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Countries look to their airport system to create value, delivering GDP growth and jobs. Some States opt for single-airport operators to manage these functions while others have designated one or more airport operators to manage a network or networks of airports composed of large, medium-sized and small, regional, airports.

ACI’s data reveals that about one in three States have selected a network approach in developing and operating airports, with 48% of all airports in the world, representing 30% of global traffic, being part of a national or sub-national airport network.

The Latin America-Caribbean (LAC) region is a perfect illustration of the relevance and importance of airport networks. An estimated 270 airports in LAC are part of national or sub-national networks, the majority of which are in Brazil, Mexico, Argentina and Colombia. Approximately 82% of all LAC airports, generating 54% of the Region’s total passenger volume, are in networks.
ICAO will hold its Airport Economics Panel from 23–25 May 2017, in Montreal, Canada. On the agenda is the design and review of ICAO policies that affect the economics of airports, notably with respect to airport networks, cross-subsidization and airport charges.

The ACI delegation will advocate networks as a safe, efficient and cost-effective option to manage airports, including cross-subsidization if local conditions deem it necessary. The ACI delegation will also advocate for ICAO policies and guidance that are proportionate, light-touched and flexible.

While the changes to the aviation market have been wide ranging and airports will continue to respond to these changes, in an increasingly competitive environment, airport owners worldwide are opting for networks as a safe, efficient and cost-effective option. Airports play a crucial role in the economic and social health of communities, countries, regions and the world at large, and they must craft a strategy for their sustainable development to continue those benefits. Appropriate policies at ICAO are also necessary to continue those benefits.

Angela Gittens
Director General
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Flying high for 25 years: Munich Airport celebrates a milestone anniversary and sets ambitious goals for growth
Munich Airport will celebrate a big anniversary on 17 May 2017: the airport’s official opening a quarter of a century ago marked the beginning of an enduring success story. Since 1992, the once mainly regional airport has risen to take its place alongside Europe’s leading air transportation hubs.

Regular Airport Service Quality (ASQ) ratings have been essential in monitoring and improving Munich Airport’s services and international branding.

“Being honored as the first five-star airport in Europe by the London-based Skytrax Institute is a thrilling accolade and a testament to our service and the high-quality passenger experience we provide,” said Dr. Michael Kerkloh, President and CEO of Munich Airport. “Our goal must now be to maintain our excellent quality standards and continue expanding the services we offer travelers.”

The airport’s history has been marked with a series of milestones. Among the most recent is the opening of Germany’s first midfield terminal in April 2016. The 600-meter-long building expands the airport’s handling capacity by 11 million passengers per year and takes the retail and dining options, as well as overall passenger comfort, to a new level.

In terms of environmental impact and energy efficiency, the “green terminal” sets new standards for the airport industry. Environmental stewardship is one of Munich Airport’s top priorities, evidenced by a strategic target of becoming Germany’s first airport to achieve carbon-neutral operations by 2030. To meet this ambitious goal, the airport plans to cut CO2 emissions by 60% and offset the remaining 40% through compensatory measures in the surrounding region.

The latest milestone in the airport’s dynamic development was Lufthansa’s decision to station 15 Airbus A350 jets in Munich. Serving long-haul routes with these advanced widebody jets will result in enormous reductions in fuel consumption, emissions and noise, corresponding with the airport’s strategic climate protection targets.

A quarter-century of growth and more to come

By May 2017, the total number of passengers arriving, departing or connecting at Munich Airport since it opened will top the 700 million mark. The annual traffic volume of over 42 million passengers per year has more than tripled since 1992, and the number of take-offs and landings has doubled to approximately 400,000. Over the past 25 years, Munich Airport has handled around 8.5 million flights.

For the future, all of the indicators point to continuing growth. With the start of the 2017 summer timetable, the Lufthansa subsidiary Eurowings
will have four Airbus A320 airliners newly stationed in Munich and will offer 89 flights per week to 30 attractive destinations in Europe. The airport has big celebrations planned for its upcoming 25th anniversary, with events scheduled daily from 18 to 21 May, including a music festival, an exhibition and welcoming thousands of visitors to a cordoned-off section of the apron where many modern and vintage aircraft will be on display. And for an excellent view of all the action at the airport, an 18-meter-high Ferris wheel will be set up on the festival grounds. The celebrations will begin on May 17 with a campus party for the airport authority’s 9,000 employees, as well as the other 26,000 people working for partner companies on the airport premises.

A great place to work

With their hard work and commitment, the employees have played a decisive role in Munich Airport’s success. The airport management team understands the enormous importance of a motivated and competent crew, and has therefore made it a top priority to create and develop attractive jobs. In a study by the news magazine Focus, Munich Airport’s operator, Flughafen München GmbH (FMG), was placed in the top category for employers in
the transportation and logistics sector in Germany.

The company is well aware of its responsibility for the success and satisfaction of the staff and makes substantial investments—for example in measures to help employees with their work-life balance—to this end. Focus ranks employers in cooperation with the Xing business network and the employer ranking portal kununu, and Munich Airport ranked number one among employers in the transportation sector in 2016 as well.

“I’m delighted that we were able to defend our top spot in 2017 despite the increased competition,” said Dr. Kerkloh. “This recognition will enable us to boost our nation-wide image as an attractive employer.”

The study received responses from more than 100,000 employees in a wide range of industries under various categories including opportunities for advancement and the “feel-good factor” in the workplace. Another key question was whether employees would recommend their company to others. In that regard, the respondents had high praise, especially for the working atmosphere at Munich Airport, the team spirit among colleagues and the strong emphasis
on a healthy work-life balance. For Dr. Robert Scharpf, Senior Vice President, Human Resources, the repeated honor as a top employer is also the result of the company's consistent attention to employee interests: “For us, the impressive rankings from employees are an important way of telling us that our HR policy is on the right track,” he said. “We will continue to consider the impact on our workforce in all issues addressed by the airport’s management team.”

Constant improvement

Complementing its reputation as a great place to work, Munich Airport has also become a magnet for apprentices and trainees. In recent years, thousands of young people have used the airport as the launching pad for their careers. The company offering the most training opportunities is FMG itself. At the beginning of this year, 144 apprentices and co-op students received qualifications in 12 different occupations. In a study by the German financial magazine Focus Money, FMG was rated among Germany’s best workplaces for trainees for the second year in a row.

Of the 5,000 companies contacted for the survey, 413 were honored with that seal of approval. The repeated honor can be attributed to the high quality of the airport’s training management. The young apprentices with FMG have seven trainee coordinators at their
disposal. In the various departments where they are assigned for training purposes, they have the support of around 250 part-time trainers and instructors. Along with the unique atmosphere of a major international aviation hub, the airport offers outstanding training conditions thanks to its state-of-the-art technologies and a wide range of additional activities and programs. A big hit with the airport apprentices and trainees is the opportunity to take part in exchanges with partner airports in Europe for several weeks.

“We make substantial investments in vocational training, offer premium quality opportunities and as a result benefit from above-average grades achieved by our young people in their various programs,” explained Theresa Fleidl, Vice President, Professional Training Policy and HR Marketing, Munich Airport. “That’s why all of them have a very good chance of being taken on full time after completing their training—simply because the airport needs the best young talent.”

Within the context of the anticipated 25th anniversary of the airport, the in-house “Munich Airport Academy” should not go unmentioned. It will join the celebrations as both recognition of past achievements and preparations for a new, inspiring future. The academy also plays an essential role in supporting the growth of the entire airport community, providing employees with the tools they need to succeed. The academy collaborates closely with ACI, and Munich Airport will be hosting the Airport Executive Leadership Programme (AELP) from 7 to 12 May 2017. Developed through the partnership between ACI and the John Molson School of Business within the John Molson Executive Centre (JMEC) at Concordia University located in Montreal, Canada, the programme provides airport executives with an unparalleled opportunity to connect with peers in a dynamic, business-like setting and enhance their leadership and strategic decision-making skills.

The course spreads across several weeks of classroom and blended learning modules, aiming to develop industry leaders by fostering professionalism in airport management practices. A number of selected staff members from Munich Airport will be taking part in the programme, proving their potential and leadership attributes, first in the classroom, then in their respective work areas.

