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Save the Date

Join us on 16-18 October 2017 for the ACI Africa/World Annual General Assembly, Conference and Exhibition.

Along with our host, Airports of Mauritius, we look forward to welcoming you to the beautiful island of Mauritius!

Contact us at events@aci.aero
This month we celebrate the winners of the 2016 Airport Service Quality (ASQ) Awards, presented to those airports whose customers have rated them as delivering the best overall experience during the year. We are proud to say that ASQ is the only customer service benchmarking programme that surveys airport customers on their day of travel; it is not available to individuals that may not have actually experienced the airport nor does it rely on memory.

In the ten years of learning about their customers and recognizing that the customer experience is a competitive factor in the attraction and retention of air service for their communities, airport managers around the world have consistently raised their performance levels. As such, we have our largest group of winners yet with categories that have been designed to recognize the achievements of airports of different sizes and in different regions.

We only publish the top three-rated airports in each category, yet when one looks at the full list, many airports are achieving high levels of satisfaction from their passenger customers, a true testament to the commitment of the world’s airports large and small to providing excellent customer service.

The ASQ Survey measures customers’ views of 34 key performance indicators, including airport access, check-in, security screening, restrooms, stores and restaurants—virtually every touchpoint of the passenger’s journey at the airport. The fact that every airport in the programme uses the same survey allows airport management to benchmark themselves against others or themselves over time, and provides them with the tools to adapt to their customers’ needs as they evolve. Promoting a culture of continuous service improvement has also become a matter of optimizing non-aeronautical revenue performance, as we have learned from a study undertaken last year.

Airports have also learned that to gain this continuous service improvement, the entire airport community must be engaged. Customer service excellence is generated by all frontline staff, from every company and agency in direct contact with the passenger customer, and from those behind the scenes setting the policies, procedures and the physical and digital environment for the interactions to occur. For this reason, ACI is developing the new Employee Survey for Customer Experience which will help airports ensure that staff have the tools required to offer the best possible service to their customers.

Along with the ASQ Survey itself, ACI provides other opportunities for airports to continuously improve their performance, including through the 2017 ASQ Forums, organized around the theme “Cultivating a customer experience airport community.” This theme recognizes that putting the passenger first is a shared priority among all members of the airport community.

The first forum will take place from 28–28 April in Haikou, China; the second from 13–15 September in Prague, Czech Republic; and the third will be organized in Detroit, Michigan from 2–4 October. In keeping with past ASQ Forums, participants can expect an engaging mix of presentations, discussion sessions, networking opportunities and new ASQ programme tools and insights as we seek more effective, efficient and profitable ways of serving the flying public.

And to cap off the year, we will hold a celebration of the winners of the 2016 ASQ Awards at the 27th ACI Africa/World Annual General Assembly, Conference & Exhibition in Port Louis, Mauritius, 16–18 October 2017. The official ceremony will be Tuesday 17 October where the world’s airports will proudly recognize the outstanding accomplishments of the best where airport customer service is concerned.

Angela Gittens
Director General
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.

SAVE THE DATE
April 10-12, 2017
Doha, Qatar

12th ACI Asia-Pacific Regional Assembly
Conference & Exhibition

DOHA 2017
ACI Sound Bites
Quotes from ACI’s Regional heads

“W e are excited to bring you the 12th ACI Asia-Pacific Regional Assembly, Conference and Exhibition, to be held in Doha from 10–12 April, gathering together aviation professionals from across the globe to one of the most dynamic transport hubs in the world. This annual event is not only great for networking opportunities, but more importantly provides the ideal platform to discuss trends, address major issues facing our industry and find the appropriate actions to tackle future challenges. Together with our host, Hamad International Airport, we look forward to welcoming you to Doha.”

Patti Chau
Regional Director
ACI Asia-Pacific

“O n behalf of ACI LAC, we would like to congratulate our member airports that have won the 2016 Airport Service Quality Awards. They include José Joaquín de Olmedo International Airport; Queen Beatrix International Airport; Gregorio Luperon International Airport; Mariscal Sucre International Airport; Punta Cana International Airport; and Lynden Pindling International Airport. These airports have exemplified a dedication to customer service excellence and serve as prominent examples of ACI LAC’s commitment to serving the traveling public.”

Ali Tounsi
Secretary General
ACI Africa

“Europe’s airports broke the 2 billion passenger mark last year—an absolute record. While geopolitics and terrorism in particular played an increasing role in shaping the fortunes and misfortunes of many airports, the underlying story is one of continued growth and expansion, with passenger volumes growing in excess of +5% for the third consecutive year. This means that Europe’s airports have welcomed an additional 300 million passengers since 2013, with 80% of the total—240 million air travelers—flooded the EU market.”

Olivier Jankovec
Director General
ACI Europe

“An airports in Africa are developing and expanding in order to accommodate the projected traffic growth in the coming years. Airport terminals are being remodeled and in some cases additional terminals built; hence, this is a very exciting time for African airport stakeholders. Join us during the upcoming Commercial Forum in Livingstone, where experts will discuss how commercial activities are key to the future of African airports. The forum will be of interest to all stakeholders involved in retail concessions, including food and beverage, airport advertising, car parking, and property and real estate, among others.”

Javier Martinez
Director General
ACI Latin America-Caribbean
Hamad International Airport (HIA) is Qatar’s five-star gateway to the world and home to Qatar Airways, Qatar’s national carrier. Designed to support and sustain Qatar’s historic development as a nation, HIA supports the exponential increase in Qatar’s capacity to handle international movements of people, goods, capital, knowledge and technology.

HIA’s passenger terminal complex covers 600,000 square metres, while the airport itself covers 22 square kilometres, representing an area one-third of the size of Doha, the capital of the State of Qatar. The airport was built upon 60% reclaimed land from the Arabian Gulf. It has the capacity to handle 8,700 passengers per hour, or 30 million passengers per annum. The airport’s capacity will climb to 50 million when the second phase is complete.

The airport has been designed to immerse passengers in a world of luxury, providing a seamless and hassle-free travel experience. The departures area includes 25,000 square metres of prime retail space, rivalling the world’s leading department stores. Indeed, Qatar Duty Free, the airport’s duty free operator, has already established itself as a prestigious shopping destination in its own right. An additional 15,000 square metres of space includes more than 30 cafés and restaurants that offer a selection of global and local cuisine.

