News and events from the voice of the world’s airports

Canadian Airports Council:
Harmony in Motion with Canada’s Airports  p8

JULY 2017
# Contents

## AIRPORTS COUNCIL INTERNATIONAL

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
</tr>
</tbody>
</table>

ACI Regional Offices

## MESSAGE FROM THE DIRECTOR GENERAL

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
</tr>
</tbody>
</table>

Industry solutions to security challenges

## FEATURE STORY

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

Canadian Airports Council

## SAFETY

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
</tr>
</tbody>
</table>

ACI Africa awarding leading regional airports with the Safety Awards

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
</tr>
</tbody>
</table>

Aerodrome certification: ACI and ICAO’s strong relationship is making a difference

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
</tr>
</tbody>
</table>

ICAO/ACI Wildlife Strike Hazard Reduction Symposium

## SECURITY

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
</tr>
</tbody>
</table>

Creating a strong security culture

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
</tr>
</tbody>
</table>

ACI represents airports at 28th ICAO Aviation Security Panel in Montreal

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
</tr>
</tbody>
</table>

Smart Security Regional Workshop

## ECONOMICS AND STATISTICS

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
</tr>
</tbody>
</table>

ACI World advocates for flexible economic oversight approaches at ICAO’s Airports Economic Panel

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
</tr>
</tbody>
</table>

ACI-NA’s 2017 JumpStart Conference brings airports and airlines together Providence, Rhode Island

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
</tr>
</tbody>
</table>

Lunch at the Chamber of Commerce, Montreal, Quebec

## AIRPORT SERVICE QUALITY

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>48</td>
</tr>
</tbody>
</table>

Celebrating Vienna International Airport

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>52</td>
</tr>
</tbody>
</table>

ASQ Interview feature: Kenya Airports Authority

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
</tr>
</tbody>
</table>

Enhancing the passenger experience: ACI’s Employee Engagement Survey for Customer Experience

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>62</td>
</tr>
</tbody>
</table>

Understanding your arrival passengers and their expectations

## ENVIRONMENT

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>66</td>
</tr>
</tbody>
</table>

Sunshine Coast Airport: Australia’s first carbon neutral airport
GLOBAL TRAINING

2018 Global Training Needs Assessment (TNA)

ACI and ICAO to provide aerodrome training

ACI Global Training photo gallery

Training calendar

MAP: EVENTS AND TRAINING

Key events and courses

ACI EVENTS

ACI events calendar

Successful 5th ACI-LAC Leadership and Human Capital Forum takes place in Punta Cana

WORLD BUSINESS PARTNERS

Reinventing currency exchange at international airports

New World Business Partners

Editors

Brent Taylor
Manager, Digital Marketing and Communications
btaylor@aci.aero

Sabrina Guerrieri
Manager, Communications
sguerrieri@aci.aero

Angelika Joachimowicz
Assistant Manager, Communications and Digital Marketing
ajoachimowicz@aci.aero
Airports Council International

ACI’s Regional Offices

ACI North America
Washington, DC
USA

ACI Latin America and Caribbean
Panama City
Republic of Panama

ACI Africa
Casablanca
Morocco

ACI Europe
Brussels
Belgium

ACI Asia-Pacific
Hong Kong
China
Registration now open!

27th ACI Africa/World Annual General Assembly, Conference & Exhibition

16-18 October 2017 | Mauritius

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

Home of the ACI ASQ Awards Ceremony, taking place at the Gala Dinner on 17 October.

For more information go to www.aci-waga2017.com
Message from Angela Gittens, Director General, ACI World

Industry solutions to security challenges

Maintaining the safety and security of the traveling public is a shared priority for all industry stakeholders, national and local authorities and law enforcement, and all staff working at the airport and on commercial aircraft. With the current global security climate, and the repeated occurrence of terrorist threats and incidents, the industry is again challenged to address the dynamic threat profile.

The recent ban on electronic items in the aircraft cabin by the United States and the United Kingdom for flights coming from selected airports has highlighted the challenges, and the negative impact that measures can have. The challenges we face, have however, brought together airlines, airports, states and associations to work together to find solutions. These challenges have likewise highlighted the importance of collaboration. Several different groups are working together to ensure a coordinated and coherent approach, including a small group of key players who attended a summit organized by the International Air Transport Association (IATA) in March, the Smart Security Management group, which is focusing on new technologies, and a new International Civil Aviation Organization (ICAO) Task force on improvised explosive devices.

At the international level, ACI continuously engages with ICAO and its member States through panels and working groups. The United Nations Security Council resolution 2309, published in 2016, recognized the need for a coordinated international effort to strengthen aviation security, and resulted in the development of the
ICAO Global Aviation Security Plan, or GASeP. ACI has played an active role in the development of the GASeP, ensuring that industry’s role is recognised and that coordination between industry and states is taken into account. This month, ACI will participate in a special meeting of the UN Counter Terrorism Committee to follow up on the progress made following the passing of the resolution.