“We strongly believe that through their participation in the AELP, our colleagues will not only enhance their knowledge and skills, but also become empowered leaders who are able to drive positive transformational change within our organization, thus further raising the profile of Munich Airport worldwide,” said Magdalena Sokol, Director, International Training and Consulting.
ACI World Airport Traffic Forecasts (WATF) 2016–2040

Short-, medium- and long-term forecasts of air transport demand

The WATF is disseminated in a standard EXCEL format. Aggregate airport traffic figures are presented for total passengers (international and domestic), air cargo volumes (in metric tonnes) and aircraft movements. Both absolute figures and compounded annual growth rates are presented over three time horizons which include short-, medium- and long-term over the 2016–2040 period. In addition to global forecasts, regional forecasts are presented for Asia-Pacific, Africa, Europe, Latin America-Caribbean, Middle East and North America. Airport traffic forecasts are also presented for major markets which consist of individualized national projections for over 90 countries.
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ACI and EASA work together towards safety enhancement at African Airports

By Ermenando Silva, Manager, APEX in Safety, ACI World
Since the beginning of our partnership with the European Aviation Safety Agency (EASA), the number of Airport Excellence (APEX) in Safety reviews in Africa has continued to grow. With EASA's contribution and financial support, African airports are getting the unique opportunity to receive a full safety review at a much lower cost. Through the partnership, which is specifically tailored for predetermined eligible African countries part of the Economic Community of Central African States (ECCAS), five reviews have been performed to date. Aéroport de Libreville (ADL) and Aerco, operators of Libreville airport in Gabon and Pointe-Noire airport in the Congo respectively, hosted the APEX team during Q1 2017 and benefitted from the experience shared by the team members.

The peer reviews enabled the two airports to identify safety gaps and vulnerabilities. “By requesting an APEX review, we targeted three objectives: to identify areas that required improvement in order to achieve compliance, to benefit from the experience and knowledge of our peers and to gather realistic recommendations to decrease our vulnerabilities,” said Pasy Majinu, Head of Safety and Security at ADL.

The Pointe-Noire review was the culmination of two missions in the Congo, with the first being Brazzaville airport, also operated by AERCO. The review provided the operator with a clear roadmap of projects to start moving forward over the few years in order to be able to achieve certification. Providing the right tools and knowledge to airport operational staff is key.

“The importance of sharing safety operational management knowledge is what makes this programme beneficial for airports of all sizes, whether or not your airport is on the path to certification.”

As with all APEX in Safety reviews, the Pointe-Noire and Brazzaville missions touched all levels of management, ensuring that feedback key takeaways reached a wide audience.
As an airport manager, I feel better equipped today, after hosting the APEX mission, to carry out all that is necessary for our airport to achieve certification. Moreover, I know that I can count on a network of safety experts if I ever need advice or guidance,” said Aris Hadjigeorgiou, Pointe-Noire Airport Director. “In just a week, a dedicated and professional team with a high degree of technical knowledge delivered unparalleled results for our airport,” he added.

Safety Assessor Training Programme

The review that took place in Pointe-Noire featured the participation of the first two Safety Assessor Training Programme candidates, both from Abidjan, Cote d’Ivoire. This first on-site practical exercise allowed the two observers to continue their development as part of the Safety Assessor Training Programme course, which will eventually see them graduate and become part of a highly regarded network of APEX Safety Assessors. To date 30 more candidates have completed the theoretical portion of the programme and will join the APEX team at forthcoming reviews throughout the year.

To learn more about the APEX Programmes and the Safety Assessor Training Programme, please visit the APEX webpage.
APEX in Safety is the industry leading peer review process to help drive improvements at your airport.

website: www.aco.aero/apex • email: apexsafety@aci.aero
APEX Safety Assessor
Training Programme:
Phase II

By Issa Castro, Manager, Global Training, ACI World; and Paul Aliu, Coordinator, APEX Logistics and Support, ACI World

In May 2016, ACI’s Airport Excellence (APEX) in Safety programme, in collaboration with the Global Training team, launched the APEX Safety Assessor Training Programme (SATP) with the goal of developing additional expertise and enhancing levels of airport safety in Africa through capacity building, mentorship and networking.

The SATP requires carefully selected candidates to complete mandatory classroom and online training before moving onto the next phase of on-the-job training and practical application of their skills and experience as an observer on the next available APEX in Safety review.
The final phase involves a reassessment of the SATP candidate’s qualifications, after which the candidate would either be provided with a personalized training plan to complete any missing competencies required to perform APEX reviews, or presented with a certificate confirming their full status as an official APEX safety assessor.

Second SATP completed in Tunis

Following the initial offering of the mandatory theoretical training in Casablanca, Morocco last November 2016, the second round of SATP training was held 13–24 February 2017 in Tunis, Tunisia, hosted by Office de l'Aviation Civile et des Aeroports (OACA).

Participants received two weeks of instruction, specifically the ACI-International Civil Aviation Organization (ICAO) Aerodrome Certification and the GSN 6: Aerodrome Auditing and Compliance courses, led by ACI Instructor Debbie Riley and ICAO Instructor Hatem Oueslati. Both courses were delivered in English and simultaneously translated into French with assistance from ACI Instructor Mohamed Iheb Hamdi.

ACI would like to thank OACA for its support throughout the training. We particularly recognize Mourad Jebali, a professor of ancient history and an Administrator, Office de l’Aviation Civile et des Aéroport (OACA) for taking the time to organize an excursion to Carthage to visit the Punic and Roman archaeological sites. The three-hour tour included a visit to the Punic Ports, a marvel dating back more than two millennia; the military harbor; the first Christian Latin church where it is said that the spread of Christianity throughout the west began; and the Roman Amphitheatre and monuments. The tour definitely provided a nice break for the class and contributed to the overall success of the training.

Hear from future APEX safety assessors

“The training was very interesting and the instructors, Debbie and Hatem, conducted the training well.” – Walid M. Hamdi, Chief, Aerodromes Department, OACA

“The two most important takeaways or strengths I noted were the practical exercises and the exchange of experience.” – Moussa Mamane Rabiou, Head, Maintenance Department, Délégation de l’ASECNA aux AAN du NIGER

“This training was very important on all levels, particularly with regard to adopting the approach of combining theoretical training with airport site visits for practical exercises. It goes without saying that the high quality of the instructors, and their
method of explanation and communication with the participants, is very good.”
– Yassine Samaali, Head, Rescue and Firefighting Department, OACA

What’s next?

As of March 2017, over 20 candidates from 13 airports have now completed all classroom and online trainings and are ready to proceed to the on-the-job training component of the programme, where they will be able to fine tune their expertise in hazard identification, compliance, as well as delivery of ACI standards and best practices and ICAO Standards and Recommended Practices (SARPs).

The APEX in Safety programme has come to be viewed as a measure of professional excellence, and following the full roll out of the SATP in Africa, the APEX team hopes to launch this programme in other regions as a means of developing more safety resources worldwide.
The Airport Excellence (APEX) in Safety Programme along with ACI Global Training has launched the APEX Safety Assessor Training Programme (SATP).

The objectives of the initiative is to:

- Improve competency levels;
- develop expertise for future Assessor participation in the APEX in Safety Programme; and,
- provides free on-the-job training to safety experts.

This initiative will be carried out through capacity building, leading to the creation and/or enhancement of expertise in airport safety and regulatory compliance, mentorship and network growth, the enhancement of airport safety levels and promotion of airport excellence.

More information and admission requirements:

For more information on the APEX SATP, as well as admission requirements, please download our reference document.

Course listing:

For a list of courses that are part of the APEX SATP, please download our course programme.

Mandatory training course fees for successful candidates of DNA countries will be fully subsidized by ACI.

Participation forms:

APEX SATP letter of commitment
APEX SATP application form

Please submit participation forms to apexsafety@aci.aero.

Questions:

For any questions on the APEX SATP, please email apexsafety@aci.aero.