HIA features 12 different lounges spread across more than 80,000 square metres, befitting the five-star hospitality of Qatar Airways and the luxurious airport. HIA also features an airside hotel, two airside squash courts, a gym, and a 25-metre swimming pool and spa, all within easy reach of the departure gates.

HIA features dual runways measuring 4,850 metres and 4,250 metres, built to welcome the next generation of aircraft, including Qatar Airways’ A380 fleet. The dual runway operation can handle 100 aircraft per hour, or 360,000 aircraft movements annually.

**Ever growing passenger and aircraft traffic**

HIA set new records for passenger traffic and aircraft movements in 2016, handling 37.3 million passengers and 245,800 landings and take-offs during the year. This outstanding performance represents an increase of 20.5% and 15.8% respectively over 2015. On the cargo front, airfreight, which encompasses both cargo and mail, grew by 20.8%, reaching a new high of 1.7 million tonnes for the year. During 2016, HIA saw its network expand with Qatar Airways connecting Doha directly to 14 new destinations.
During 2016, HIA invested in improving its product offering and redesigning its operational processes to efficiently accommodate the increasing traffic forecasted for the coming years, while at the same time continuing to upgrade its award-winning services.

**Advanced facilities, services and operational processes**

Concourses D and E, commissioned in October 2015, became fully utilized in 2016, providing eight more contact gates for a total of 41, in addition to increasing the total number of flights departing from the contact gates. The additional 130,000 square metres of functional space has enhanced the passenger experience by enriching the retail offering and facilitating transfers. The airport has increased face-to-face interaction with passengers to assist them in wayfinding with the introduction of multi-lingual roaming agents at key points of the passenger journey.

On the operations side, 15 new aircraft parking stands have been constructed to support the hub operation of Qatar Airways. HIA actively supported and contributed to the newly-established Qatar Slot Coordination, recognizing its key role in managing capacity in accordance with international best practices. In 2016, HIA also introduced the international best practice of Airport Collaborative Decision Making as a means of optimizing operational management.

**Significant investment in best breed technology**

Significant technological investments have been undertaken to facilitate faster passenger movement within the terminal. HIA launched its dual passenger trains in the terminal in 2016, which has further enhanced the attractiveness of its transfer product. The two passenger trains are designed to shuttle travelers...
between the South and North nodes of the terminal, significantly reducing travel time through the airport for both arriving and departing passengers, including transfer passengers.

HIA commenced its phased integration of “Smart Airport” features in the terminal by integrating best of breed technologies that offer passengers more control and independence over their journey. From check-in to boarding, every step of the journey will be self-service-enabled to significantly improve efficiency and reduce waiting times, facilitating a fast and seamless passenger experience. Combined with the airport’s complimentary Wi-Fi and the iBeacon-enabled mobile app that offers wayfinding and context-relevant information, HIA’s passengers will truly enjoy an immersive travel experience.

**Commitment to tackling climate change**

HIA announced its long-term commitment to tackling climate change and reducing carbon emissions by successfully renewing its participation in ACI’s Airport Carbon Accreditation programme. This includes a target to improve carbon efficiency by 30% by 2030, along with a series of initiatives to help save energy and optimize the consumption of vehicle fuel.

Globally, HIA is one of 173 airport carbon accredited airports, and uniquely, it is the only airport to have included carbon emissions generated since its very first day of operations in April 2014.
Apply today!

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.
The future of the Transportation Security Administration: ACI World

Smart Security at Congress

By Antoine Rostworowski, Director, Airport Customer Experience and Technology, ACI World


Brooks highlighted the Smart Security programme, which was jointly developed by ACI World and the International Air Transport Association to focus on innovation at the security checkpoints of airports worldwide. The Smart Security programme aims to provide:

- Strengthened security: focus resources based on risk, increase unpredictability, make better use of existing technologies and introduce new technologies with advanced capabilities as they become available
- Increased operational efficiency: increase throughput, optimize asset utilization, reduce cost per passenger, maximize space and staff resources
- Improved passenger experience: reduce queues and waiting times, and use technology for less intrusive and time-consuming security screening

TSA hearing summary

The hearing included an opening statement from Rep. John Katko (r-NY), the Subcommittee Chairman, and witness testimonies from Roger Dow, CEO of the U.S. Travel Association; Nina Brooks, Head of Security at Airports Council International; and J. David Cox, National President of the American Federation of Government Employees.

The goal of the meeting was to identify innovations and efficiencies that TSA could better leverage to achieve its mission of protecting the nation's transportation systems and their travelers.

This provided an opportunity for outside experts to elaborate on best practices and new technologies being implemented globally, and how TSA can effectively implement these innovations. As stated and highlighted by Brooks, there has been a great deal of progress made in screening technologies and processes implemented at airport security checkpoints worldwide.

Many of these innovations are starting to be rolled out in the United States, but progress has been slow. Some of the challenges are funding, regulation and time taken for certification to get equipment from lab to airport. ACI encouraged ongoing and further engagement with industry locally and globally, including information sharing and exchange of best practices.

The hearing concluded with a discussion of initiatives for airport improvement and greater efficiency, and the need for sufficient funding, as well as implementation of emerging technologies.

To watch the full hearing visit the House Homeland Security Website.
New facial recognition software to speed up passenger facilitation at Paris CDG

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

Verifying a person’s identity using technology brings a whole world of opportunity for speeding passengers through airport processes, including check-in, bag drop, security, immigration and boarding. Many airports are testing technologies such as facial recognition, on-the-fly fingerprint scanners and video analytics to be able to check a passenger’s credentials without them having to stop or present documents.

ACI World Business Partner Vision-Box has implemented biometric Automated Border Control eGates with facial recognition that are complementing the border police’s traditional biographic background checks. It is the first time facial recognition is being used in the country, and this new practice which will allow the border police to extend the verification of passengers to all 28 European Union countries.

Jean-François Lennon, Vice-President for Global Business Development & Sales at Vision-Box, said: “Our support to the French government and AdP is part of our natural mission statement: make the world a safer place. To address efficiency at the borders but effectiveness as well, automation using facial biometrics is the answer to enhance traveler flow whilst offering to the border police modern and highly secure tools to focus on exceptions and expedite low risk travelers. We are extremely proud to pioneer this initiative on the French soil, as we already did for most of the EU Member states who decided to take advantage of our Automated Border Clearance solutions for the last 10 years.”

