decision makers outside of industry as part of the contribution to the achievement of a safe and sustainable aviation industry. Our members are dedicated to delivering high-quality customer experiences and finding efficiencies to accommodate demand at the lowest attainable costs for all users.

While we have a multitude of key projects, I wanted to highlight some of the publications we will produce this year thanks to the hard work of subject-matter experts on ACI Standing Committees and staff.

To provide members with effective tools to enhance the safety of their operations, we have just published the Managing Operations during Construction Handbook and will soon publish a Rescue and Firefighting Handbook.

In the interest of ensuring a superior airport experience for all customers, we will update and expand the Handbook on facilitating the passage of persons with disabilities through
our airports.
In the first quarter of 2018 we will publish a survey that will assess the maturity level of airport adoption of digital technology. This survey will enable airports to benchmark themselves against five levels of maturity and enable ACI to enhance the vision for digital transformation. In addition, our members will be encouraged to manage their use of beacons at airports through the recently launched ACI beacons registry platform.

In response to the call for practical solutions to the landside security challenge, we will officially launch the new Landside Security Handbook at the Asia-Pacific Annual Assembly, Conference and Exhibition, to be held in Narita, Japan, 23–25 April. The Handbook brings together best practice for airport design, passenger flow approaches, risk and vulnerability assessment, security culture and more.

To maximize the contributions of airports to maintaining and developing a safe air transport system, we will submit papers and attend the ICAO’s Air Navigation Conference from 9–19 October. ACI World papers will focus on aerodrome operations and capacity. Other items on the Conference agenda include the revised and updated Global Air Navigation Plan and the Global Aviation Safety Plan, as well as Drones, Unmanned Aircraft Systems Traffic Management (UTM) and Cybersecurity.

In 18–20 June, we will join with ACI-Europe to stage the ACI Europe/World Annual General Assembly, Conference and Exhibition in Brussels, Belgium and launch the publication of a new policy brief on airport privatisation, to provide facts and analysis on a matter that has been the subject of heightened unsubstantiated rhetoric in recent months.

Handbooks, working papers and policy briefs are the results of a great deal of effort and are key to achieving our twin missions of promoting airport interests and promoting airport excellence.

Much more to come in 2018.

Angela Gittens
Director General
I am pleased to be the newly elected ACI World Business Partner Advisory Board (WBPAB) Chair for 2018, supported by Tom Duffy (ACI North America) as Vice Chair. Together we represent two very different industry sectors—retail and airport operations solutions. With our combined experience we bring a broad understanding of the breadth and diversity of the airports ecosystem and we look forward to serving you and furthering WBP interests over the next 12 months.

Last year’s Chair, Tunde Oyekola (El-Mansur Atelier Group, ACI Africa) brought huge energy, dynamism and commitment to the role. Tom and I intend to continue the ambitious agenda set by Tunde and I last year, which focused on gaining more visibility for World Business Partners with airports, and improving the flow and quality of information from ACI to WBPs in order to open up more opportunities to grow the businesses that we all represent.

We are committed to working with ACI World to deliver a searchable membership database to enable you to highlight the services that you offer and to identify opportunities to grow your business, and conversely to give airports a one-stop-shop to easily identify experts amongst WBPs. The WBP panel at the ACI World Conference held jointly with ACI Africa in Mauritius last year was very well received and we hope this may become an annual fixture.

During the course of this year, Tom and I will ensure between us that we are at the major events in the calendar in each region. With the assistance of your regional ACI WBPAB members and ACI’s regional offices you will have the opportunity for face-to-face meetings at these events with airport CEOs and key airport decision makers across a variety of disciplines. Whether your company is involved in delivering key brick-and-mortar infrastructure, technical or digital solutions, or providing enhanced services to ever more demanding passengers, the pace of change has never been faster. Nor has the expectation for speed and accuracy of delivery ever been so great. ACI’s WBPs are ideally placed to deliver innovative and effective solutions to enable the world’s airports to be at the forefront of this rapid change.

We look forward to meeting you all and to gathering your feedback and ideas for improving the services that you enjoy as WBPs. Between these excellent networking opportunities, we invite you to contact us either via your regional ACI representative, or directly at sarah.branquinho@dufry.com and/or tom.duffy@adbsafegate.com.
Past Chair Letter

By Tunde Oyekola, Chair, CEO, EL-MANSUR Atelier Group

It is amazing that one year has gone by so quickly.

Exactly a year ago, my colleagues on the World Business Partners Advisory Board (WBPAB) elected me as Chair and Sarah Branquinho as Vice Chair for 2017. The very thought of filling the boots of some of the great leaders who had been Chair before me was quite daunting, but nonetheless into the river I jumped.

My first goal for 2017 was to increase the visibility of WBPs within the ACI family. The second goal was to encourage and improve WBP participation. The third was growing the programme and ensuring it would thrive.

I had the privilege of representing the WBP programme during the ACI World Governing Board meetings in Qatar and Mauritius, where we discussed issues relating to WBPs and how airports could better take advantage of the program.

I also had the privilege of attending all but one of the five regional ACI conferences. I used the opportunity to engage with the regional WBPs and to advance the goals stated above.

I was rather pleased to observe that we do have a very robust WBP program with very eager and active participation, which I’m confident will only grow as time goes on. While each region has its own opportunities and challenges, the overall goal of making sure the aviation industry thrives and gets better is the same across board.

The WBP articles in the 2017 ACI World Report editions reflected the admirable work being done in the various regions. In 2017, the WBP programme was given a slot at the World Annual General Assembly in Mauritius where we discussed the topic of “Innovating for airports” from the WBPs’ perspective, with participants drawn from each of the five regions. It was very well received judging from the feedback we got from the audience and we hope this will become a permanent feature in all forthcoming World General Assemblies.

Let me use this opportunity to thank Sarah for being such an able Vice Chair, the entire WBPAB for all the support and encouragement and ACI Staff, in particular Joanna Kufedjian, for the tireless work they put into making sure the WBP programme continues to thrive.