Apply today!
ICAO Council visits Quito, Guayaquil and Galapagos airports

By Michael Rossell, Deputy Director General, ACI World

ACI’s proximity to the International Civil Aviation Organization (ICAO) has led to a much greater level of engagement than previously, so it was only natural that the Council Representative from Ecuador should seek our help for a Council visit to Ecuador in March. ACI was invited to develop the programme and to seek some support from the airports through which the Council would pass. This modest beginning turned into a week of opportunity for Quito, Guayaquil and Galapagos airports to show that they could offer the best possible service and hospitality to the President and 26 members of the ICAO Council, the Secretary General of ICAO and invited industry representatives. For this, the ACI World Governing Board thanked them at its meeting in Doha on Sunday, 9 April.
The visit started in Quito on Sunday, 12 March with a visit to the Unión de Naciones Suramericanas (UNASUR) offices where the group was met by the Secretary General’s Representative, Juan Salazar. He explained that UNASUR’s focus was to promote investment and development in the South American region and welcomed the development of closer working relations with ACI Latin America-Caribbean. This was followed by an opportunity to stand astride the equator at El Mitad del Mundo, and during the evening Quito Airport arranged a night tour of the city followed by a magnificent reception and dinner at the St. Francisco Convent hosted by Andrew O’Brien, CEO.

Monday morning was spent with Sra. Ana Rodríguez, Minister of External Relations, with a visit to the Presidential Palace to witness the ceremonial Changing of the Guard. This was followed by a short bus ride to the new Quito International Airport, where Andrew O’Brien and his team gave a comprehensive presentation on its development, financing, the move from the old airport to the new, which had required a shutdown of just 14 hours, and a review of the airport’s corporate social responsibility programmes. This gave Council members an in-depth understanding of how airports have been transformed from public utilities to fully developed, competitive enterprises. The day concluded with a short tour of the airport and a short hop to Guayaquil.

The Minister of Transport for Ecuador opened the working session on Tuesday and the Council members discussed issues ranging from a regional overview by Franklin Hoyer, ICAO Regional Director of the Latin American Region, to drones and the need for more action by States to improve facilitation. The afternoon was dedicated to industry views, including presentations from Peter Cerda (International Air Transport Association) talking about the airline view of prospects for development, Angela Gittens reviewing the developments in the airport industry and Ezekiel Barrenechea talking very specifically about the importance of customer service, and the Airport Service Quality programme, in Guayaquil. Google made a presentation on its Loon project, in which balloons the size of a tennis court are flown at 60,000 feet to provide internet service to remote communities. After a short break the Council members were treated to an evening of dining and dancing at the Bankers Club in Guayaquil, hosted by Corporacion America.
The last leg of the visit was the trip to Galapagos where Jorge Rosillo welcomed the group and provided a very privileged guided tour of the world's first Ecological Airport, where most power is generated by wind or solar energy and the terminal is designed to ventilate naturally without air conditioning. The airport was featured in the March 2016 Edition of the ACI World Report. The President and the Secretary General joined Ezekiel and Jorge in unveiling a plaque to commemorate the visit. The following day was Environment Day where Council discussed the approaches it and industry needed to take to meet the objectives of reducing CO2 emissions. ACI made a presentation on how the Airport Carbon Accreditation programme worked, and how it had rolled out over recent years, most recently being taken up in Quito and Galapagos as some of the early movers in Latin America. The day was rounded out by a wonderful reception and dinner at the Finches Ecological Resort, sponsored by Guayaquil and Galapagos airports.

The conclusion of the week was that all three airports had seized the opportunity to promote their businesses with the President and Council of ICAO. They had demonstrated a willingness to engage and educate, and in turn this was recognized as an important relationship building exercise, which will develop in the short and longer term for the airports involved, for the LAC region and for ACI as a whole. For this, both ACI and ICAO express their heartfelt thanks to the airports concerned.
A joint collaboration between the International Civil Aviation Organization (ICAO) and Airports Council International (ACI), the Wildlife Strike Hazard Reduction Symposium will aim to increase international awareness of the wildlife strike threat to aircraft operational safety. It will serve as an international framework for communities to exchange ideas and cooperative efforts to create global strategies that allow for better management of wildlife strike hazards. Topics for the Symposium will include new technologies to minimize risk, the roles of existing bird strike committees, enhancements to wildlife strike reporting, and how to formulate effective strategies to prevent and mitigate the risk of wildlife strikes to aircrafts.

The event (held in English only) will also be an opportunity for networking, collaboration and coordination between States, industry and other stakeholders.

An industry exhibit will showcase the breadth of existing and emerging technologies, and research and development activities of this industry sector.

For more information, please visit our website icao.int/meetings/wildlife
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Economics and Statistics - Media release

ACI releases preliminary 2016 world airport traffic rankings
Robust gains in passenger traffic at hub airports serving trans-Pacific and East Asian routes

Traffic at the world’s 20 busiest air passenger hubs grew 4.7% in 2016. With over 1.4 billion passengers passing through their airports in 2016, this group of 20 represents 18% of global passenger traffic.

Download the preliminary passenger traffic results for the top 20 busiest airports here.

Selected highlights:

- Atlanta-Hartsfield-Jackson (ATL) retained the top spot as the world’s busiest airport, boasting over 104 million passengers, 2.6% more than 2015.
- Beijing (PEK) held onto the second spot.
- Dubai (DXB) again secured the third position.
- Los Angeles (LAX), one of the fastest growing hubs, climbed to fourth place.
- Seoul Incheon (ICN), experienced double-digit growth of 17.1% year-over-year in passenger traffic.
- Shanghai Pudong (PVG) posted a growth rate of 9.8% and climbed to ninth place.

Based on reports from 1,179 airports worldwide,
ACI's preliminary passenger traffic results for the most-traveled airports in 2016 reveal that the world's top spot continued to belong to Atlanta-Hartsfield-Jackson (ATL). Boasting over 104 million passengers and growing 2.6% in 2016, the airport is within a two-hour flight of 80% of the United States' population. Many pundits anticipated that ATL would be overtaken by Beijing (PEK) by 2015, which held the world's second spot last year. Growing 5% to over 94 million passengers in 2016, China's busiest airport saw subdued growth in previous years as it faced continuing capacity constraints. Conversely, ATL experienced above average growth levels spurred by aircraft fleet expansions in 2015 by Delta Air Lines, its major operator.

Dubai (DXB), remained in third position. As a major connection point for long-haul international flights, the airport is also the world's busiest in terms of international passengers ahead of London-Heathrow (LHR). Total passenger traffic at DXB grew 7.2% in 2016.

The burgeoning Pacific market

Los Angeles (LAX) moved from 7th to 4th rank, solidifying its position as one of the fastest growing hubs in 2016. A strengthened American economy and competitive airfares fueled air transport demand during a record breaking travel season. In addition to buoyant market conditions, many airlines expanded their scheduled seat capacity to accommodate demand, which increased LAX passenger traffic 8% as compared to the previous year. International traffic continued to be a growing portion of passenger traffic as it expanded by 10.6% in 2016.

Consistent with this phenomenon, Asian airlines continued to make important inroads in the North American market on key international and trans-Pacific segments across airport pairs, particularly between North America and China. One of the major Chinese airports serving the trans-Pacific routes and other international routes includes Shanghai Pudong (PVG), which grew 9.8% in 2016 to over 66 million passengers.

The Chinese hub also serves the catchment area of Shanghai, one of the most populous city markets in the world and a major centre for trade and business. PVG, which represents over 60% of Shanghai's passenger traffic in 2016, and Hongqiao (SHA), the city's sister airport, surpassed the 100 million passenger mark in combined passenger traffic. Shanghai joined the ranks of the world's busiest city markets in 2016, in the company of London, New York, Tokyo and Atlanta.

East Asia

Seoul Incheon (ICN), a major Korean hub in East Asia with significant international traffic, serves the main catchment area of the capital city Seoul. The airport experienced double digit growth of 17.1% year-over-year in passenger traffic in 2016. Even after factoring in the effect of the outbreak of the Middle East respiratory syndrome, which depressed the passenger figures during the summer of 2015, ICN would still have achieved an estimated growth rate of at least 10%. The continued growth of low cost carriers on key segments and the start of A380 flight operations of long-haul routes have paved the way for traffic expansions. A key contributor to traffic growth also relates to the consolidating demand of Korean and Japanese international routes. This boosted growth at ICN and other Korean airports.

Tokyo Haneda (HND), the world's fifth busiest
airport and Japan's largest, grew 5.5% in total passenger traffic for 2016.

Other key markets

Amsterdam-Schiphol (AMS), a major European hub, grew 9.2% in 2016. While AMS gained traffic due to the substitution effect from terrorism activity at sister hubs, the airport remained strategically located in a competitive market for connections on continental and intercontinental traffic. The airport currently provides over 320 flight connections to airports in some 98 countries.