ACI also participated in the ICAO AVSEC Panel in May where several papers put forward received strong support from States. These included the encouragement for States to continue participation in Smart Security, support for the APEX in Security programme, and approval of new guidance material concerning the screening of medical devices. Landside security continues to be an area of focus for airports, and ACI was successful in highlighting the need for the appropriate allocation of responsibilities, to be included in the GASeP.

ACI World also works closely with its regional organizations to support airports’ interests internationally. We have been coordinating particularly with ACI EUROPE and ACI North America to advocate mitigation options for concealed explosives, and have recently held a workshop with ACI North America to explore innovation through the Smart Security programme.

ACI seeks to ensure that industry plays an active role in developing standards, capacity building and innovation. To promote industry’s efforts and represent our members’ interests, we will participate in several major international events in the fall of 2017. In September, ICAO will host the

Global Aviation Security Symposium (AVSEC 2017) at ICAO Headquarters in Montreal, in collaboration with ACI. We encourage airports and partners to attend this event, which will showcase innovation, technology and human factors in the airport environment. Security culture will be a hot topic on the agenda for our Annual Conference in Mauritius in October, and the ACI Airport Exchange in December will dedicate a track to security.

The challenges we face underline the need for our continued engagement in global programmes and activities, alongside continued collaboration with our partners, and responsiveness and flexibility from all industry stakeholders.

Angela Gittens
Director General
Canadian Airports Council:
Harmony in Motion with Canada’s Airports

By Daniel-Robert Gooch, President, Canadian Airports Council
“Harmony in Motion with Canada’s Airports” has taken off and is raising awareness of the success of Canada’s airports today. The digital media campaign is hosted at an online hub with statistics and factual content on Canada’s airports, their significant investments in infrastructure, their contributions to the economy and the concrete steps they have taken to facilitate a seamless flow of passengers and goods within Canada, North America and around the world.

The Harmony in Motion campaign was launched by the Canadian Airports Council (CAC) in April 2017. The CAC has 51 members, representing more than 100 airports, including all of the privately operated National Airports System (NAS) and many municipal airports across Canada. CAC’s member airports handle more than 90% of the commercial air traffic in Canada, and a greater share of international traffic.
The purpose of the campaign is to remind Canadian travelers, government decision-makers and the media of the crucial role airports play in the economy and their lives.

The Harmony in Motion online hub contains a video and a series of written stories including infographics. One of the stories reveals how much airports have built themselves up since they were transferred from the Government of Canada to local entities in the 1990s. They have invested $22 billion in their infrastructure since 1992—almost entirely without taxpayer support. Decisions on investments are made in the community by local authorities, with all operating surpluses invested back into operations.

Handling more than 133 million passengers a year, traffic has grown significantly at Canada’s airports over the past decade—5.4% in the past year alone. Canada’s passenger growth is expected to grow by 50% by 2035, according to the *Airbus Global Market Forecast 2016–2013*.

Canada’s airports welcome this growth, and will continue to invest in high-quality infrastructure and support a positive passenger experience.

Passenger flow and the interconnectivity of Canada’s airports are featured in an online video hosted at the Harmony in Motion hub. Since it was launched, the video has received more than 215,000 views, which far surpasses expectations.

For more information on this exciting initiative email hub@cacairports.ca.
Daniel-Robert Gooch serves as President of the CAC. He previously served as the CAC’s director of communications and policy. As CAC President, Daniel oversees operations of ACI-NA’s Canadian division, leads Canadian government affairs and communications, and coordinates policy and regulatory efforts to effectively advance the airport industry within Canada. He serves as the committee secretary to the CAC Large Airport Caucus.

Charlottetown Airport, Charlottetown, Prince Edward Island
ACI Africa awarding leading regional airports with the Safety Awards

By Ali Tounsi, Secretary General, ACI Africa
One of ACI Africa’s missions is to progress airport safety standards throughout the region. Toward this goal, the regional office created the ACI Africa Safety Awards in 2016 to encourage airports to comply with international safety standards and recommendations. Winners are selected by jury members who review each airport according to rigorous evaluation and selection criteria.

The 2016 ACI Africa Safety Awards were hosted during the Gala Dinner at the 25th ACI Africa Annual General Assembly in Maputo, and the winners were:

- **Best Airport in Africa**: Sir Seewoosagur Ramgoolam International Airport, Mauritius
- **Best Airport in Africa (runner-up)**: Cape Town International Airport, South Africa
- **Most Improved Safety**: Aéroport International Félix-Houphouët-Boign, Abidjan
- **Most Improved Safety following an APEX review**: Gnassingbé Eyadéma International Airport, Lomé, Togo

The Best Airport Award is presented to an airport that has achieved the pinnacle of airport safety performance. The airport is chosen based on a full review and the opinion of airport staff and airlines, and is selected regardless of airport traffic, the number of movements or type of infrastructure.