Finally, I am pleased to pass on the mantle of leadership to Sarah Branquinho and Tom Duffy, who have just been elected as Chair and Vice Chair respectively. I have no doubt that they will take the WBP programme to much greater heights.
Istanbul Atatürk:
An exceptional growth story

By Kemal Ünlü, General Manager, TAV Istanbul
In the last decade, Turkey has become a global player in the aviation industry thanks to the successful privatization and liberalisation policies pursued in the beginning of 2000s. Istanbul Ataturk was one of the first successful airport build-operate-transfer projects globally.

Awarded with building and operating the new international terminal in 1997, TAV Instanbul Ataturk Airport (TAV) started operations in January 2000 at Istanbul Ataturk, after two years of construction. TAV has operated the state-of-the-art international terminal at Istanbul Ataturk since that time, having also taken over operations of the domestic terminal in 2005.

With 14.7 million inhabitants, Istanbul is the largest city in Turkey and the cultural and economic capital of the country. Ancient home to three empires, the metropolis itself ranks ahead of several European countries in terms of population. Over 27,000 companies with foreign capital shares have offices in the city, proving Istanbul’s strength as a global business destination. The growth of the Turkish economy in the past decade has been key to Istanbul Ataturk’s emergence as an aviation hub. The city attracts millions of foreign visitors every year thanks to its rich history and natural beauty.

Istanbul Ataturk is a global hub with passenger numbers that have grown rapidly since TAV took over operations in 2000. Passenger traffic currently stands at 63.7 million per annum from 14.7 million 17 years ago. This strong growth is epitomized in Istanbul Ataturk’s slogan: “Prime Location, Global Gateway.”

Ensuring a stellar experience

Istanbul Ataturk is equipped with the latest technology and automation systems for improved efficiency, enhanced security and excellent service. Indeed, the airport’s high operational efficiency contributes to passenger contentment and customer satisfaction. The spacious terminal building, effective signboards, luxury-focused and easily accessible duty free shops, variety of food and beverage locations and the Prime Class Lounge make for a hassle free and memorable airport experience.

Istanbul Ataturk is linked to more than 280 destinations served by 125 airlines. Thanks to the variety of airlines and the destinations served, Istanbul Ataturk offers many convenient connection opportunities, mostly on Turkish Airlines, which has one of the biggest networks of any of its competitors. With its global network coverage and strong home base carrier, Istanbul Ataturk operates as a major hub in its region. Testament to both the airport’s geographical location—with easy connections to Africa, the Middle East and Europe—and its strong partnership with Turkish Airlines, the proportion of transfer passenger traffic at Istanbul Ataturk has surged from 15% in 2008 to 39% today. Istanbul Ataturk has also strengthened its long-haul network in recent years. Twenty new long-haul destinations have been added to Istanbul Ataturk’s network, including Seoul, Los Angeles, Montreal, Houston, Toronto, Buenos Aires and Boston.
Feature airport
World-class amenities

Istanbul Ataturk Airport provides its passengers with easy and comfortable accommodations in the classy airport hotel. The facility is operated by BTA, a subsidiary of TAV Airports Holding. The Airport Hotel has two sections: the airside and the landside, offering 46 and 82 comfortable and well-equipped rooms respectively.

The rooms on the airside are available not only for daily bookings, but also for hourly bookings, providing international transfer passengers with the opportunity to refresh between flights with long connection times. The airside portion of the hotel is located within the international terminal building, next to the duty free area. Arriving international transfer passengers can move straight to their hotel room, freshen up while waiting for their connecting flight and then go directly their gate at boarding time.

A commitment to continued improvement

Istanbul Ataturk has strived to minimize the effects of its operations on the environment, while aiming at the highest possible level of passenger satisfaction. Accordingly, the airport is a long-standing participant of the Airport Carbon Accreditation (ACA) programme and is currently accredited at Level 3 – Optimization. TAV Airports also discloses its environmental performance through the Carbon Disclosure Program (CDP).

Further testament to the airport’s commitment to continuous improvement is the fact that Istanbul Ataturk undertook a comprehensive accessibility assessment and improvement program. The airport has been recognized by Vienna-based Zero Project for its work in this regard, with the company naming Istanbul Ataturk best in class in terms of its accessibility.

In 2015, the general customer satisfaction level at Istanbul Atatürk Airport increased to 3.86 out of 5, as measured by ACI’s Airport Service Quality (ASQ) programme. This represents an increase of approximately 10 percent since 2014. The same year, Istanbul Atatürk Airport received the ASQ award for “Most Improved Airport in Europe.”

And Istanbul Ataturk’s sharp focus on driving enhancements has also touched the airport’s operations; a collaborative decision making mechanism undertaken together with the General Directorate of State Airports Authority (DHMI) and Turkish Airlines has been in place since 2011. Based on the exchange of information between institutions, the mechanism enables the efficient use of resources and airport capacity.

Istanbul Ataturk looks forward to future growth and reaffirms its commitment to continually enhancing both the airport experience and its operations as a means of connecting more passengers to a world of possibilities.
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

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São Paulo International Airport’s Bioplanet Programme: Driving sustainability through social inclusion

By Carlos Almiro de Magalhães Melo, Sustainability Manager, GRU Airport and Rodrigo Cardoso de Jesus, Strategic Planning Manager, GRU Airport
São Paulo International Airport (GRU), together with Biotechnos, a company specializing in biofuels, and Coop-Reciclável, a recycling cooperative, introduced a sustainability initiative programme called the “Bioplanet - Energy for the World”. This programme was designed to address environment protection issues such as greenhouse gas emission mitigation and water protection, and to promote social inclusion and environmental training - benefitting the communities around the airport.

**Environment protection**

With the institutional and technical support of the City Hall of Guarulhos, US$500,000 was invested to build a plant and the facilities necessary for the project. Biodiesel and ecological soap will be produced from recycled cooking oil. The local production facility will be operated by the recycling cooperative with technical support provided by Biotechnos to produce the biodiesel. The cooking oils generated in the airport’s...
The process to be used is transesterification which exchanges the organic group R of an ester with the organic group R of an alcohol. These reactions are often catalyzed by the addition of an acid or base catalyst.