Denver (DEN) also continued to increase traffic at a rate well above that which would have been expected from the mature North American market. Owing its growth to strong demand on origin and destination flights, the airport that is a gateway to the American Rockies, grew almost 8% in 2016.

Finally, there are two airports outside the top 20 that are growing fast: Delhi (DEL) and Doha (DOH), the world's 21st and 50th busiest airports. Both airports achieved growth of over 20% in a single year although they each have distinct traffic compositions. While almost three quarters of DEL's traffic is domestic, DOH is a rapidly growing hub in the Middle East with almost all of its traffic reported as international. The dynamic between Indian aviation, which is poised to be one of the largest aviation markets over the long-term, and the Middle Eastern hubs as major points of connectivity will be important in the years to come.

Air cargo

Air cargo markets experienced a revival in the second half of 2016. Despite the looming uncertainty regarding trade policies in the face of protectionist sentiments, heightened business confidence through inventory build-ups and increased export orders remained apparent for the short-term. The world's largest air cargo hub continued to be Hong Kong (HKG, +3.5%), followed by Memphis (MEM, +0.7%) and PVG (+5%). Doha (DOH), moved up from 20th to 16th rank with a jump of 20.8% in air cargo volumes in 2016. Representing as much as 44% of global traffic volumes, the world's busiest airports for air cargo throughput grew 3.3% year-over-year.

Aircraft movements

ATL (+1.8%) is the world's busiest airport for aircraft movements, ahead of Chicago-O'Hare (ORD) which experienced a decline of -0.9% and LAX which experienced an increase of 6.3%. Both AMS and PVG moved up the ranks, posting growth rates of 6.6% and 6.8% respectively. The top 20 airports achieved growth of 1.8% year-over-year as compared to 2015.

“The aviation industry is constantly changing, adapting and innovating,” said Angela Gittens, Director General, ACI World. “Global aviation markets remain dynamic in the face of economic uncertainty and geopolitical risks that persist on many fronts. Connecting people and places still remains paramount to the aviation sector in spite of the looming threat to market liberalization in major Western economies. We see passenger traffic continuing to grow at many of the major hubs. The combined use of larger aircraft,
increased load factors by airlines and more efficient use of infrastructure continue to be an important trend across the industry. From a global perspective, this is a testament to the efficiency gains that have been achieved in the sector.”

Global summary: Preliminary year-over-year growth for 2016, compared to 2015

Total passengers: +5.6%
Total international passengers: +6.6%
Total cargo (includes mail): +3.3%
Total international freight: +4.3%
Total aircraft movements: +2.3%

Find the full media release on the ACI website.

Download the PDF version of this media release.
## Table 1 – Total passenger traffic 2016 (preliminary)

<table>
<thead>
<tr>
<th>Rank 2016</th>
<th>Rank 2015</th>
<th>Airport City / Country / Code</th>
<th>Passengers (Enplaning and deplaning)</th>
<th>Percent change</th>
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**Top 20 for 2016**

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<th>Percent change</th>
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**Top 20 for 2016**

952 493 869 5.8
<table>
<thead>
<tr>
<th>Rank 2016</th>
<th>Rank 2015</th>
<th>Airport City / Country / Code</th>
<th>Cargo (Metric tonnes) (Enplaning and deplaning)</th>
<th>Percent change</th>
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<td>ANCHORAGE AK, US (ANC)*</td>
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<td>20</td>
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<td>Total for 2016</td>
<td>47 405 870</td>
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*includes transit freight
Table 4 – Total international air freight traffic 2016 (preliminary)

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<tr>
<th>Rank 2016</th>
<th>Rank 2015</th>
<th>Airport City / Country / Code</th>
<th>Freight (Metric tonnes) (Loaded and unloaded)</th>
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<td>DUBAI, AE (DWC)</td>
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Top 20 for 2016: 37 200 492 (3.4)
### Table 5 – Aircraft movements 2016 (preliminary)

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<th>Rank 2015</th>
<th>Airport City / Country / Code</th>
<th>Movements</th>
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<tr>
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<td>MEXICO CITY, MX (MEX)</td>
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<td>20</td>
<td>TOKYO, JP (HND)</td>
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</table>

**Top 20 for 2016**

<p>| | | |</p>
<table>
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<tbody>
<tr>
<td>Movements</td>
<td>10 880 241</td>
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</tbody>
</table>
Access statistics for over 2,300 airports in 160 countries through Airports Council International (ACI) World’s unrivalled airport industry market intelligence.

Airport traffic data       Industry rankings       Best practice

Financial performance       Trends and forecasts
Discussing aviation growth and more: The 9th annual ACI Airport Economics & Finance Conference & Exhibition in London, UK

By Anita Berthier, Manager, External Relations and Special Events, ACI World

Airport CEOs discussed aviation competition dynamics during one of the panels.
The world’s air travel/transport industry continues on a successful path, marked by strong growth, especially in specific emerging markets, and healthy consolidation in more mature regions. The aviation growth rate is one of the strongest in its history, at a pace that doubles the world’s GDP.

In was in this context that the 9th annual ACI Airport Economics & Finance Conference & Exhibition was held in London, UK from 20–22 March 2017. For the third year, the World Bank Annual Aviation Symposium was held in conjunction with the conference, and once again attracted a global delegate list. The event as a whole is now established as a unique occasion where the industry commits to sit together to exchange knowledge, network, share and understand analyses and jointly set the course for the upcoming years. A number of networking events allowed delegates to continue discussions. GIP Partners kindly sponsored the gala dinner, held at the opulent One Whitehall Place overlooking the Thames.

To complement discussions, ACI World launched its ACI Policy Brief: Ownership, regulation and financial performance and ACI Airport Key Performance Indicator, which was very well received by delegates and the world’s media.

The symposium recorded more than one hundred participants with affiliations ranging from airport operators, financial institutions, regulators, rating agencies and advisory firms.

A broad spectrum of topics was discussed, but with the main objective of ensuring the continued economic vibrancy of the airport industry.
The event focused on the major topics of airport Private-Public Partnerships (PPPs), regulation and financing. The audience was encouraged to participate through an interactive polling session and with the introduction, for the first time, of an innovative group workshop session where attendees teamed up to build an action plan to implement an airport PPP.

In the context of phenomenal aviation sector growth which hasn’t been seen for many years, some delegates spoke of concerns around sustainability and the underlying solidity and momentum, with uncertainties around oil prices rebounding. Particularly regarding PPPs, discussions highlighted how imperative it is for investors and stakeholders to design and put in place preventative actions and cautious strategies to protect investments. Questions were raised about the implications of a slowdown in aviation growth. Many agreed that the single most important takeaway from the conference is that PPPs need to be structured in a robust way in order to resist economic impact, independently from the position in the aviation cycle.

Many of these debates are ongoing, and ACI will continue to provide insight for the industry to consider in the lead-up to the 2018 conference. Save the date for the 10th annual ACI Airport Economics & Finance Conference & Exhibition, to be held in London, UK on 9-11 April 2018.
The group PPP exercise was a highlight for delegates.

Stefano Baronci, Director of Economics, ACI World greeted Peter Alawani, Air Transport Officer, International Civil Aviation Organization (ICAO).

Opening Remarks from ICAO given by Boubacar Djibo, Director, Air Transport Bureau
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Airport Service Quality

interview feature: Hartsfield-Jackson Atlanta International Airport, United States

By Sevda Fevzi, Manager, ASQ Strategic Marketing, ACI World
As ACI’s Airport Service Quality (ASQ) programme enters its 11th successful year, we will be focusing on how airports are increasingly putting the passenger first in all that they do. Indeed, passenger service is a shared priority among all aviation stakeholders—in particular all members of the airport community.

As you’ll learn in this interview series, airports are digging deeper than ever through activities aimed at cultivating a culture of customer service excellence across all staffing levels. Aligning all stakeholders in the pursuit of airport customer service excellence can be a powerful tool toward improving the passenger experience, ensuring employee satisfaction and raising non-aeronautical revenues.

In this edition, I speak with Steve Mayers, Director, Customer Experience, and Americans with Disabilities Act (ADA) Coordinator at Hartsfield-Jackson Atlanta International Airport.