The Most Improved Safety and Most Improved Safety following an APEX review Awards are presented to airports that have shown substantial improvement in airport safety following an APEX review or an inspection by an institution recognized by ACI. Similarly, there are no requirements to meet with regard to airport traffic, the number of movements or type of infrastructure for winners.

During the 2016 ACI Africa Board meeting held in Maputo, members voted to create additional categories for the 2017 ACI Africa Safety Awards to continue building the momentum of improving safety throughout African airports. Traffic categories were created to allow room for differentiation between large and small airports. The Board felt that it was also important to highlight the efforts of airport safety officers—key players in reducing risk and improving overall safety in airports.

The new award categories for 2017 include:

- **Best improvement after an APEX review**
- **Best Airport**
  - Over 20,000 ATMs
  - Between 10,000 and 20,000 ATMs
  - Under 10,000 ATMs
- **Safety Manager of the Year**
  - Over 10,000 ATMs
  - Under 10,000 ATMs

The 2017 ACI Africa Safety Awards will be held during the 26th ACI Africa Annual Assembly on 17 October 2017 during the 27th ACI Africa/World Annual General Assembly, Conference and Exhibition, taking place from 16–18 October 2017.
Airport Excellence
Safety Assessor Training Programme

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.
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
Aerodrome certification: ACI and ICAO’s strong relationship is making a difference

By Danny Boutin, Senior Manager, APEX Programmes, ACI World

Airport members, CAA and ICAO representatives taking part in the Aerodrome certification in Lima, Peru.
Over the years significant effort has been made to provide assistance to airports and regulators with regard to Aerodrome Certification. Lately, though, ground-breaking capacity building initiatives established over the last few years have been producing interesting and effective results.

Initiatives such as ACI’s Airport Excellence (APEX) Programmes and the International Civil Aviation Organization’s (ICAO) Runway Safety Go Team have ushered in a more efficient and holistic approach that brings the various industry organizations together with the common assumption that we can all contribute to each other’s success in achieving the ultimate goal of adequately preparing airports for Aerodrome Certification.

The understanding of the importance and the meaning of an Aerodrome Certification has been lost at times given various interpretations from airports and regulators. Moreover, ensuring that airports remain compliant with Annex 14 and national requirements adds another level of complexity. The result is that the crucial operational management aspect is often forgotten, despite it being just as important as the state of the infrastructures.

We also understand that regulators’ lack of processes, training and state safety programs, for example, prevents airports from moving forward with certification or getting clear guidance from their civil aviation authority (CAA) inspectors.

During a review, APEX in Safety team members always review the relationship between CAA inspectors, aeronautical studies and how aligned the airport’s processes are with the regulator’s responsibilities and guidance. Many flaws are often observed as this impedes the appropriate safety management of the aerodrome.

As ICAO often provides resources in APEX reviews, this enables both organizations to understand and connect the gaps present among the various stakeholders involved in an aerodrome certification process. As a result of this, ACI is joining forces with ICAO in various workshops in the Latin America-Caribbean (LAC) region as a means of trying to close these gaps and vulnerabilities.

Numbers show a recent increase in aerodromes being certified in LAC, which is evidence of the dedication of ICAO, regulators and airports to reach this important milestone. We also recognize ACI-LAC’s strong support and assistance of members.

The South America Region, for example, with less than 10% of airports certified in 2013, has grown that number to 25% today. The same efforts are being deployed in the North America, Central
America and Caribbean Region, as airports and regulators are being helped by ICAO and ACI to address the various issues and common gaps.

In 2016, ACI and ICAO participated in three exercises contributing to the region’s safety enhancement: we helped San Pedro Sula, Honduras Airport reach phase 1 in the certification process and participated in two certification workshops in Lima, Peru and Kingston, Jamaica.

Recently, ACI and ICAO provided technical assistance to the Organization of Eastern Caribbean States (ECCAA)—the aviation authority for five States—as part of its initiative to have its airports certified. Part of ICAO’s “No Country Left Behind” (NCLB) initiative through the ICAO Safety Fund (SAFE) project consisted of two site visits to the Eastern Caribbean States and airports under the jurisdiction of ECCAA.

From 12 to 16 June, ACI’s expertise was once again called upon for a workshop on the building of safety cases and aeronautical studies leading to exemption requests. These types of workshops play a crucial role in getting airports and regulators to better comprehend the role they play in managing aerodrome operational safety.