Brazilian authorities estimate that approximately 1.5 billion liters of cooking oil per year are improperly disposed into the sewage system.

It is estimated that one liter of recycling cooking oil and other fats may contaminate up to 25,000 liters of clean water in Brazil.

From the 1990s, recycling cooperatives spread throughout Brazil and serve as an important source of income and jobs for waste collectors.

A diagram of the biodiesel plant

food and beverage areas could also be transformed into biodiesel, which in turn could be used as fuel for the airport’s ground vehicle operations and ground transportation. In this way, the programme offers a clear contribution for a sustainable energy matrix by replacing fossil fuels for biofuels.

The programme will also help alleviate water scarcity and prevent contamination of clean water sources, a well-recognized problem by the Brazilian authorities. In fact, it is estimated that about 7,500,000 m³ of clean water will be directly protected annually, as a direct result from this programme.
Social inclusion

Besides the obvious contribution this will have to environmental protection, the Bioplanet programme is expected to promote social inclusion and community development. The biodiesel produced will be sold to third parties and/or used in generators and vehicles, rewarding about 100 impoverished recyclers with an additional source of income. The gains from biodiesel and soap production will directly benefit the community centralized around GRU.4 Moreover, environmental education will be provided to public schools interested in learning the biofuel production operation of the programme. The education sessions are expected to begin on March 2018, starting with a delivery to the environment engineering students of Encontro Nacional de Inteligência Artificial e Computacional (ENIAC) University, in the center of Guarulhos, São Paulo, Brazil.

Overall, the programme is expected to combine environmentalism with grassroots cooperation, successfully bringing together private entities, government and local communities - working together towards the goal of sustainable development.
Angkasa Pura I: Developing an Environmental Management System and standards in Indonesia’s airports to prevent long-term damage

By Kleopas Danang Bintoroyakti, Young Aviation Professional Officer, ICAO ATB

Polana Pramesti, Director of Engineering, Angkasa Pura Airport
Aviation infrastructure development has been extensive following the buoyant growth in the number of air passengers in Indonesia. In 2016, 95.2 million people traveled by air, of which 80.4 million were domestic passengers (+16.97% year on year) and 14.8 million were international passengers (+8.16% year on year).

Polana Pramesti, Director of Engineering of Angkasa Pura Airports (AP I) met with ACI representatives in Montreal at the end of 2017 and shared her thoughts on the importance of ensuring that uptake of environmental management initiatives grows in step with the country’s air traffic. “Airport development projects are a priority in our masterplan to accommodate surging air travel demand in Indonesia,” she said. “However, these projects must bring ecological and social benefits to the communities where our airports operate. Therefore, in order to prevent long-term environmental impact, we are committed to bringing eco-airport values into our airport development projects.”

AP I recently introduced an eco-friendly concept for the newly built Ahmad Yani International Airport (SRG) terminal in Semarang, followed by the full implementation of ISO14001 standards on environmental management for Bali’s I Gusti Ngurah Rai Airport (DPS). The company has also embarked on a strategy of incorporating environmental management within its corporate social responsibility programs, such as tree planting projects at all airports managed by AP I. The total number of trees planted to date has reached more than 60,000 across Indonesia.

In addition, the airport operator has been implementing the following other initiatives:

- **the installation of rainwater treatment facilities, recycling plants, Ground Support Equipment (GSE) for vehicle emission measurement facilities and general waste segregation facilities;**
- **the application of a terminal skylight architecture concept at the new airports;**
- **and the installation of LED flood lights for apron lighting, as well as a magnetic bearing centrifugal chiller and solar panels, which permit energy savings up to 77.6%.

“Robust regulations, Standards and Recommended Practices, and newer technologies have effectively helped airports to boost innovation and operate in a more environmentally friendly manner,” Pramesti continued. “However, cooperation among airports and with stakeholders such as the DGCA, airlines, passengers and strategic partners are equally important to ensure effective implementation. Therefore, we established the Eco-Airport Council to strengthen cooperation with our stakeholders while mitigating the environmental impact of our operations. This Council serves as a special task force in which every member interacts and shares ideas for better solutions. The Council is a testament to our commitment to developing an integrated environmental management system.”

**Did you know?**

Indonesia is home to 270 airports across an archipelago that has a staggering 17,000 islands. Twenty-six of these airports are international and managed as airport networks (Angkasa Pura I and Angkasa Pura II). Angkasa Pura I oversees 13 airports in Central and East Indonesia which in 2016 served 84.7 million passengers (+15% year over year), 764,531 aircraft movements (+9.5% year over year) and 362,449
There is a well-established rhythm to the work of the International Civil Aviation Organization (ICAO). It has a three-year cycle of Assemblies, with the last having taken place in October 2017; and, within each year, meetings of the Council where three Sessions are held annually. So, ICAO is now at the peak of its productivity where it has digested the outcome of the last Assembly, but is not yet in full preparation mode for the next.

**ICAO Overview**

The ICAO Council is made up of 36 States who were elected by the Assembly to oversee the day-to-day work of ICAO – it is the governing board which reviews and approves the work of the Secretariat, and takes decisions on policy and administrative issues in the absence of the direct instruction from the Assembly. The Council also has a mandatory responsibility for voting on Amendments to the Annexes to the Chicago Convention, to introduce or amend ICAO’s Standards and Recommended Practices (SARPs).

**Upcoming ICAO Events**

In 2018 the ICAO Council’s 213th Session will be from 15 January to 16 March; the 214th Session from 30 April to 11 June; and the 215th
Session from 17 September to 16 November. Between Sessions and during the recesses, between the Committee and Council phases of the Sessions there will be a number of ICAO Conferences and Symposiums.

So far confirmed are:

- ICAO Seminar on Carbon Markets, 7–9 February, Montréal
- ICAO Regional Safety Management Symposium - The Journey to Achieving Effective Safety Management, 13–16 March, Lima, Peru
- ICAO Regional Seminars on the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) 21 March–18 April, multiple locations. More details to come on the ICAO website.
- ICAO Regional Safety Management Symposium, Asia and Pacific Region and Middle East Region, 23–26 April, Singapore
- ICAO TRIP Regional Seminar, 5–7 June, Brasilia, Brazil
- ICAO Thirteenth Air Navigation Conference, 9–19 October, Montréal

We expect others to follow including a Symposium and Conference on Aviation Security later in the year – but dates are not yet confirmed.