Key facts about Hartsfield-Jackson Atlanta International Airport

- Airport code: ATL
- What year the airport opened: 1925
- Annual number of passengers in 2016: 104.1 million
- Number of employees onsite: 63,000

Did you know?

ATL is constructing two large canopies in front of the Domestic Terminal as part of the airport’s $6 billion capital improvement program. The steel weight of the canopies totals 3,500 tons, or the equivalent of nine Boeing 777 airliners.

The airport’s 5th runway opened in 2006. During construction, some 17.5 million cubic yards of earth—enough to fill the Georgia Dome about four times—had to be moved, both to make space and build an embankment to raise the runway 70 feet above the existing ground level.

1) How and why did ATL join ASQ? How does ATL directly benefit from ASQ?
ATL was looking for reliable data—not only to assess and improve the passenger’s journey within the world’s busiest and most efficient airport, but also to compare our services to other airports globally. We turned to the only organization that offered a programme that best represents all airports worldwide. Thus, we participate in ASQ to obtain data that will enable us to better serve our customers and remain competitive.

A passenger’s journey through the airport touches many different areas such as cleanliness, concessions, passport control and security. Some of our competitors’ regular surveys do not measure these items. ASQ has helped us drill down to those specific areas affecting overall guest satisfaction, and we are able to then use that data. All parts of the customer experience affect the overall score. So, for example, if our goal is to reach 4.5, and we’re at 4.2, we would say to our partners, “How can we help you get your scores up, because you’re affecting the overall score?”

Specifically, our overall score has been positively impacted in the last year by two things: cleanliness and, more significantly, security wait times. With growing passenger traffic and a reduced number of TSA agents since the economic downturn of 2008, wait times climbed to an hour in some cases. The previous federal administration decided to hire additional agents, bringing wait times down to 15 minutes. This has had a substantial positive impact on our score.

2) How does ATL align the common vision of improving passenger experience with all stakeholders, partners and service providers in your organization?

At ATL monthly stakeholder meetings, we give our stakeholders a report on how the airport is doing based on data collected via ASQ and internal surveys. Since ASQ reports are released quarterly, we are able to report our scores at every meeting. Throughout the month, we continually share feedback on complaints received.

We take a proactive approach to using the data and working with our partners to ensure we’re all on the same page in responding to customer issues and taking care of their needs. We ask our partners to respond to complaints immediately so we can prevent a negative impact on the customer journey, the customer service scores that we will report, and the ASQ daily and monthly data.

3) Are there any particular programmes, courses or activities ATL runs with employees that are specifically aimed at improving customer and passenger satisfaction?
Our brand is OneATL. Our customer experience team, through its agreement with our partners, conducts customer service training on a daily basis. From one part of the journey to another, we teach employees how their attitudes affect the entire enterprise, and then we look at every touchpoint again. What I like about the ASQ survey is that it aligns with the OneATL brand because it measures each one of those touchpoints.

For example, cleanliness is critical because there’s an emotional connection to bathrooms. If we don’t have a clean bathroom, the whole airport is perceived as dirty. We use some of that data to make our employees and partner employees aware of how their individual role influences overall customer satisfaction.

4) Does ATL practice measuring customer satisfaction of only departing passengers or both departing and arriving passengers?

We measure the entire experience. The intent of OneATL is to offer the same consistent level of service from curbside to gate and back, so the entire 360-degree journey of a passenger at Hartsfield-Jackson is measured through real-time intercept surveys and social media, in addition to ASQ. Intercept surveys are immediate and driven by customers—whether manually with employees or via social media. We post surveys on Twitter and Facebook to ask opinions on specific parts of the journey and determine if we’re having a problem in a particular area.

Currently being finalized is an automated survey that will be placed on our 40-plus interactive directories throughout ATL. It will ask guests for their opinions and this feedback will be amalgamated, and I can then communicate directly with the reviewer.
For example, if someone complains about a dirty bathroom on Facebook, one of our social media folks will respond right away, get an opinion as to why it’s dirty and say to the guest, “I’m going to meet you there, and I’ll have a cleaner with me,” just to show him that we’re taking care of it right away. This makes our guests feel as if their opinion matters, and they will in turn give us a better rating on Facebook, Yelp, Twitter or whatever social tools they use.

5) What is some of the more unusual passenger feedback that ATL has received?

A complaint we get all the time is to remove CNN from airport monitors due to its political nature. What passengers may not realize is that airports have agreements with these networks, and they pay to be on the air. So we can’t just flip the TV to Fox News. Fox does not have an airport channel; CNN does. Also, CNN is based in Atlanta, so I think it would be a slap in the face to have anything other than CNN, the hometown network, in the world’s busiest airport.

6) What are some of the topics you would like to see discussed at future ASQ forums?

One of my passions is serving as ATL’s ADA coordinator. I would like for us at the ASQ Forum to discuss our official responsibility to individuals with disabilities, about gaining their opinions to develop a program geared
toward helping them better traverse airports worldwide. Individuals with disabilities have a right to experience airports under the International Civil Aviation Organization (ICAO). Similarly, we should discuss facilitating airports worldwide in coming to a universal agreement that supports individuals with disabilities. I'd like ASQ to collect the data to help make that a reality.

Steve Mayers' Biography

Steve Mayers is the Director of Customer Experience and ADA Coordinator at Hartsfield-Jackson Atlanta International Airport. He oversees the guest experience, ADA administration, volunteer and non-profit programs and team member development.

For Mr. Mayers, successful management of the world's busiest and most efficient airport comes down to one matter: customer service. As head of the customer experience, he views the more than 100 million passengers as his guests and seeks to unite airlines, airport vendors and local businesses to create the ultimate traveler experience from curbside to gate—and back.

With more than 25 years of hospitality experience, Mr. Mayers has held leadership positions in some of the world's leading hospitality companies, including Sandals Resorts, Radisson and Best Western Hotels & Resorts.

A Certified Hotel Administrator (CHA), Mr. Mayers is a graduate of Temple University's Fox School of Business and its School of Tourism and Hospitality Management.

For more information on the ACI ASQ programme, visit www.aci.aero/asq or reach us by email at aciasq@aci.aero.
Find out why the world’s best airports are part of the Airport Service Quality programme

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*Airport code sizes are based upon Director General’s Roll of Excellence inductees and ASQ Award winners since 2006
**The ASQ Awards are provided based upon the top three mean scores on overall satisfaction from the ASQ Survey
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 2016 ASQ Award recipients, visit aci.aero/ASQ-awards.
How information technology can transform your airport business

By Serge Yonke Nguewo, Senior Manager, Facilitation and IT, ACI World

(From left): Ian Law, Deputy Airport Director Chief Information Officer, San Francisco Airport and Vice Chair, ACRIS; Rolf Felkel, Senior Vice President, Applications Development and Support Services at Fraport AG and Chair, ACRIS; Michael Zaddach, Senior Vice President, IT at Munich Airport and Chair, WAITSC; Steve Lee, Chief Information Officer, Changi Airport Group and past Chair, WAITSC; and Maurice Jenkins, Director, Information Systems Telecommunications, Miami Dade County Aviation Department and Vice Chair, WAITSC
The roles of airport information technology (IT) departments and Chief Information Officers (CIOs) are evolving rapidly in step with the rapid proliferation of new technologies in the aviation industry. In recognition of the important role that IT plays at airports worldwide, the ACI World Airport Information Technology Standing Committee (WAITSC) was created to guide ACI members in the development and implementation of their own airport IT strategies. The role of the committee, composed of 42 members consisting mainly of CIOs and airport IT executives from worldwide airports, is to maximize the added value of IT in operational and business processes.

The 11th ACI WAITSC meeting took place in Amsterdam, Netherlands from 16–17 March 2017. The meeting was a great success and provided an excellent opportunity for members to connect with each other on issues of importance in the realm of airport IT.

Standards are essential

Airports today face ever-increasing challenges from passengers, airlines, other airports, local and global regulatory bodies, suppliers and owner-stakeholders, all demanding improved performance. Performance can be measured in multiple ways, including safety, security, customer satisfaction, operational efficiency, revenue and costs. However, an airport cannot directly manage its own performance; instead it must cooperate with these multiple stakeholders.

Effectively exchanging information among the multiple stakeholders is crucial, which is why one of the WAITSC’s objective is to develop these standards. Collaboration between airports and their partners is critical to improve operational efficiency and enhance the passenger experience. Data sharing can bring great benefits to the passenger’s itinerary and indoor terminal maps. One of the many features of the Seamless Travel Platform is to provide customers a simple way of accessing services offered by airports and their partners.