In Asia-Pacific, a number of airports are considering biometrics to facilitate passenger processing. A notable example is the biometrics plans at Singapore Changi Airport’s Terminal 4, to be opened later this year. Read the latest report on the project.

The joint ACI/IATA Smart Security programme will also be taking a look at the role of identity over the coming year, an important component for the application of risk based-measures at the checkpoint. We would expect to have some results to share in the latter part of 2017.
Airport city markets

By Ilia Lioutov, Senior Data Analyst, Airport Economics, and Patrick Lucas, Senior Manager, Airport Economics and Statistics

Concentration of passenger traffic by city markets

The world’s top 30 cities handle approximately one-third of all global passenger traffic (33%). Each of these cities is home to at least one airport hub where passengers can connect to multiple destinations. London, New York, Tokyo and Paris, often described as world cities or alpha cities, represent important nodes in the global economic system. They are major economies in their own right, of a size comparable to national economies such as Switzerland, Nigeria, Sweden and Poland. These cities are centres of gravity for business, tourism, leisure and entertainment. As would result from a deficiency of any other input into their economic systems, lack of air transport would stymie the efficient growth of these mega cities.

Even though the four above-mentioned cities are clearly world-class in terms of the total number of air travelers they handle, it is important to note fundamental differences in their traffic mixes. London and Paris rely almost entirely on international traffic (92% in London and 83% in Paris) and significant transfer share at key European hubs such as Heathrow (LHR) and Paris Charles de Gaulle (CDG), while New York and Tokyo have much stronger domestic traffic shares. The international portions of the traffic in these two cities are significantly lower—36% in New York and 38% in Tokyo. As a result, it is worth exploring the relative proportions of international and domestic traffic of major airport systems.

Of the top 30 airport systems for international passenger traffic in 2015, 16 serve European cities, 8 serve cities in the Asia-Pacific region, 3 are in North America and another 3 are in the Middle East. Europe remains the nucleus for international passenger traffic and its leading status stems from a combination of several factors. One is that Europe is home to many major international airlines and their affiliated hub airports—Lufthansa, Ryanair, Air France KLM, British Airways and Iberia to name a few. Europe also remains a major destination for international tourists. European nations’ geographical proximity and the region’s liberalized air transport industry have enabled international travel on short routes linking its countries, while multiplier effects arising from their high gross domestic products benefit Europe’s international air traffic.

The three major international hubs of the Middle East—Dubai, Doha and Abu Dhabi—are also worth mentioning. With the rapid growth of the three major airlines, Emirates, Qatar and Etihad, their respective city hubs were able to take the second, nineteenth and thirtieth positions worldwide in terms of international passenger traffic.

The picture for the domestic air transport markets is completely different. Of the top 30 airport systems for domestic passenger traffic in 2015, 18 serve metropolitan areas in North America, 9 serve Asia-Pacific cities, 2 are in Europe and 1 is in the Latin America-Caribbean region. All major metropolitan areas in the United States handle significant numbers of domestic air travelers. China follows the United States in terms of domestic traffic. Other metropolitan areas worth mentioning for domestic traffic are Tokyo in Japan, São Paulo in Brazil, Jakarta in Indonesia, Moscow in the Russian Federation and Istanbul in Turkey.
Global indicators for over 800 airports, representing 73% of the world’s passenger traffic

www.aci.aero/Publications/New-Releases or +1 514-373-1243
Concentration of air cargo traffic by city market

The world’s air cargo market continues to be much more concentrated than the passenger market. The top 30 markets handled 58% of total world traffic in 2015, when, once again, Hong Kong was the world’s largest air cargo market, achieving a volume of 4.46 million metric tonnes. Memphis, which is home to the main FedEx hub, remained second with 4.29 million metric tonnes. These two markets, each of which sees volume in excess of 4 million tonnes per annum, handle over 8% of the world’s air cargo.

On the other hand, a significant proportion of the largest city markets for domestic freight traffic are in the United States. Out of the top 30 city markets for domestic freight volumes, 16 of those markets are located in the world’s largest economy. Those same 16 markets handle 39.3% of domestic cargo traffic volume throughout the globe. The top 30 city markets for domestic air freight are located in only six countries: the United States, China, Japan, Indonesia, India and the Philippines.

To summarize the above, a table of the largest airport city markets by combined passenger and cargo traffic workload units (WLU) is presented to the right.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Metropolitan area</th>
<th>Country</th>
<th>Airports</th>
<th>WLU 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>London</td>
<td>United Kingdom</td>
<td>LHR, LGW, STN, LTN, LCY, SEN</td>
<td>174,532,674</td>
</tr>
<tr>
<td>2</td>
<td>Tokyo</td>
<td>Japan</td>
<td>HND, NRT, IBR</td>
<td>146,318,560</td>
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<tr>
<td>3</td>
<td>New York NY</td>
<td>USA</td>
<td>JFK, EWR, LGA</td>
<td>142,543,156</td>
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<td>4</td>
<td>Shanghai</td>
<td>People’s Republic of China</td>
<td>PVG, SHA</td>
<td>136,277,248</td>
</tr>
<tr>
<td>5</td>
<td>Dubai</td>
<td>United Arab Emirates</td>
<td>DXB, SHJ, DWC</td>
<td>124,326,293</td>
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<tr>
<td>6</td>
<td>Paris</td>
<td>France</td>
<td>CDG, ORY, BVA, XCR</td>
<td>122,055,398</td>
</tr>
<tr>
<td>7</td>
<td>Los Angeles CA</td>
<td>USA</td>
<td>LAX, LGB, BUR, SNA, ONT</td>
<td>120,738,817</td>
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<tr>
<td>8</td>
<td>Chicago IL</td>
<td>USA</td>
<td>ORD, MDW</td>
<td>115,327,993</td>
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<td>9</td>
<td>Beijing</td>
<td>People’s Republic of China</td>
<td>PEK, NAY</td>
<td>114,469,679</td>
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<td>10</td>
<td>Hong Kong</td>
<td>China</td>
<td>HKG</td>
<td>112,884,057</td>
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<td>11</td>
<td>Atlanta GA</td>
<td>USA</td>
<td>ATL</td>
<td>101,753,126</td>
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<td>Seoul</td>
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<td>ICN, GMP</td>
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<td>Miami FL</td>
<td>USA</td>
<td>MIA, FLL, PBI</td>
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<td>14</td>
<td>Istanbul</td>
<td>Turkey</td>
<td>IST, SAW</td>
<td>98,211,567</td>
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<td>15</td>
<td>Bangkok</td>
<td>Thailand</td>
<td>BKK, DMK</td>
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<td>16</td>
<td>Dallas/Fort Worth TX</td>
<td>USA</td>
<td>DFW, DAL</td>
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<td>Frankfurt</td>
<td>Germany</td>
<td>FRA, HHN</td>
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<td>18</td>
<td>Moscow</td>
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<td>São Paulo</td>
<td>Brazil</td>
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<td>Amsterdam</td>
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<td>CAN</td>
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<td>Jakarta</td>
<td>Indonesia</td>
<td>CGK, HLP</td>
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<td>KUL, SZB</td>
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<td>Rome</td>
<td>Italy</td>
<td>FCO, CIA</td>
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</table>