In addition to these large-scale events ICAO continues its technical and policy work through a wide range of Committees and Panels at which ACI is always well represented: these include those on aviation security, safety, airport operations, facilitation, environmental protection and airport economics.

What to expect in 2018

There will also be some changes to senior management over the course of the year: in June the Council will vote on the election of the Secretary General for the period 1 August 2018 to 31 July 2020, and it seems likely that Dr. Fang Liu, Secretary General, ICAO will be re-elected for a second and final term. There will also be appointments of new Directors of Legal Services (to replace John Augustin) and of the Technical Cooperation Bureau (to replace Ivan Galan).

ACI’s commitment to World Business Partners and Members

ACI will continue to represent the interests of Members and World Business Partners at all of these events and will work directly with the Secretariat as airport and broader aviation policy is developed. ACI’s objective is to shape the policy rather than to react to it, and changes over the years have been tangible evidence of ACI’s success.

For more information on ICAO related events, please visit the ICAO website.
ACI represents airport views during the major ICAO symposia (GANIS/2 & SANIS/1)

By R C Raman, Manager, Airport Safety and Operations, ACI World

The second Global Air Navigation Industry Symposium (GANIS/2) and first Safety and Air Navigation Implementation Symposium (SANIS/1) were held in Montreal from 11–15 December 2017. The events attracted over 800 regulators and professionals from across the aviation industry. These symposia were intended by the International Civil Aviation Organization (ICAO) to lay the foundations for the Thirteenth Air Navigation Conference, to be held from 9–19 October 2018. The conference is expected to serve as the next critical global milestone towards the enhanced performance of the air navigation system. During the symposia, ACI actively contributed to the airport streams along with member airports.

GANIS/2 emphasized the need for global
harmonization to ensure interoperability and to maximize utilization of available and emerging technologies and concepts of operations. ACI and its Member airports actively participated in the sessions on “Airport operational performance,” focusing on airport capacity and efficiency.

The session on the “Role of airport master planning and its impact on capacity and efficiency” dealt with ensuring that an airport masterplan is an effective framework within which airport facilities can be planned and operated at the highest possible levels of efficiency.

The session entitled “Improved airfield design enhances airport capacity and efficiency” deliberated on updated and improved aerodrome design specifications. This can save cost on additional infrastructure, especially to accommodate new large aircraft and increasing traffic. Innovations in technology such as aircraft with folding wings/wingtips and the use of “follow the greens” taxiway centre line lighting were also discussed.

The session on “Total Airport Management Systems (TAMs)” dealt with ACI’s concept of airports as ground coordinators, similar to the conductor of an orchestra, where the airport operator coordinates or facilitates the operational decisions. The session emphasized the need to keep an airport running smoothly and efficiently in the face of everyday perturbations; and unlock potential reserves of capacity, performance and efficiency in the system.

The panel on “Aerodrome obstacle management” updated the work on proposed changes to existing ICAO obstacle limitation surfaces and emphasized the need to expand and enhance it to fit any type of operations required at an airport in both near-term and long-term conditions.

SANIS/1 focused on performance - based implementation strategies, implementation aspects of the next Global Air Navigation Plan (GANP) and Global Aviation Safety Plan (GASP), as well as other safety and air navigation-related topics. ACI emphasized the importance of airport performance within the Air Navigation System and the need for airport operators to manage them. ACI took part in the following sessions:

- **Runway safety**: ACI shared airport views and action plans on ICAO's Runway Safety Action Plan. Effectively mitigating runway safety risks has positive influence in enhancing runway capacity, in particular the implementation of capacity enhancing procedures.
- **Ground handling**: ACI presented the proposed version of the ICAO Manual on Ground Handling, global best practices and procedures, making a link between ground handling, airport performance and the wider ATM system.
- **Airport certification**: ACI focused on the requirements to certify airports used for international operations, the advantages the certification process can bring and its potential to be used as a tool to identify areas requiring improvements. ACI presented its contribution through the Airport Excellence (APEX) in safety programme.
- **Safety stream**: ACI contributed on topics related to GASP implementation and management of safety interfaces with other organizations.
Smart Security Guidance Material receives a number of updates

By Jeff Barrow, Smart Security, ACI World and Toronto Pearson International Airport
Smart Security is a joint initiative between ACI and the International Air Transport Association (IATA) with the mission of developing a more sustainable, efficient, and effective passenger and cabin baggage screening process that strengthens security, increases operational efficiency and improves the passenger experience. It aims to achieve this through the introduction of risk-based security concepts, advanced screening technologies and process innovations.

For the past several years, various research activities, trials and proof-of-concept implementations have taken place in close cooperation with a select group of airports, regulators and screening authorities. The knowledge gained and lessons learned from trials and proof-of-concept implementations have been gathered into a comprehensive set of recently updated guidance materials that are now available for wider use.

Airports, airlines, regulators and ACI/IATA partners have access to this information, which includes a number of information papers, guidance documents and other resources to support stakeholders seeking basic information as well as technical and operational guidance to aid trials and deployments.

**Passenger screening**

The latest guidance material for passenger screening focusses on the operational deployment of security scanners (body scanners), including equipment, regulatory, infrastructure, logistics and personnel considerations. The use of walk-through metal detectors is also looked at on a limited basis.

The document also covers factors that impact search optimization in the passenger screening process, such as passenger preparation, equipment utilization and optimization, and belt and shoe screening.

**Cabin baggage**

Cabin baggage screening continues to focus on concealed explosive devices. The latest document looks in detail at technologies used for cabin baggage screening and various implementation considerations. Among the newest technologies, dual view or multi-view x-ray and Computed Tomography, more commonly referred to as CT, are highlighted in the updated guidance.