The underlying idea is to give customers a unified and standardized way of accessing services. The process of booking a service should “feel” the same, independently of the selected service and the service provider behind it. This means that for each and every service offered via the Seamless Travel Platform, the booking process looks the same. The Airport Community Recommended Information Services (ACRIS) stated goal is “to develop a harmonized framework of recommended information services to facilitate the sharing of information among aviation community stakeholders.” The ACRIS working group provides the industry standards necessary to improve information exchanges in passenger and baggage end-to-end processes. Several ACRIS initiatives are currently being undertaken to promote an open data strategy, and to develop and deliver an Application Program Interface (API) shop. Some of these initiatives include:

- Airport beacons
- Cybersecurity and IT Security Benchmark
- Biometrics
- Airport digital transformation
- Wearable technology
- End-to-end baggage tracking

These top-of-the-line technologies allow airports to offer a more personalized travel experience to
passengers throughout their journey.

Creating more value

Passenger expectations are closely tied to an airports bottom line, which has been proven to increase with the adoption of digital tools and technologies. Indeed, everyone wants to “go digital,” but the first step is truly understanding what this means. The WAITSC produced a whitepaper on Airport Digital Transformation for release in the spring of 2017. For airports, digital transformation is not only about technology; it is about business transformation in a digital world. Digital transformation is the implementation of new technologies and their integration with existing technologies, processes and services to deliver a better experience to the passengers.

In addition to airport digital transformation, the use of biometrics, artificial intelligence, robotics and blockchains were also discussed. These new technologies allow airports to predict passenger flows in advance in order to reduce the chaos of day-to-day operations and tailor services to the passenger’s needs.

Finally, introducing new technologies without robust cyber-security measures in place presents a risk. As such, meeting participants also discussed a collaborative approach towards cybersecurity. The WAITSC outlined last October’s launch of the Airport IT Security Benchmarking Tool (ITSB). The ITSB allows an airport to measure itself against an internationally recognized cyber-security standard at any point in time, as well as measure its progress over a period of time. An additional feature is that it allows for benchmarking against other airports of similar size and geographic location.

The ITSB helps to define the areas where an airport may experience risk. The ISO 27002 standard calls for the completion of a full risk assessment in order to map an organization’s cyber environment.

Leadership is the key to success

Although each member is contributing to the success of the WAITSC, it is important to mention that the WAITSC has gained a lot of credibility in the air transport industry. The success of the committee can be directly linked to the effectiveness of the ACI World Airport IT Standing Committee chair Steve Lee, Changi Airport, Singapore.
The International Civil Aviation Organization (ICAO) will be holding its inaugural Global Aviation Security Symposium from 12 – 14 September at the ICAO Headquarters in Montréal, Canada.

The three-day Symposium will bring together AVSEC professionals from around the globe to advance the cultivation of a new mind-set towards aviation security, embracing it as a culture that goes beyond a set of standards. It will strategically enhance international cooperation and collaboration to address the threat posed by terrorists targeting civil aviation by reinforcing, strengthening and promoting the international framework of aviation security standards. Participants will benefit from an interactive exhibition showcasing the latest State and industry AVSEC technology and process innovations, along with dynamic learning workshops.

This will also be an incredible opportunity for networking and collaboration between States, ICAO, industry leaders, and representatives from different international and regional aviation organizations.

For more information, please visit our website www.icao.int/meetings/AVSEC
Awarding Environmental Achievement in North America

By Melinda Pagliarello, Director, Environmental Affairs, ACI-NA

The winners of the 2017 Environmental Achievement Awards at this year’s Airports at Work conference in Las Vegas, NV.
Every year, ACI North America (ACI-NA) presents its Environmental Achievement Awards to airports that strive to protect and preserve the environment through their programs, initiatives and projects. This year at the Airports@Work Conference in Las Vegas, NV, ACI-NA honored the recipients of the 2017 ACI-NA Environmental Achievement Awards: Miami International Airport, Indianapolis Airport Authority, Minneapolis-St. Paul Metropolitan Airports Commission and Billy Bishop Toronto City Airport.

“I applaud the recipients of the 2017 ACI-NA Environmental Achievement Awards for being successful innovators in sustainability for the airport industry,” said ACI-NA President and CEO Kevin M. Burke. “North American airports recognize that continued sustainability enhances economic vitality and operational efficiency while minimizing their environmental footprint. I congratulate these airports on incorporating sustainable practices into their efforts to provide the best service to their passengers and communities.”

Established by the ACI-NA Environmental Affairs Committee, the annual Environmental Achievement Awards acknowledge the hard work and achievements of ACI-NA members by promoting awareness more broadly within the airport community, the general public and regulators of the many notable and innovative efforts being undertaken by environmental professionals at airports.

ACI-NA annually awards up to four awards recognizing outstanding achievement in the categories of Environmental Management, Environmental Mitigation, Outreach, Education and Community Involvement, and Innovative/Special Projects. The winning airports must demonstrate the environmental benefit of their project and its innovative approach, effective implementation, applicability and cost-effectiveness. Many promising submissions were received this year, and the strong field created a challenging selection process for this year’s panel of judges.

The ACI-NA Environmental Committee also selects an individual award winner for outstanding contributions to the Committee. The winner of this year’s “Peer Recognition for Outstanding Individual Contribution and Leadership” Award is Gene Peters, Director at Ricondo & Associates. Peters has been a long-standing member of the Environmental Affairs Committee and the aviation environmental industry. For the past several years, Gene has been making a significant contribution to the Sustainability Working Group through the development and publication of the

“North American airports recognize that continued sustainability enhances economic vitality and operational efficiency while minimizing their environmental footprint.”
group’s quarterly newsletter, which has excelled at succinctly sharing information such as the latest environmental best practices, individual member’s background and interests (to facilitate peer networking), Federal Aviation Administration (FAA) and other external funding opportunities and relevant studies to the Association of Clinical Research Professionals (ACRP).

The Environmental Committee also recognized Nate Kimball, Sustainability Manager at the Port Authority of New York and New Jersey, with an honorable mention. Kimball has led environmental stewardship initiatives and promoted sustainable business practices within the ACI-NA Environmental Affairs Committee and the broader aviation community by building relationships with external entities and facilitating an internal dialogue within ACI-NA management about the importance of “triple bottom line” sustainability to the organization’s long-term success and resilience.

Winners in each category were selected by a four-judge panel and based on the project’s environmental benefits, innovation, effective implementation, widespread applicability and cost-effectiveness. Judges for the 2017 awards were Patrick Magnotta, Assistant Manager, Airport Planning & Environmental Division, FAA; Joe Petrie, Editor in Chief, Airport Business Magazine; Jody Proctor, Director, Environmental Policy Analysis and Evaluation, Transport Canada; and Leslie Riegle, Director of Environmental Affairs, Aerospace Industries Association of America.

About the Winners

Environmental Management Award Category:

Miami International Airport was selected as the winner for their “Sustainability Project at MIA,” a large-scale energy and water conversation effort by the Miami-Dade Aviation Department and Florida Power & Light Company Services (FPLS). This project is installing $32 million worth of air conditioning and ventilation upgrades, water conservation retrofits, energy-efficient lighting and other innovative solutions that will save the airport more than 35 million kilowatts of power per year and $40 million in utility costs over the 14-year contract period with FPLS. That is the equivalent of reducing carbon emission by 5,110 automobiles and water consumption equal to 43 Olympic-size swimming pools (28 million gallons).

Detroit Metropolitan Wayne County Airport’s Reconstruction of Runway 4L/22R and Associated Taxiways was identified for Honorable Mention. Typically, the runway is used for aircraft arrivals and can accommodate operations in low-visibility conditions, making it critical to the airport’s operational efficiency and business continuity. While following an aggressive schedule, this project was among the first at airports to apply sustainability practices to an airfield project. The project received the Envision Silver Award from the Institute for Sustainable Infrastructure, which recognizes sustainable infrastructure across the full range of environmental, social and economic impacts.
Outreach, Education and Community Involvement Award Category:

Indianapolis Airport Authority won the outreach award for their “Community Bee Apiary” project, housed on 4.7 acres of otherwise unused airport land. This project is a partnership with a local non-profit, the White Lick Beekeepers Association. The apiary helps to preserve Indiana’s honeybee population and serves as a training site for future beekeepers. The site also serves an educational role for visitors from groups such as 4-H, and has been the focus of projects with Ball State University. This novel use of land is providing a bridge to the community that is supportive and engaged with the apiary.