For more information on ACI’s publications and statistical products, visit www.aci.aero/Publications/Full-Publications-Listing

This is an excerpt from the 2015 ACI Annual World Airport Traffic Report.
ACI Annual World Airport Traffic DATASET 2015

Data from over 2,300 airports in more than 160 countries

EXCEL VERSION

The ACI Annual World Airport Traffic dataset covers airport traffic statistics for the 2015 and 2014 calendar years for over 2,300 airports in more than 160 countries, by three thematic areas: passengers, cargo (freight and mail) and aircraft movements. Data is presented by airport, city, country and region; furthermore, individual airport entries give international and domestic terminal breakdowns.

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Airport app or airline app? Doesn’t matter!

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

In a world where we are constantly bombarded with information, through websites, mobile apps, emails and media, airports and airlines face both a challenge and an opportunity. Passengers need information to be provided in the manner they want, whenever they want it.

Airports have heavily invested in mobile apps and filled them with a myriad of functionalities. Apps enhance the passenger experience, and facilitate a relationship between the airport and the customer. Passengers can use the airport app for different purposes, such as getting real time information, wayfinding, identifying facilities, retail opportunities and booking auxiliary services.

However, information for a single journey comes from many sources, often two different airports, several airlines, border authorities and other services such as hotels and ground transportation. The passenger needs to download and use at least three different apps from two airports and an airline. Most commonly, the airport apps provide the different services available throughout the airports, whereas the airline apps accommodate check-in, boarding and real-time flight info. Both apps are complementary and provide extensive value to passengers, but are likely to be underutilized if the passenger cannot get all of the information in one place.

It is therefore critical that airports and airlines invest in technologies that share information and provide customers with what they need.

ACI’s Seamless Travel initiative offers a solution by providing an interface to support the sharing of information and app functionalities between aviation stakeholders. It offers a re-designed passenger experience, giving the passenger the option of accessing the functionalities of other airports or airlines from the app of the passenger’s choice. This gives customers a unified and standardized way of accessing services, providing the same interface for booking a service or finding information, regardless of the source and the service provider behind it. Passengers would access one single app of their choice, and seamlessly connect to airport and/or airline functionalities through one single interface.

Complementary technologies such as Seamless Travel reduce costs, improve efficiency, generate new revenue streams, solidify relationships with existing customers, extend access to new customers and create an entirely new “informationalised” business. Seamless Travel makes use of the Aviation Community Recommended Information Services (ACRIS) platform as the standard to support this sharing of information, and is ready for use today. Airports and airlines are encouraged to join this initiative and share their information in order to truly put their customers at the center of the solution.
182 accredited airports

21 in North America
117 in Europe
35 in Asia-Pacific
4 in Latin America & Caribbean
5 in Africa

Welcoming 2.5 billion passengers per year.
In 54 countries across the world.
Or 37.3% of global air passenger traffic.

Visit our interactive results website www.airportCO2.org

Get Connected.
Join the network of ACI graduates from over 1,800 member airports in 173 countries.


Contact us today! training@aci.aero
Please visit us at www.aci.aero/global-training
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.

Bristol Airport in the UK is our first airport in this series. Below we speak with Alison Roberts, Head of Terminal and Customer Operations.

Key facts about Bristol Airport

- Airport code: BRS
- Bristol Airport is the fifth largest UK airport outside London.
- In 2016 Bristol Airport handled over 75 million passengers, with planning approval in place to expand capacity to 10 million passengers per annum.
- The airport has invested over £150 million (US$188 million) in its facilities since 2010.

Did you know?

BRS sometimes deals with unusual lost property items. In 2012, a 100-year-old teddy bear and family photo dated to 1918 were left in the departures lounge. After a two-year search, BRS managed to locate the family that left the items and reunite them with the bear and photo. The teddy bear became affectionately known as “Bristol Bear” and gained
worldwide media coverage. The teddy bear sold at auction for £2,300 in 2016 and now has a new home in a Teddy Bear Museum in the UK.

1) How and why did BRS join ASQ? How has your airport directly benefitted from ASQ?

Bristol Airport joined the ASQ programme in January 2011. The quarterly surveys have allowed us to identify customer needs and where to focus our efforts on the development of infrastructure, as well as our people and processes.

2) How does your airport align all stakeholders toward its vision of improving the passenger experience?

ASQ is a regular agenda item at our Quarterly Business Review and our business partners are recognized and rewarded for positive increases and rankings in their own specific areas.

3) Are there any particular programmes, courses or activities your airport runs with employees that are specifically aimed at improving customer and passenger satisfaction?

We introduced a customer service training programme in 2014 designed specifically for our security teams—the only teams that “touch” every customer. We have worked with Mary Gober International over the last three years to further refine the training for other partners across the business, including our own teams. The training focuses on what we can do and not what we can’t do, using positive language and behaviours.

We hold two “away days” per annum for our business partners, where we work with our frontline partners to further improve the customer experience using actors and facilitators to identify the elements that go into a positive customer experience. We are currently working on a customer charter following an away day in January 2017 wherein all partners were involved in the design and make-up of the charter, including the measurables that underpin it.

The away days are really appreciated, and our business partners are engaged and want to improve the service delivery at Bristol Airport.

Last October’s away day generated service pledges from partners for 2017. It is critical to the customer experience that all partners at Bristol Airport work together to create a seamless journey.