**Checkpoint management**

New guidance on Checkpoint Management provides airports, screening authorities and other stakeholders with a set of key performance metrics to measure the efficiency level of a specific passenger checkpoint using standardized definition and data collection methodologies. This is not meant to be an exhaustive list but rather aims to ensure a common base and a common language with regard to checkpoint efficiency. The key message from the concept paper is that “throughput” should not be considered in isolation; staff and surface efficiency provide stakeholders with a better understanding of overall checkpoint efficiency.

The updated checkpoint management guidance document examines the operational data already existing within the airport environment and how this can be better used, networked
and integrated into a dashboard to support improved checkpoint operations performance.

**Centralized Image Processing**

Also known as matrixing or multiplexing, Centralized Image Processing (CIP) guidance provides an overview of the theory behind CIP, the various ways in which CIP can be deployed at the checkpoint, and the different advantages and human factors unique to CIP.

**Alternative measures**

The alternative measures document update looks at the different ways that explosive trace detection equipment, explosive detection dogs and unpredictability can be used as part of the screening process, including considerations for different deployment models.

**Checkpoint design and automation**

The latest version of the checkpoint design and automation material examines the key checkpoint functionalities and how design and layout can improve these areas. It also outlines some of today’s best practices in checkpoint automation, such as automated lanes and innovative loading. The guidance also covers how passenger communication and feedback mechanisms can support improved facilitation and experience.

To access our new Smart Security guidance material and information papers, and to inquire about our soon to be released Smart Security guidance online training, please contact jbarrow@aci.aero or smartsecurity@aci.aero.

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Smart Security, a joint initiative of the International Air Transport Association (IATA) and Airports Council International (ACI), envisions a future where passengers proceed through security checkpoints with minimal inconvenience, where security resources are allocated based on risk, and where airport facilities are optimized, thus contributing toward an improved journey from curb to airside.
The ACI Employee Survey for Customer Experience: Promoting excellence at the source

By Joanna Kufedjian, Manager, Events and Member Services, ACI World
“Customer experience” has become a catchphrase over the last few years, in every industry from hotel management to airport operations. It can be defined in many different ways, and understanding exactly to what it refers can be challenging at times. However, a recurring thread in all industries is that companies which manage to increase the positive interactions (i.e., experiences) between their customers and their product can expect better results.

As such, gaining insights into what passengers are thinking and feeling as they pass through a terminal can help an airport develop a clear roadmap toward enhancing its customer experience initiatives. However, this is just one side of the story. Employee engagement is an integral part of any organization’s success, positively impacting its performance objectives in four key areas: profitability, customer loyalty, productivity and employee retention.

Engaging airport employees is the first step in rolling out an exceptional customer experience. According to Aon Hewitt, employee engagement is a key performance metric to measure the resilience and sustainability of an organization.¹ Aon Hewitt’s Employee Engagement Model advocates that engaged employees:

- **SAY:** They advocate for the organization.
- **STAY:** They have a desire to remain with the organization.
- **STRIVE:** They take the extra time needed to go above and beyond expectation, contributing to your success.

All of this translates into more satisfied customers. ACI World has developed an internal diagnostic tool for all airport staff, customer-facing as well back office. By measuring employee engagement through a series of pre-selected questions, the **Employee Survey for Customer Experience (ECE)** helps airports determine their readiness in providing a more positive and unforgettable customer experience. Airports can use this benchmarking tool online, year after year, to measure their performance and engage their employees to strive for more. Additionally, the ECE is the ideal complementary tool for existing ASQ Airport Members.

The ECE is designed to help airports prioritize areas of improvement, and in doing so work on an action plan toward the enhancement of the overall customer experience. Furthermore, it can help airports understand if there is a need to increase the commitment of airport staff to achieve the common goal of improving the customer experience. The benefits of implementing such a tool are many—key among them being improved productivity and employee retention, enhanced performance and revenue growth.

Taking the next step in the passenger service journey should therefore include a review of the factors that motivate employees to reach higher and contribute to the overall success of the airport. To see how the ECE can help your airport further enhance the customer experience through its employees and stakeholders in 2018, please contact ACI World for more information or to arrange a meeting, at **aciasq@aci.aero**.

As we celebrate the 10-year anniversary of the ACI Airport Economics and Finance Conference, the world’s airport executives and experts will gather in London on 10–11 April 2018 to address how fertile grounds for investments in airports can be created. While the aviation industry continues to face abundant opportunities for all stakeholders in the air transport value chain,
looming economic uncertainty and downside risks remain omnipresent. The 10th Airport Economics and Finance Conference is the industry’s premier event on the economic, financial and regulatory aspects of airports to address such issues and challenges and to meet and learn from an exhaustive roster of industry leaders and global experts.

The conference will be preceded by the joint ACI-World Bank Annual Aviation Symposium on 9 April 2018. The symposium creates an interactive forum of discussion for senior representatives from airports, investment banks and financial institutions. Topics will include the latest thinking in public-private-partnerships along with overview of airport traffic forecasting under uncertain conditions, which is a key ingredient to any due diligence exercise. This will be great opportunity to hear directly from practitioners from major airport operators and for ACI to present the latest World Airport Traffic Forecasts (WATF) 2017–2040.

**Airport financing, competition and capacity shortage**

The first day of the conference will be dedicated to addressing the challenges related to airport financing, competition and capacity shortage.

The future growth of the airport industry means committing today to significant capital plans with long time-horizons. Investors will look for safe assets and stable income streams, but risk levels are increasing in many regions, making financing a challenge. Furthermore, airports around the world face a more competitive business market and have to operate as commercial entities. At the same time, the underlying structure of airports’ business models is changing.

An expert panel will address the changing airport financing landscape and will be followed by subsequent panel discussions and case study presentations on airport competition dynamics. The day will be concluded by addressing the pressing issue of capacity constraints and slot allocation. As passenger numbers are set to double over the next 20 years and aircraft movements to increase substantially, it is likely that many airports will continue to be slot constrained. The case for changes in the slot allocation system is clear, and airport and airline leaders will discuss the real value of the airport slot at congested airports and how slots should be allocated.