Special/Innovative Projects Award Category:

Minneapolis-St. Paul Metropolitan Airports Commission (MAC) won the Special/Innovative Projects award for their “Optimized Profile Descent (OPD) Application and Associated Emission Reduction Results.” At minimal cost the MAC Environment Department staff developed the OPD application, which quantifies the environmental benefits of fuel and carbon reductions achieved through PBN procedures. Showing industry leadership, the application was developed to be easily shareable with other airports. MAC used the application and results in the collaborative effort with the community that resulted in approval for implementing Performance Based Navigation (PBN) arrival procedures.

Mitigation Award Category:

Billy Bishop Toronto City Airport won the Mitigation award for their “Noise Mitigation Program.” This effort required a multi-faceted approach, as well as the long-term commitment shown to the program. The airport has undertaken continuing engagement with different groups of stakeholders that has been combined with innovative noise reduction efforts, resulting in a reduced number of noise-related complaints received from the community.
Leading Effective Classroom Instruction, 20-24 February, 2017, Johannesburg, South Africa

By John Webster, Senior Manager, Global Training, ACI World

Class picture of ACSA graduates
ACI was pleased to facilitate its newest course, Leading Effective Classroom Instruction, which was hosted by Airports Company of South Africa (ACSA) on 20–24 February, 2017 in Johannesburg, South Africa. The course was given by senior ACI facilitator, Dr. Jean Marc Guillemette, and was attended by 13 training managers and administrators from different areas of expertise within the ACSA organization ranging from Aviation Security and Aircraft Rescue and Firefighting to Airport Safety.

During the course, participants learned the preferred methodologies for effective instruction, how to select and use the most appropriate instructional aids and methods, and how to evaluate and report their results. By the end of the course, participants were able to apply what they learned to improve their own instruction by more actively engaging their students.

One of the main benefits of this course is that it is equally suited for new or more experienced instructors wishing to perfect their skills. Sharing knowledge and experience is a key part of the course, and highly encouraged. Active participation is therefore an essential ingredient for success.

Given the positive feedback from the participants, this inaugural course was a great success, and we look forward to delivering it as an in-house course in Accra, Ghana next month.

For more information on this course or any other ACI Global Training offering, please visit our website or contact us at training@aci.aero.
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For more information on ACI Global Training visit www.aci.aero/training or contact training@aci.aero
If you have attended an ACI Global Training safety course over the last 8 years, chances are you would have had the privilege of meeting Debbie Riley, ACI’s lead instructor for the Global Safety Network (GSN) Diploma Programme, ACI-ICAO Aerodrome Certification course and other safety training offerings. Read this Q&A to find out more on what keeps her going.

Were you always interested in the aviation industry?

I actually commenced my aviation career with the Royal Air Force working as a Fighter Controller (controlling fast jets). I then joined Manchester Airport as an Airport Planner, moving on to become a Duty Manager within Airfield Operations prior to taking up several managerial roles in aerodrome safety policy and planning. In 2004, I left Manchester Airport to become the Operations and Safety Director with Airport Solutions Ltd. providing advice and training to airports throughout the world. Having gained considerable experience working on major airport projects (Runway, Terminal and Airport Certification) on all continents, we were fortunate to collaborate with ACI early on to provide training for ACI member airports, and well, here we are today!
You have been delivering ACI training for several years now. What keeps you motivated?

In my 30+ years in the industry I have now worked at all types of airports, from desert strips to the world’s mega hubs, and there is always something new to learn! But my main motivation actually comes from the enjoyment of transferring knowledge, talking to “airport people” and finding new ways of resolving the challenges that airports face.

I have to say that some of the best personal motivation comes from seeing students develop and progress with their careers. Over the years, we have witnessed many airport staff who have attended the GSN Programmes as complete rookies to the airport industry and have since gone on to hold very senior positions at airports. As such, it is nice to think that you have helped them somewhere along that journey.

What would you say have been the most challenging and rewarding experiences for you as an ACI instructor?

Working as an ACI Instructor has occasionally taken me out of my comfort zone through working in a very different environment and culture, sometimes in an exceedingly remote location, a long way from home. However, at the end of the training, having achieved what you set out to do and having seen your students change from being very apprehensive on day one to being knowledgeable and enthusiastic “friends for life” by the end of the week is very, very rewarding.

The aviation landscape is ever evolving. How do you keep abreast of the latest updates for immediate incorporation in the training content?

There are probably two key ways: Firstly, we employ people who are continuously working at different airports around the world each week. When we see something new which could be beneficial to others we incorporate that into the training. I think this fits in very nicely with the whole ethos of ACI Training. Secondly, information sharing is something which we also actively encourage in all the courses, and it remains one of the great added value parts of each training course.

We are also fortunate to work with ACI, ACI member airports, various regulators and, of course, ICAO. This usually enables us to have a very good insight into any changes before they happen and therefore puts us in a great position to provide advice into what will be “coming soon” and what the airport could be doing to prepare for it.

And Airport Solutions Ltd. is also a World Business Partner (WBP) with ACI Europe…

Correct. I think the very fact that ACI brings airports and business partners together to exchange information on all aspects of the industry enables myself and our team to keep up to date with new technologies and initiatives. Over many years I have attended and delivered presentations at different ACI events. I can therefore speak with some firsthand experience about the value of these networking opportunities. As a WBP I am certainly looking forward to attending more events in the future.
What do you think is in store for airport training in the coming years?

I recently wrote a magazine article about our industry, and specifically the fact that it is forever changing. It is therefore essential that those working within the industry are fully equipped through their knowledge and skill sets to embrace change for both their personal development and that of their business. Training is without doubt fundamental to the change process. Whilst training today is quite rightly available in different formats, the facilitation of discussion, and the exchange of ideas and opinions amongst students within the training environment is of huge benefit.

Providing the correct training environment to allow that free flow of information and a collective learning experience can add real value to any course. We know from our training feedback that this—and specifically the “hands on” practical training—is rated very highly. Therefore, I see these two areas becoming more prominent over the next few years.

Please add one trivia item about yourself—something people may not readily know about you.

One of my great interests is photography, which I use quite extensively in the trainings by using the “pictures speak louder than words” approach. I enjoy taking photos of aircraft but I also love animal photography, in particular the challenge of taking action shots of birds. That is the joy of travel: I can combine my work and my hobbies together!
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The leading airport management and operations education provider
March was a very busy month for ACI Global Training, with a total 327 participants and 16 classroom courses held worldwide.

Understanding Annex 14, 9–11 March 2017 in Douala, Cameroon
Understanding Annex 14, 6–8 March 2017 in Yaoundé, Cameroon

GSN 1: Safety Management Systems, 6–10 March 2017 in Cape Town, South Africa
Runway Incursion Awareness and Prevention, 15–17 March 2017 in Incheon, South Korea
Global Training

Airline Management for Airport Professionals, 20–24 March 2017 in San Francisco, USA

Behavioural Analysis: Passenger Screening and Insider Threat Management, 20–24 March 2017 in Bucharest, Romania
Global Training


Understanding Annex 14, 22–24 March 2017 in Bloemfontein, South Africa
Understanding Annex 14, 27–29 March 2017 in Johannesburg, South Africa

Airport Business Management, 27–31 March 2017 in Addis Ababa, Ethiopia
Training calendar