The ASQ programme has also enabled us to identify customer needs when designing and building new facilities. For example, the Central Walkway/East Terminal Extension and the new Central Security Area have all been built with the customer experience at the heart of the design.

4) Does your airport measure the customer satisfaction of both departing and arriving passengers?

We currently only measure the experience of departing passengers; however, we are working closely with the Border Force Agency and ground handlers to improve the inbound experience.

5) What is some of the more unusual passenger feedback your airport has ever received?

We received feedback from a passenger providing lots of details on how to make the perfect cup of tea, including...
serving tea in china cups and saucers, and warming the cup before pouring.

One local, frequent flyer contacted us requesting that we stop flying for three hours. The passenger had already arranged a garden party and wanted to enjoy the party without any flight movements.

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

I would like to see discussions of best practices in global influencing areas, as well as detailed analysis of key areas of satisfaction, such as what creates the best ambience, what impacts a passenger’s sense of value for money or the effect that catering has on satisfaction.

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

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.

Excellent customer service, excellent airports

We look forward to welcoming you to China, the Czech Republic and the United States!
Understanding strategic planning and strategic thinking: A key skill for airport leaders

By Dr. William D. Taylor, Professor Emeritus (Management), Concordia University

There are many new demands now placed on airport managers. The diversity of new airport business models, the expectation to provide a world-class customer experience, the large investments needed to provide modern airport infrastructure and security, the necessity of recruiting well-educated and motivated employees, and generally the growing complexity of running an airport in 2017 are just a few of the factors that have made airport managers’ jobs much more difficult. Overseeing an airport in 2017 is just a few of the factors that have made the task of running an airport much more difficult.

Those who are responsible for finding, recruiting and developing the airport managers of the future know that airport managers need to have a solid knowledge of how modern strategic planning can help an airport achieve its mission and goals. A recent survey of ACI Board members indicated that knowing how to apply strategic management concepts is one of the most important skills that airport managers must have.

In fact, survey respondents noted four traits of successful airport managers that they felt were of particular importance:

1. Visioning, strategic intent, and building strategic perspective;
2. Developing out-of-the-box and creative approaches;
3. Having better problem solving skills; and
4. Supporting and leading organizational change.

The increased complexity of the organizational environment in which airports now function is real. Airport managers must have a good understanding of the major driving forces shaping the airport industry, but also of how a business network—often described through the metaphor of a strategic ecosystem—affects their airport. Approaching strategy as an ecosystem is very useful in that it highlights interdependencies and the role of keystone organizations, whether the International Civil Aviation Organization or an airport itself as the hub for a regional economy.

Airport managers today need to take a strategic perspective and be concerned with building flexible strategies in what is often a complex and challenging context. Modern strategic management goes beyond the typical overly-structured and bureaucratic concepts of strategic planning introduced in the past few years. Strategically managing an airport is increasingly about visioning, building implementation roadmaps, involving and motivating an increasingly educated workforce and accomplishing goals when a manager does not own all of the resources needed to achieve those goals.

The best airports in the world share two common characteristics: they have a clear sense of strategic direction and strategic intent, and their leaders are adept at strategic management. The task then is to design and develop programs to help airport managers acquire the necessary strategic and other leadership skills required to manage effectively.

The ACI/Concordia Airport Executive Leadership Programme (AELP) has been created and designed to fulfill this requirement. This course offering provides participants with strategies to effectively handle leadership responsibilities; gives global, regional and cultural perspectives on airport management; and discusses new professional opportunities. Participants will also be able to access a global forum to network with peers and other future leaders.

We want to take this opportunity to invite you to register and attend the next AELP, the face-to-face portion for which will be scheduled in Munich, Germany from 7–11 May 2017.

For more information on the AELP, visit our website or e-mail us at training@aci.aero
What a great way to start the year! In January we delivered ACI training to 160 students in Latvia, Bahrain, South Africa, India and Greece. Here are a few photos of some of these well attended courses.

Airport Collaborative Decision Making, 9–13 January 2017 in Riga, Latvia

A unique career-building opportunity for future leaders of the airport industry to develop their leadership and strategic management skills.

Learn more about the AELP programme

Spring session (online & classroom) – 15 April–17 June 2017
Classroom portion hosted by Munich Airport from 7–12 May 2017

Register Now! For more information, please contact us at training@aci.aero
Tel: +1 (514) 373 1200
Global Training

GSN 5 Advanced Safety Management Systems, 15–19 January 2017 in Muharraq, Bahrain

Understanding Annex 14, 30 January–1 February 2017 in Cape Town, South Africa

GSN 3 Emergency Planning and Crisis Management, 23–27 January 2017 in Cape Town, South Africa

GSN 4 Working with Annex 14, 23–27 January 2017 in Johannesburg, South Africa
GSN 1 Safety Management Systems, 16–20 January in Johannesburg, South Africa

Developing a Customer Service Culture, 30 January–3 February 2017 in Delhi, India

GSN 5 Advanced Safety Management Systems, 30 January–3 February 2017 in Athens, Greece
ADVANCE YOUR AIRPORT CAREER

To find out more details, please contact us at:
Email: training@aci.aero
Tel: +1-514-373-1200

For additional course information, visit us at:
www.aci.aero/Global-Training

Join the airport leaders of tomorrow by enrolling in our premier leadership programmes

1. ACI-Concordia Airport Executive Leadership Programme (AELP)
2. Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP)
3. Airport Leadership Workshop (ALW)

Global Safety Network (GSN) Diploma Programme

Do you have the right competencies to be an airport safety professional?

Advance your career with the GSN Diploma Programme!