**Airport management, ownership and regulation**

The second day of the conference will focus on airport management, ownership and regulation.

Today, 69% of countries have some sort of airport networks and nearly half of the world’s airports belong to airport networks. Airport networks have also come to support equal opportunities in terms of accessibility, connectivity and economic development. Executives of airport networks worldwide will discuss how the network approach can safeguard and enhance connectivity for all regions concerned and how future regulation can address concerns and advance this management model.
A roundtable of investors in airports will discuss requirements and expectations in terms of transparency and regulatory frameworks. A live interview with Martin Eurnekian, Chief Executive Officer, Aeropuertos Argentina 2000 will shed light on the views of a prominent airport leader on the state of the industry.

Finally, the last session will focus on the European approaches to airport regulation in face of the intense competition that shapes the European airport landscape.

Join over 250 delegates from over 50 different countries around the world and benefit from expert opinions and cutting-edge presentations, as well as exclusive networking opportunities. For more information, please visit the AE&F website.
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2017–2040

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Seasonal markets

By Patrick Lucas, Head, Airport Business Analytics, ACI World and Ilia Lioutov, Senior Analyst, ACI World

Demand for air transport across a number of tourist destinations is subject to variations in any given year. When variability is a recurring phenomenon, the data series that describes traffic over time is said to have a seasonal component. From a statistical perspective, this seasonal component is inherently non-stationary, in that the behaviour of the data is dependent on time. Major fluctuations experienced by airports throughout the year occur most commonly among airports serving major tourist destinations. International measures of traffic seasonality provide insights for understanding the dynamics of air transport demand. A deeper understanding of demand and its drivers permits airports to plan for capacity and resource use during peak periods. Information regarding the seasonality of traffic also permits airlines to manage their fleets efficiently at different airports at different peaks. Naturally, the seasonality of traffic affects other markets beyond air transport. Since a large proportion of passengers are recreational travelers,
the tourism industry is also significantly affected by variations in air transport demand. Like airports and airlines, hotels and other businesses focusing on leisure activities rely on measures of seasonality to plan their resource bases effectively.

ACI’s analysis of seasonality patterns in the global passenger traffic data set shows the series tends to peak year after year in the months of July and August. In a sample of more than 1,000 airports, July and August are the most prevalent peak months for over 50% of airports. This two-month period coincides with a higher propensity to travel during the summer vacation season in the Northern Hemisphere. Charts 1 and 2 show the variability in monthly traffic for the global data series over a seven-year period.

**Measures of seasonality**

A variety of measures are used to assess the level of seasonality and variation in traffic figures for any given airport. This section focuses exclusively on three such measures, the Gini Coefficient, the seasonality ratio and the seasonality indicator (or peak month proportion).

The Gini Coefficient, which is traditionally used to measure income inequality in populations, may also be used to evaluate fluctuations in traffic by calculating the relative main difference between every month of passenger traffic in a given year. The Gini Coefficient ranges from a minimum value of zero, where traffic is evenly distributed across each month, to a theoretical maximum of
one, indicating complete seasonality: if a given airport had a Gini Coefficient value of one in a given year, this would imply it handled all that year’s passengers in one month.

The seasonality ratio is calculated by dividing an airport’s highest monthly traffic by its median monthly traffic. Although seasonality ratio calculations typically use an average of monthly traffic as the divisor, employing the median value instead minimizes the impact of any outliers on the calculated indices.

The seasonality indicator calculates the traffic that is allotted to the peak month as a proportion of total annual traffic. Tables 1 provide rankings for airports handling over 1 million passengers annually that have significant seasonality components to their passenger traffic. The airports are ranked according to the calculated value based on a 12-month period (2016) and results differ based on the chosen method.

Bourgas Airport, the second-busiest airport in Bulgaria for passenger traffic, is the most seasonal airport in the world. Another Bulgarian airport, Varna, is in the top five for all three measures of seasonality which ACI’s analyses employ. Bourgas (BOJ) and Varna (VAR) are located on Bulgaria’s Black Sea coast and during the summer months many tourists flock to these cities’ resorts and beaches. The Gini Coefficient for Bourgas is 0.66, which indicates a high level of seasonality in the data series compared with other airports. The closer the value is to one, the higher the variability with respect to month-to-month passenger traffic. The seasonality ratio for Bourgas shows its peak traffic month has nearly 29 times its median monthly passenger traffic. The seasonality indicator (or the peak month proportion) reveals almost 30% of Bourgas’ annual traffic occurs during a single month. August, a summer month in the Northern Hemisphere, is typically the peak month for most of the 10 top seasonal airports.

### Table 1: Top 10 airports ranked by highest Gini coefficient with corresponding seasonality ratio and peak month (airports >1million)

<table>
<thead>
<tr>
<th>Rank</th>
<th>City, Country</th>
<th>Code</th>
<th>Gini coefficient*</th>
<th>Seasonality ratio**</th>
<th>Peak month as a proportion (%) of annual traffic</th>
<th>Peak month</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bourgas, Bulgaria</td>
<td>BOJ</td>
<td>0.66</td>
<td>29.66</td>
<td>30%</td>
<td>August</td>
</tr>
<tr>
<td>2</td>
<td>Zakynthos Island, Greece</td>
<td>ZTH</td>
<td>0.61</td>
<td>9.76</td>
<td>25%</td>
<td>August</td>
</tr>
<tr>
<td>3</td>
<td>Kerkyra, Greece</td>
<td>CFU</td>
<td>0.54</td>
<td>4.57</td>
<td>23%</td>
<td>August</td>
</tr>
<tr>
<td>4</td>
<td>Kos, Greece</td>
<td>KGS</td>
<td>0.54</td>
<td>4.35</td>
<td>22%</td>
<td>August</td>
</tr>
<tr>
<td>5</td>
<td>Varna, Bulgaria</td>
<td>VAR</td>
<td>0.52</td>
<td>7.88</td>
<td>24%</td>
<td>August</td>
</tr>
<tr>
<td>6</td>
<td>Split, Croatia</td>
<td>SPU</td>
<td>0.51</td>
<td>4.33</td>
<td>23%</td>
<td>July</td>
</tr>
<tr>
<td>7</td>
<td>Rhodes, Greece</td>
<td>RHO</td>
<td>0.49</td>
<td>3.21</td>
<td>21%</td>
<td>August</td>
</tr>
<tr>
<td>8</td>
<td>Heraklion, Greece</td>
<td>HER</td>
<td>0.48</td>
<td>2.88</td>
<td>20%</td>
<td>August</td>
</tr>
<tr>
<td>9</td>
<td>Olbia, Italy</td>
<td>OLB</td>
<td>0.47</td>
<td>4.16</td>
<td>23%</td>
<td>August</td>
</tr>
<tr>
<td>10</td>
<td>Dubrovnik, Croatia</td>
<td>DBV</td>
<td>0.47</td>
<td>2.66</td>
<td>19%</td>
<td>August</td>
</tr>
</tbody>
</table>