Asia-Pacific

**SECURITY AND FACILITATION**
12–16 June 2017  Incheon, South Korea

**AIRPORT ENTERPRISE RISK MANAGEMENT**
16–20 July 2017  Abu Dhabi, UAE

**GSN 6 - AERODROME AUDITING AND COMPLIANCE**
31 July–4 August 2017  Kuala Lumpur, Malaysia

**AIRLINE MANAGEMENTS FOR AIRPORT PROFESSIONALS***
6–10 August 2017  Abu Dhabi, UAE

Europe

**INTRODUCTION TO AIRPORT ECONOMICS**
7–9 June 2017  Riga, Latvia

**GSN 6 - AERODROME AUDITING AND COMPLIANCE**
12–16 June 2017  Bucharest, Romania

**HUMAN FACTORS FOR AIRPORT MANAGERS**
19–21 June 2017  Athens, Greece

**GSN 3 - EMERGENCY PLANNING AND CRISIS MANAGEMENT**
19–23 June 2017  Bucharest, Romania

Latin America-Caribbean

**GSN 1 - SAFETY MANAGEMENT SYSTEMS**
3–7 July 2017  Montego Bay, Jamaica

**GSN 2 - AIRSIDE SAFETY AND OPERATIONS**
10–14 July 2017  Montego Bay, Jamaica

**MANAGING SERVICE QUALITY AT AIRPORTS**
10–14 July 2017  Panama City, Panama

**HUMAN FACTORS FOR AIRPORT MANAGERS**
9–11 August 2017  Port of Spain, Trinidad and Tobago

North America

**ACI/ICAO AERODROME CERTIFICATION***
5–9 June 2017  Montreal, Canada

**AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION***
5–9 June 2017  San Francisco, USA

**ONLINE - AIRPORT ENVIRONMENTAL MANAGEMENT***
5 June–14 July 2017  Montreal, Canada

**AIRPORT REVENUE GENERATION***
12–16 June 2017  San Francisco, USA

**AIRPORT DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS***
26–30 June 2017  San Francisco, USA

**GSN 5 - ADVANCED SAFETY MANAGEMENT SYSTEMS**
10–14 July 2017  San Francisco, USA

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

**Course availability and dates subject to change. Visit our Global Training calendar for the most up-to-date information

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.

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Key events and courses

Highlighted events and training
May–October 2017

ICAO/ACI WILDLIFE STRIKE HAZARD REDUCTION SYMPOSIUM
16–18 May 2017
Montréal, Canada

10TH ACI EUROPE REGIONAL AIRPORTS CONFERENCE & EXHIBITION
15–17 May 2017
Cork, Ireland

2017 ACI-NA/A4A DEICING & STORMWATER MANAGEMENT CONFERENCE
18–19 May 2017
Arlington, VA

GSN 1 - SAFETY MANAGEMENT SYSTEMS
3–7 July 2017
Montego Bay, Jamaica

Events
Training/courses

*This course can be taken as an elective for the Airport Management Professional Accreditation Programme.
27TH ACI AFRICA/WORLD ANNUAL GENERAL ASSEMBLY, CONFERENCE & EXHIBITION
16–18 October 2017
Port Louis, Mauritius

GSN 6 - AERODROME AUDITING AND COMPLIANCE
12–16 June 2017
Bucharest, Romania

AIRPORT ENTERPRISE RISK MANAGEMENT
16–20 July 2017
Abu Dhabi, UAE
Airport industry leaders from all over the world are scheduled to gather in Port Louis, Mauritius from 16–18 October 2017 under the theme “Bold leadership in a time of change”.

Session topics include:

- Creating a strong security culture
- Transforming the journey – technology and innovation
- Customer experience
- Route development
- Connectivity and sustainable tourism

“Bold leadership goes beyond success under the present circumstances,” said Angela Gittens, Director General, ACI World. “It means having an objective view of the future, with a rational
appetite for risk, understanding that standing still may be the riskiest option of all. As the voice of the world’s airports, ACI seeks to chart the course for a safe, secure, sustainable and economically viable future for the world’s airports and the communities they serve.

“We are in the unique position of being able to bring together airport practitioners from around the world, and use this knowledge base to make credible proposals for changes to the international regulatory framework and develop programmes that meet our members’ needs. Airports are economic and social engines, they are leaders in connecting people, culture and commerce and ACI intends to ensure this as a constant,” concluded Gittens.

“ACI Africa looks forward to welcoming leaders in the aviation community, in their respective areas of expertise—from economics and finance to safety, security, environment and customer service—to the region,” said Ali Tounsi, Secretary General, ACI Africa. “Collaboration is the foundation by which we will continue moving forward collectively. In the end, we all have one single goal: to lead the industry responsibly and sustainably.”

“It is a matter of great pride for AML to host the 27th ACI Africa/World Annual General Assembly, Conference & Exhibition,” said Romesh Bhoyroo, Chief Executive Officer, AML. “We are indeed thankful to ACI for the trust they have placed in us. It is a great opportunity for us to showcase the tremendous progress realized by our airport and to demonstrate the close ties we have established with ACI through their numerous airport excellence programmes. We therefore look forward to welcoming all delegates on the beautiful island of Mauritius, for the forthcoming conference which holds numerous promises for the benefit of the aviation sector both in Africa and the world.”

During the conference, ACI World and Africa invite all attendees to a Gala Dinner celebrating the 2016 Airport Service Quality (ASQ) award winners. We welcome all airport professionals to join the conversation this October 2017 in Port Louis, Mauritius in creating bold leadership in a time of disruption and change.

For more information on the 27th ACI World Annual Conference Exhibition visit the ACI events page.
ACI Events

ACI Events calendar

May 2017–October 2017

ACI—NA LEGAL AFFAIRS SPRING CONFERENCE
3–6 May 2017  Jacksonville/Amelia Island, FL, USA

10TH ACI EUROPE REGIONAL AIRPORTS CONFERENCE & EXHIBITION
15–17 May 2017  Cork, Ireland

ICAO/ACI WILDLIFE STRIKE HAZARD REDUCTION SYMPOSIUM
16–18 May 2017  Montreal, QC, Canada

SMART SECURITY REGIONAL WORKSHOP
18–19 May 2017  Washington, DC, USA

2017 ACI—NA/A4A DEICING & STORMWATER MANAGEMENT CONFERENCE
18–19 May 2017  Arlington, VA, USA

ACI—NA/ACC/AGC AIRPORT CONSTRUCTION STRATEGY SUMMIT
23–24 May 2017  Los Angeles, CA, USA

ACI—NA AIR CARGO CONFERENCE
4–6 June 2017  Orlando, FL, USA

ACI—NA JUMPSTART AIR SERVICE DEVELOPMENT CONFERENCE
5–7 June 2017  Providence, RI, USA

27TH ACI EUROPE GENERAL ASSEMBLY, CONGRESS AND EXHIBITION
12–14 June 2017  Paris, France

ACI—NA AIRPORT COLLABORATIVE: CRISIS MANAGEMENT WORKSHOP
27–28 June 2017  Herndon, VA, USA

ACI—NA 2017 BUSINESS OF AIRLINES WORKSHOP FOR AIRPORT DECISION MAKERS
17–19 July 2017  Seattle, WA, USA

AAAЕ/АСI—NA AIRPORT SUMMER FLY-IN
25–26 July 2017  Washinton, DC, USA

ACI—NA/AAAE AIRPORT SAFETY MANAGEMENT SYSTEMS WORKSHOP
8–9 August 2017  Minnieapolis, MN, USA

ICAO GLOBAL AVIATION SECURITY SYMPOSIUM (AVSEC2017) IN COLLABORATION WITH ACI
12–14 September 2017  Montreal, QC, Canada

ACI AIRPORT SERVICE QUALITY FORUM
13–15 September 2017  Prague, Czech Republic

ACI—NA Annual Conference AND Exhibition
17–20 September 2017  Fort Worth, TX, USA

ACI AIRPORT SERVICE QUALITY FORUM
2–4 October 2017  Detroit, MI, USA

27TH ACI AFRICA/WORLD ANNUAL GENERAL ASSEMBLY, CONFERENCE AND EXHIBITION
16–18 October 2017  Port Louis, Mauritius

For a full listing of ACI events, please visit www.aci.aero/events.
Mark your calendar for Airports Council International's upcoming Airport Service Quality Forums

**ASQ FORUMS 2017**

Driven by Customer Experience: Share, Think, Improve

26—28 April - Haikou, China  |  13—15 September - Prague, Czech Republic  |  2—4 October - Detroit, USA

Theme for 2017: **Cultivating a customer experience airport community**

The ASQ Forums offer the airport community the opportunity to share best practices in airport customer experience and learn more about the world's leading passenger satisfaction benchmarking programme.

There are no attendance fees for airport employees.

For more information, please visit [www.aci.aero/asq](http://www.aci.aero/asq).

We look forward to welcoming you to China, the Czech Republic and the United States!
New World Business Partners

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Level: Silver

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