- GSN 1 - Safety Management Systems
- GSN 2 - Airside Safety and Operations
- GSN 3 - Emergency Planning and Crisis Management
- GSN 4 - Working with Annex 14
- GSN 5 - Advanced Safety Management Systems
- GSN 6 - Aerodrome Auditing and Compliance

To find out more information, please contact us at:
Email: training@aci.aero
Tel: +1-514-373-1200
http://www.aci.aero/Global-Training

The leading airport management and operations education provider
Training calendar

Asia-Pacific

**DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS**
3—7 April 2017  Incheon, South Korea

**CAPACITY ENHANCEMENT AND RESOURCE PLANNING**
10—12 April 2017  Kuala Lumpur, Malaysia

**GSN 6 - AERODROME AUDITING AND COMPLIANCE**
17—21 April 2017  Incheon, South Korea

**MANAGING SERVICE QUALITY AT AIRPORTS**
7—9 May 2017  Abu Dhabi, UAE

**GSN 4 - WORKING WITH ANNEX 14**
7—11 May 2017  Abu Dhabi, UAE

**CAPACITY ENHANCEMENT AND RESOURCE PLANNING**
10—12 May 2017  Incheon, South Korea

**AIRPORT COLLABORATIVE DECISION MAKING (A-CDM)**
14—18 May 2017  Abu Dhabi, UAE

North America

**AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION**
24—28 April 2017  Montreal, Canada

Latin America-Caribbean

**GSN 6 - AERODROME AUDITING AND COMPLIANCE**
24—28 April 2017  Port of Spain, Trinidad and Tobago

**MANAGING AERODROME WORKS**
8—12 May 2017  Montego Bay, Jamaica

**RUNWAY INCURSION AWARENESS AND PREVENTION**
15—17 May 2017  Montego Bay, Jamaica

**DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS**
22—26 May 2017  Port of Spain, Trinidad and Tobago

Europe

**AIRPORT REVENUE GENERATION**
3—7 April 2017  Munich, Germany

**ACI/ICAO AERODROME CERTIFICATION**
3—7 April 2017  Athens, Greece

**GSN 1 - SAFETY MANAGEMENT SYSTEMS**
22—26 May 2017  Riga, Latvia

**GSN 2 - AIRSIDE SAFETY AND OPERATIONS**
22—26 May 2017  Seoul, South Korea

**GSN 3 - SECURITY AND PROTECTION**
10—14 May 2017  Helsinki, Finland

**GSN 5 - OPERATIONS MANAGEMENT**
11—15 May 2017  Helsinki, Finland

**GSN 7 - PRODUCTIVITY AND EFFICIENCY**
18—22 May 2017  Helsinki, Finland

*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
ICAO / ACI Wildlife Strike Hazard Reduction Symposium

A Global Strategy for Addressing Wildlife Strike Hazards to Aviation

ICAO Headquarters, Montréal, Canada, 16-18 May 2017

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.
ACI events calendar

March 2017—June 2017

57TH ACI AFRICA BOARD AND REGIONAL COMMITTEES MEETINGS, AND REGIONAL CONFERENCE AND EXHIBITION
20—26 March 2017 Livingston, Zambia

ACI 9TH ANNUAL AIRPORT ECONOMICS & FINANCE CONFERENCE & EXHIBITION
20—22 March 2017 London, United Kingdom

ACI—NA/AAAE WASHINGTON LEGISLATIVE CONFERENCE
21—22 March 2017 Washington, DC

ACI—NA AIRPORTS@WORK CONFERENCE (ENVIRONMENT, SECURITY, OPERATIONS AND INFORMATION TECHNOLOGY)
27—30 March 2017 Las Vegas, NV

ACI—NA/AAAE AIRPORT BOARD & COMMISSIONERS CONFERENCE
2—4 April 2017 Greenville, SC

26TH ACI EUROPE COMMERCIAL & RETAIL CONFERENCE AND EXHIBITION
3—5 April 2017 Paris, France

12TH ACI ASIA—PACIFIC REGIONAL ASSEMBLY, CONFERENCE AND EXHIBITION
10—12 April 2017 Doha, Qatar

ACI—NA BUSINESS OF AIRPORTS CONFERENCE
24—26 April 2017 Palm Springs, CA

ASQ FORUM HAIKOU
26—28 April 2017 Haikou, Hainan, China

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

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, Canada

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

ACI—NA/A4A DEICING MANAGEMENT CONFERENCE
23—24 May 2017 Arlington, VA

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

ACI—NA JUMPSTART AIR SERVICE DEVELOPMENT PROGRAM/W/SMALL AIRPORTS COMMITTEE MEETING
5—7 June 2017 Providence, RI

For a full listing of ACI events, please visit www.aci.aero/events.
EVENTS ON APPROACH

MARCH
21
ACI-NA Commissioners Congressional Reception
Washington, DC
Come join fellow airport directors, airport commissioners, and ACI-NA legislative affairs committee members in honoring a member of Congress or the Administration for their support of airports and air transportation.

21 - 22
ACI-NA/AAAE Washington Legislative Spring Conference
Washington, DC
In addition to strategizing about the FAA reauthorization bill, this conference gives airport industry leaders the opportunity to hear directly from policy makers about airport priorities. ACI-NA Commissioners reception is held in conjunction with this event.

27 - 30
Airports@Work Conference
Las Vegas, NV
ACI-NA’s Airports@Work Conference brings together the most complex facets of airport operations — safety, security, environment, information technology, and technical affairs — for a collaborative discussion about today’s challenges and tomorrow’s opportunities.

APRIL
2 - 4
ACI-NA/AAAE Airport Board & Commissioners Conference
Greenville, SC
ACI-NA and AAAE are bringing together airport board members and commissioners from across the United States in Greenville to provide training and insightful presentations on how to get involved in order to meet the challenges facing airports during the FAA Reauthorization.

24 - 26
Business of Airports Conference
Palm Springs, CA
The ACI-NA Business of Airports Conference is the industry’s forum to help airports and their stakeholders better understand the emerging airport business model. Join us and take a deep look at workforce planning, commercial management best practices, and new trends in aeronautical and non-aeronautical revenue.

MAY
3 - 6
Legal Affairs Spring Conference
Amelia Island, FL
ACI-NA will be bringing together airport legal professionals and consultants to identify and discuss the most pressing legal developments and issues associated with the industry. The event will include discussion panels, networking opportunities, and lectures from industry leaders.

18 - 19
ACI-NA/AAPA Deicing & Stormwater Management Conference
Arlington, VA
This conference will provide a forum for airports, airlines, and service providers to learn about recent aviation deicing and stormwater regulatory updates, new technologies and best management practices.

23 - 24
ACI-NA/ACC/AGC Airport Construction Strategy Summit
Los Angeles, CA
The Summit provides airport construction professionals, capital program managers, and risk managers with practical and actionable information regarding how to improve capital project delivery and manage construction and project delivery risks.

JUNE
4 - 6
Air Cargo Conference
Orlando, FL
Air Cargo brings together all actors in the air cargo supply chain in one location to discuss trends, challenges, opportunities and the future of the air cargo industry.