*Gini coefficient = 1 — Perfect seasonality (annual import traffic in one month only)

*Gini coefficient = 0 — No seasonality (evenly distributed traffic every month)

**The seasonality ratio is calculated based on the highest month’s traffic divided by the median monthly traffic.
The Mediterranean effect

Although different measures of seasonality yield different results, there is a common thread among indices. Some 80% of the airports in the top 30 most seasonal airports are located in the Mediterranean region. In Europe, monthly passenger traffic variations reflect the mainstream holiday period from July to September and movements from north to south. Tourism-oriented airports show the strongest seasonality patterns. On a regional basis, European airports exhibit the greatest level of seasonality, handling almost 11% of their total annual passenger volume in the month of August. The region with the least seasonal variation is Asia-Pacific, the proportion of its airports’ annual passenger traffic ranging from 8.9% in August, the peak month, to 7.6% in February. Table 30 presents the various seasonality indicators on a regional basis. On a relative scale, it can be seen that Europe has the highest level of seasonality among its airports. On a global level, passenger traffic tends to peak in August, with the lowest passenger throughput occurring during the month of February.

Does air cargo exhibit seasonality?

Most discussion of airport seasonality focuses on passenger traffic. However, air cargo also demonstrates some seasonality. Instead of experiencing a peak in the northern summer, like passenger traffic, air cargo experiences a significant trough in the first quarter of every year. Because air cargo traffic is so highly concentrated at airports in China and South East Asia, the Chinese New Year significantly affects it. Many businesses are closed for the holiday season and, as a result, many shipments by air are postponed to a later date. This sharp decline can be seen during every Chinese New Year.

In 2016, the distribution of air cargo indicates that approximately 7% of total traffic volume was handled during February, the month with the lowest volume following the Chinese New Year. Traffic then experienced a peak in the month of March, which saw 9% of annual traffic. Besides these regular annual phenomena, traffic volumes increased during the months of October, November and December, reflecting the holiday season (i.e., Christmas orders). However, apart from the month of February, monthly air cargo volumes are much less variable than monthly passenger traffic volumes.

With comprehensive data coverage for over 2,400 airports in 175 countries worldwide, ACI’s World Airport Traffic Report remains the authoritative source and industry reference for the latest airport traffic trends, rankings and data rankings on air transport demand. Boasting traffic forecasts for over 100 country markets, the World Airport Traffic Forecasts (WATF) dataset presents detailed metrics which include total number of passengers (broken down into international and domestic traffic), total air cargo and total aircraft movements. Absolute figures, compounded annual growth rates (CAGR), market shares and global growth contributions are presented over three time horizons: short-, medium- and long-term over the 2017–2040 period.

For a more detailed analysis and insights on air transport demand, please visit ACI’s Economic and Statistic’s suite of products.
The ACI approach to airport capacity building

By Kevin Caron, Director, Capacity Building Programmes, ACI World
ACI’s Global Training often talks about the incredible value of training: when it is done right, it results in motivated employees who contribute to the success of the business at large, be it an airport, airline, air navigation service provider or civil aviation authority.

It is important to consider a more holistic approach to training, and in doing so contemplate the term “capacity building.” To ensure there is a common understanding of the term, the United Nations Development Programme (UNDP) defines and adapts their approach to how ACI provides capacity building to its members.

The UNDP defines capacity building as a “…long-term continual process of development that involves all stakeholders; including ministries, local authorities, non-governmental organizations, professionals, community members, academics and more. Capacity building uses a country’s human, scientific, technological, organizational, and institutional and resource capabilities. The goal of capacity building is to tackle problems related to policy and methods of development, while considering the potential, limits and needs of the people of the country concerned.”

The UNDP further refines this definition into three levels which ACI Global Training have adapted in order to make capacity building relevant to ACI’s key role in serving its Members.

**Employee level**

This requires the encouragement of conditions that allow individual participants (at all levels) to build and enhance knowledge and skills. This is defined by the various tools that learning and development professionals have at their disposal, such as training, staff exchanges and mentoring to name a few.

To meet this need, ACI provides both classroom and online airport education and the training programmes that have been outlined in last ICAO Training Report article. Under the auspices of capacity building there are two other programmes that have helped develop talent in Members.

The Airport Excellence (APEX) Programme conducts peer reviews based on ICAO Standards and Recommended Practices (SARPs) in safety and security, by sending airport experts from around the world to conduct one-week on-site reviews related to safety or security. In addition to the value of the peer review, this programme has the additional benefit of allowing colleagues (both visiting and local) to learn from one another, fostering both professional and personal friendships that last long past the review itself.

A second initiative is the Executive Leadership Exchanges Programme (ELEP). This new programme is being led by ACI’s five regional HR and Leadership Committees and is targeted at executive-level staff. ELEP—which will be launched in 2018—will aim to have airports exchange executive staff to allow for peer-to-peer learning over a fixed period.

**Airport organization level**

This involves supporting airport members via committees and programmes in the process of enhancing their specific activities such as customer experience, safety and security. The organizational capacity building approach is used by airports to develop internally so they can better fulfill their defined mission.
Standing committees are mandated by the ACI Governing Board to provide guidance and council, and help shape current policy issues for Governing Board endorsement in their areas of expertise. They are also required to assist the Governing Board, Executive Committee and Secretariat. The committees consist of airport and industry members with specific knowledge and expertise in areas of Airport IT, Economics, Environment, Facilitation & Services, Safety & Technical and Aviation Security.