5 - 7
JumpStart® Air Service Development Conference
Providence, RI
ACI-NA’s JumpStart® Air Service Development Conference is North America’s premier air service development conference. The event will begin with a day of educational sessions, followed by two days of airport-airline meetings. The Small Airports Committee will be held in conjunction with JumpStart®.

SEPTEMBER
17 - 20
2017 ACI-NA Annual Conference and Exhibition
Fort Worth, TX
This signature event offers education and networking opportunities for North America airport leaders. The conference allows attendees the chance to discover the latest trends in technology and operations management, gain insight into best practices, and create relationships with industry vendors in our exhibition hall.

OCTOBER
16 - 19
Public Safety and Security Fall Conference
Arlington, VA
Reconvene with your colleagues in airport safety and security, as well as officials from TSA, FAA and other regulators, to continue the conversation on the latest safety and security developments affecting U.S. and Canadian airports.

24 - 26
Airports Canada Conference & Exhibition
Toronto, ON
This event is a targeted opportunity for key decision-makers to share not only ideas, but also the latest intelligence on the best strategic and operational tools and practices currently in effect at airports across Canada and around the world.

NOVEMBER
6 - 8
Marketing & Communications Conference
St. Louis, MO
This conference will explore emerging trends in airport marketing and communications, including communicating air service challenges, building relationships with the media, preparing for noise concerns, and planning for special events.

29 - 1
ACI-NA/ACC Planning & NEPA Workshop
Arlington, VA
This event is dedicated to making you a better airport facility and environmental planning professional. The workshop offers practical lessons and insight from top industry planning and NEPA professionals from airports, their consulting partners, and the FAA.

Register for all these events and more at www.aci-na.org >>
Key events and courses

Highlighted events and training
February — June 2017

ACI NORTH AMERICA: ACI-NA BUSINESS OF AIRPORTS CONFERENCE
24—26 April 2017
Palm Springs, CA, USA

ACI AFRICA: 57TH ACI AFRICA BOARD & REGIONAL COMMITTEES MEETINGS & REGIONAL CONFERENCE & EXHIBITION
20—26 March 2017
Livingstone, Zambia

ACI ASIA-PACIFIC: 12TH ACI ASIA-PACIFIC REGIONAL ASSEMBLY, CONFERENCE & EXHIBITION
10—12 April 2017
Doha, Qatar

DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS*
22—26 May 2017
Port of Spain, Trinidad and Tobago

ACI LAC: GSN 6 - AERODROME AUDITING AND COMPLIANCE
24—28 April 2017
Port of Spain, Trinidad and Tobago

ACI ASIA-PACIFIC: MANAGING SERVICE QUALITY AT AIRPORTS
7—9 May 2017
Abu Dhabi, UAE

ACI EUROPE: AIRPORT MASTER PLANNING
29 May—June 2, 2017
Munich, Germany

ACI EUROPE: ACI 9TH ANNUAL AIRPORT ECONOMICS & FINANCE CONFERENCE & EXHIBITION
20—22 March 2017
London, United Kingdom

ACI EUROPE: AIRPORT MASTER PLANNING
29 May—June 2, 2017
Munich, Germany

ACI ASIA-PACIFIC: MANAGING SERVICE QUALITY AT AIRPORTS
7—9 May 2017
Abu Dhabi, UAE

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

ACI EUROPE: ACI 9TH ANNUAL AIRPORT ECONOMICS & FINANCE CONFERENCE & EXHIBITION
20—22 March 2017
London, United Kingdom

ACI LAC: GSN 6 - AERODROME AUDITING AND COMPLIANCE
24—28 April 2017
Port of Spain, Trinidad and Tobago

DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS*
22—26 May 2017
Port of Spain, Trinidad and Tobago

ACI ASIA-PACIFIC: MANAGING SERVICE QUALITY AT AIRPORTS
7—9 May 2017
Abu Dhabi, UAE

ACI Events and Global Training map

Events
Training/courses

*This course can be taken as an elective for the Airport Management Professional Accreditation Programme.
A green light for safety and efficiency

By Stephen O’Flynn, Global Advisor for ADB SAFEGATE

The FtG concept is explained by its name in that the green runway exit or taxiway centerline lights are used to provide pilots with clear visual guidance by individually illuminating the lights in front of the aircraft and switching off the segments not needed. There are a number of variations, ranging from basic versions to more advanced versions, including those that work within current International Civil Aviation Organization (ICAO) procedures to those suggesting new procedures.

FtG concept variations share a common “routing” or “surface manager” feature, as the lighting system requires knowledge of each aircraft’s surface route to be able to light the way. The routing capability ranges from manual systems to fully automated ones.

Other enablers are required to achieve higher levels of automation, such as:
- surveillance systems;
- advanced human-machine interfaces;
- electronic strips;
- advanced visual docking guidance systems integration;
- departure managers and more.

Single European Sky Traffic Management Research Program

The FtG concept has gained momentum through recent validation activities within the Single European Sky Air Traffic Management Research Program (SESAR). SESAR was founded by the European Union and Eurocontrol to develop solutions to fundamentally change the way air traffic management is handled in Europe.

The SESAR European Airports Consortium (SEAC) conducted two key validation studies at Frankfurt Airport (2013) and Munich Airport (2015) testing different aspects of the

Follow the Greens (FtG) is an application based on the concept of using airfield lighting systems for tactical routing and guidance of aircraft between the runway and gate to improve airfield safety and efficiency in all weather conditions.

While the concept is relatively new, the technology is not. Airports can leverage existing technologies to reduce taxiing time, optimize traffic control and increase capacity of existing infrastructure.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>During Low Visibility Procedures</th>
<th>During Good Visibility (CAVOK: Ceiling and Visibility OK)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxi Time</td>
<td>-37.8%</td>
<td>-17.4%</td>
</tr>
<tr>
<td>Fuel Burn</td>
<td>-40.78%</td>
<td>-18.48%</td>
</tr>
<tr>
<td>Emissions</td>
<td>-40.78%</td>
<td>-20%</td>
</tr>
<tr>
<td>Fluency (stopping)</td>
<td>-65%</td>
<td>-50%</td>
</tr>
<tr>
<td>Route Deviations</td>
<td>From 4 to zero</td>
<td>No negative impact</td>
</tr>
<tr>
<td>ATC Workload</td>
<td>Reduction</td>
<td>Reduction</td>
</tr>
<tr>
<td>Throughput Impact</td>
<td>Same as CAVOK</td>
<td>No negative impact</td>
</tr>
</tbody>
</table>
The results of both studies are extremely positive to safety, efficiency and environmental indicators, and a number of airports worldwide have already begun deploying the enablers and variations of the concept.