Moreover, ACI has several programmes that benefit the organizational level, such as Airport Excellence (APEX) and Global Training.

**Airport customer level**

This supports the establishment of a more interactive public administration that learns equally from its actions and from the feedback it receives from the travelling public (i.e., the customers they serve).

ACI’s [Airport Service Quality (ASQ)](https://www.aci.aero) programme is the world-renowned global benchmarking programme that measures passengers’ satisfaction whilst they are travelling through an airport. The ASQ programme provides research tools and management information to better understand passengers’ views and what they want from an airport’s products and services.

On top of the ASQ and employee survey programme, there are yearly ASQ forums which enable airport experts to exchange ideas with other industry experts on new and emerging trends in customer experience.

Global Training’s approach to capacity building is multi-pronged in order to provide as many learning opportunities as possible for both the individual and the airport Member. The key to success and ongoing relevance is to remain agile and flexible by continually re-evaluating how to best serve Members in light of current and future trends. With this approach, ACI has embarked on a voyage that will set a course for increased success in achieving airport excellence for the foreseeable future.

Source: UNDP Capacity Development Practice
Airport excellence in safety programme
complimentary service for members
Assess your safety levels to improve your standing in accordance with industry standards.

Assessment and benchmarking services
Assess, monitor, protect and improve your customer experience, cybersecurity, safety and compliance to ensure the sustainability of your airport.

Continuing education
Enhance your professional skills in airport management and operations.

Trade publications
Stay abreast of the airport industry’s traffic data, rankings, trends, financial performance, forecasts and best practice.

Events and conferences
Join a network of airport operators to discuss challenges and share best practice.
Global Training

ACI Global Training photo gallery

Airport Human Resources Management, 5–9 November 2017, Abu Dhabi, UAE

Accommodating Passengers with Disabilities, 6–8 November 2017, Houston, USA
GSN 3 – Emergency Planning and Crisis Management, 6–10 November 2017, Montego Bay, Jamaica

Airport Business Development and Planning, 12–14 November 2017, Abu Dhabi, UAE
Global Training

GSN 2 – Airside Safety and Operations, 12–16 November 2017, Muharraq, Bahrain

Passengers with Reduced Mobility, 13–15 November 2017, Munich, Germany
Global Training

Aeronautical Studies and Risk Analysis, 16–22 November 2017, Honolulu, USA

GSN 4 – Working with Annex 14, 27 November–1 December 2017, Riga, Latvia
Redeclaration of Runway Distances, 3 – 7 December 2017, Muharraq, Bahrain

Airport Business Analytics, 4 – 6 December 2017, Lagos, Nigeria
GSN 4 - Working with Annex 14, 10 – 14 December 2017, Muharraq, Bahrain

Airport Safety Management Systems Implementation, 11 – 15 December 2017, Warsaw, Poland
Training calendar

Africa

**ACI-ICAO Management of Airport Security**
16–20 April 2018 Johannesburg, South Africa

**Behavioural Analysis: Passenger Screening and Insider Threat Management**
23–27 April 2018 Nairobi, Kenya

Asia Pacific

**Airport Business Development and Planning**
4–6 March 2018 Abu Dhabi, UAE

**Airline Management for Airport Professionals** *
12–16 March 2018 Kuala Lumpur, Malaysia

**GSN 1 - Safety Management Systems**
25–29 March 2018 Abu Dhabi, UAE

**Advanced Airport Operations**
16–20 April 2018 Kuala Lumpur, Malaysia

Europe

**Airport Security Operations**
19–23 March 2018 Bucharest, Romania

**GSN 3 - Emergency Planning and Crisis Management**
19–23 March 2018 Riga, Latvia

**Airport HR Management** *
16–20 April 2018 Bucharest, Romania

Latin America

**GSN 4 - Working with Annex 14**
12–16 March 2018 Port of Spain, Trinidad and Tobago

**Wildlife Hazard and Prevention Management**
16–18 April 2018 Port of Spain, Trinidad and Tobago

**GSN 2 - Airside Safety and Operations**
7–11 May 2018 Montego Bay, Jamaica

North America

**ACI/ICAO Aerodrome Certification** *
5–9 March 2018 Maui, Hawaii

**Airport Safety Management Systems Implementation for US Airports** *
12–16 March 2018 Kona, Hawaii

**Airport Safety Management Systems Implementation for US Airports** *
19–23 March 2018 Hilo, Hawaii

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

For additional information please contact us at training@aci.aero
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
Key events and courses

Highlighted events and training
February – April 2018

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

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

- **ACI/ICAO AERODROME CERTIFICATION***
  12–16 March 2018
  Maui, Hawaii

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

- **2018 CEO FORUM & WINTER BOARD OF DIRECTORS MEETING**
  7–9 February 2018
  Palm Beach Gardens, FL

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

*This course can be taken as an elective for the Airport Management Professional Accreditation Programme.
AIRPORT SECURITY OPERATIONS
19–23 March 2018
Bucharest, Romania

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

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

Airline Management for Airport Professionals*
12—16 March 2018
Kuala Lumpur, Malaysia
ACI Events calendar
February–November 2018

**ACI-NA Air Cargo Conference**
18–20 February 2018  Austin, TX

**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

**ASQ Forum & ACI Customer Excellence Global Summit**
10–13 September 2018  Halifax, NS, Canada
asqforums@aci.aero

**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.
SAVE THE DATE

13th ACI Asia-Pacific Regional Assembly, Conference & Exhibition
Narita, Japan
April 23-25, 2018

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Britt Shop specializes in developing and operating travel retail shops, with more than 130 stores in 11 countries. The company develops and manufactures its main coffee brands, gourmet chocolates and specialized items. In addition, Britt Shop also purchases art directly from local artisans, and custom designs the vast majority of products – incorporating them into our stores.