Reduced taxi times

Validations show that taxi time can be reduced by approximately 10–30% depending on visibility conditions. The more complex the operational conditions, the more impact the system had on potential savings.

Benefits extend beyond the safety and efficiency boost; there are direct financial implications as well. Reduced taxi times result in significant fuel savings and reductions in CO2 emissions. Costs due to delays and flight cancellations are avoided and power consumption and operational costs are reduced because lights are turned off when not needed. Increased airport capacity creates new revenue opportunities through added movements and passenger spending.

A path to achieving the benefits of the FtG concept can be seen in the visions of SESAR, ICAO and NextGen. The message is clear—it is time to make the most of what we have.
TOSCA HUMAN FACTORS SOLUTIONS LTD
Region: Europe
Level: Silver Small Business
Address: 78 Temple Road
Co Dublin Blackrock, Ireland
Website: www.toscasolutions.com
Contact: Maria Chiara Leva, Co-Founder, Tosca Solutions
Email: chiara@toscasolutions.com
Phone: 00353 861613570

TOSCA (Total Operations Management for Safety Critical Activities) develops web-based tools that are integrated into performance management processes, establishing risk registers, supporting shift handovers and improving productivity. TOSCA is currently used in regional airports and also tested in other sectors.

XOVIS AG
Region: Europe
Level: Gold
Address: Industriestrasse 1
3052 Zollikofen, Switzerland
Website: www.xovis.com
Contact: Anina Christen, Marketing and Communications Manager, Xovis
Email: anina.christen@xovis.com
Phone: 0041 32 508 35 63

Xovis AG has taken passenger flow management to an unprecedented level. Some 40 international airports count on Xovis’ unique 3D stereo vision technology, making it the industry’s standard for improving overall performance and increasing customer satisfaction. With its unmatched accuracy and stability, the Xovis sensors manage to count as well as track people, even in large areas.

Strategic Fire Solutions (SFS) is an internationally accredited training and consultancy provider serving CAA’s, airport operators and airlines around the globe. SFS provides internationally certified training programs for Airport Emergency Management, Aircraft Rescue and Fire Fighting (ARFF), and Aircraft Recovery. All of the courses can be conducted at a location of the client’s choosing, or at one of our training-center-alliance (TCA) facilities worldwide. SFS cooperates internationally with aviation authorities, as well as airlines and airport operators. SFS’s range of aviation consultancy services includes, but is not limited to:

• Task Resource Analysis (TRA) with regard to ICAO, EASA, FAA and national regulations;
• Third-party audits of airports’ emergency management and fire and rescue capabilities;
• Development of national standards with regard to airport emergency management and fire and rescue services;
• Airport master planning focusing on fire prevention; and
• Disabled aircraft recovery consultation and recovery pre-planning.
Flughafen München GmbH (FMG) is the operator of Munich Airport, one of the most efficient and profitable airports worldwide. FMG is a full-service airport operator with involvement in all airport-related activities, including operational, technical and commercial. FMG has provided know-how and hands-on experience in airport management, consulting and training internationally to airport operators and governments for more than 25 years.

ADELTE Airport Technologies S.L.U. provides engineering know-how and results-driven solutions for the world’s leading international airports. From advanced boarding bridges and terminal solutions that deliver a better experience for passengers to innovative ground support equipment and aircraft recovery products that improve performance on the apron, ADELTE is focused on working closely with its partners to enhance airport operations worldwide.

MG Media Panama (MGMP) delivers solutions for key industries in Latin America such as transportation, retail, entertainment and banking. Our company offers a range of products designed to achieve effective management of customer queues and to maintain maximum passenger flow. We are focused on innovative, high specification products supported by quality and service. MGMP is also an official partner and distributor of the global leader in customer satisfaction evaluation systems.

With engineering services dating back to 1919, Garver has nearly a century of service in providing clients with consulting expertise. Garver has 18 offices in 9 states, and our headquarters are based in North Little Rock, Arkansas. We provide services for transportation, aviation, water, energy, industrial, development, federal, survey and construction management projects.
Hyderabad Airport becomes second carbon neutral airport in Asia-Pacific region

By Ken Lau, Manager, Technical and Industry Affairs, ACI Asia-Pacific

Hyderabad Rajiv Gandhi International Airport has achieved carbon neutral status (Level 3+) under the ACI Airport Carbon Accreditation programme.

“The Level 3+ Neutrality status awarded by ACI is a significant achievement for Hyderabad Airport,” said Mr. SGK Kishore, CEO, GMR Hyderabad International Airport Ltd (GHIAL). “This achievement is the outcome of our sustained efforts towards environmental sustainability through proactive energy conservation measures; generation of renewable energy, namely solar; carbon sinking through an extensive greenbelt; and various other environmental protection measures carried out with the active support of the airport’s stakeholders. Through this, GHIAL has demonstrated its commitment to support the Government of India’s resolution to reduce the nation’s carbon footprint in line with the United Nations Framework Convention on Climate Change’s COP21 Global Climate Agreement of April 2016.”

As of January 2017, a total of 34 airports in Asia-Pacific have been certified under the Airport Carbon Accreditation programme.

For further information about the programme in Asia-Pacific, please contact Ken Lau, Manager, Technical & Industry Affairs, ACI Asia-Pacific at ken@aci-asiapac.aero.
IATA Safety and Flight Ops Conference - Register Today!

IATA’s annual Ops Conference is broadening its scope to include a major stream on Safety. The event will bring a strong focus on new technologies, such as social media, and will examine the impact that they are having in every aspect of airline operations. Key themes will include:

- ATM Transformation
- Impact of Social Media
- New and Emerging Technologies
- Transforming Aviation
- Performance-based Regulations
- Economics of Safety
- Regulatory Impacts on Multiple AOC Operations
- Airport Operations and Efficiency
- Ground Ops Safety
- Maintenance Safety
- Extracting the Value of "Big Data" in Aircraft Operations

The conference will feature senior airline, government and industry representatives, led by IATA’s Director General and CEO, Alexandre de Juniac. This event is your opportunity to help shape the airline operational agenda.

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