ACI will continue to work with ICAO and other industry partners to share the expertise of its members in addition to shedding light on the regional gaps and trends identified during safety reviews. This will not only enable us to provide appropriate assistance to our membership and other stakeholders, but it will also give airports an idea of common pitfalls that their peers encounter, along with possible solutions as to how these pitfalls can be managed or even avoided.

To learn more about the APEX Programmes, including how you can become a partner or host a review, please contact Danny Boutin, Senior Manager, APEX Programmes at dboutin@aci.aero.
Global Safety Network (GSN) Diploma Programme

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

SAFETY FIRST

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:

training@aci.aero  +1 514-373-1200

http://www.aci.aero/Global-Training

The leading airport management and operations education provider
ICAO/ACI Wildlife Strike Hazard Reduction Symposium

By Rajasundaram Chidambararaman, Manager, Airport Safety and Operations, ACI World, and Prisca Nkolo, Assistant Manager, Safety and Technical Department, ACI World
The International Civil Aviation Organization (ICAO) and ACI jointly hosted the first International Wildlife Strike Hazard Reduction Symposium (WSHRS) in Montreal from 16 to 18 May 2017. The symposium was convened to develop a global strategy to address wildlife strike hazards to aviation and attracted the active participation of over 320 experts from the civil aviation authorities, airport operators, airlines, air navigation service providers, biologists, industry partners and more.

In his welcome speech, Hajime Yoshimura, President of the Air Navigation Commission at ICAO, informed attendees that wildlife hazards have always existed from the time that the first bird strike happened in 1908 to Orville Wright. Hence, he insisted that as a community it is our job to keep the risk as low as reasonably practicable, deploying resources, making decisions and being constantly aware of the changing threats.

In her inaugural address, Angela Gittens, Director General of ACI, mentioned that wildlife hazard management is a pervasive issue which is critical in view of the increase in global air traffic. She discussed ACI’s initiatives, including the Wildlife Hazard Management Handbook, training courses on wildlife hazard management and the Airport Excellence (APEX) in Safety programme’s usefulness for sharing and coaching airports in best practices. Jeff Skiles, First Officer of US Airways flight 1549, delivered an inspirational keynote speech on his experience during “The Miracle on the Hudson.”

A wide range of topics were discussed during day one, such as the need for strengthening implementation of ICAO Standards and Recommended Practices and guidance materials; development of new standards; uniting the aviation community to reduce the hazards of wildlife strikes to aircraft; the importance of bird strike reporting; statistical analysis; and data-driven strategies.

Day two predominantly focused on best practices of ACI member airports for preparing and implementing a wildlife management plan. Other crucial topics were covered, such as risk assessment methodologies, training requirements, habitat management, tools for wildlife control, and key performance indicators. Some airports also shared their experiences on specific issues, such as how to manage terrestrial animals, the benefits of using working dogs for wildlife control, working with the off-airport community in wildlife reduction, developing raptor traps and translocation programs, the use of avian radar and the impact of national reporting. The session on “Emerging technology and future trends” covered the current state of research in wildlife management, the wide array of new technologies used and possible future solutions.
The last day focused on stakeholder involvement, a multidisciplinary approach towards wildlife hazard management and the importance of establishing wildlife committees. The symposium ended with closing remarks by Stephen P. Creamer, Director of ICAO’s Air Navigation Bureau, who emphasized the need for long-term efforts to tackle the challenge of wildlife strikes globally in a collaborative manner using technology, community participation and effective reporting. All the delegates, moderators and speakers were thanked for their enthusiastic and active participation in making this joint symposium a grand success.

Visit the ICAO website for more information on the first International Wildlife Strike Hazard Reduction Symposium.
Airport excellence in safety programme
complimentary service for members
Assess your safety levels to improve your standing in accordance with industry standards.

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

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

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

Events and conferences
Join a network of airport operators to discuss challenges and share best practice.
Creating a strong security culture  

By Nina Brooks, Head, Security, ACI World
Developing a “security culture” is about engaging all staff at all levels of an organization to embrace common security-driven values and consider security as a priority in all of their work.

The aviation community puts much emphasis on the importance of a layered approach when it comes to security. Various measures are put in place, from screening and information sharing, through to staff background checks and perimeter fences.

But are we underutilizing one of the most valuable assets that an airport can have in terms of its security, namely its tight-knit community? Engendering a security culture within this community can effectively deliver hundreds of additional security resources, each of whom have a unique perspective on the operation.

This is not something theoretical or complex. There are straightforward steps that any airport, airline or organization in the aviation supply chain can undertake that can deliver a new approach and a powerful security asset.

**A new approach**

Perhaps the most emblematic layer of security is the checkpoint; much emphasis is placed on screening of passengers and baggage, staff and crew. However, with a new breed of threat from terrorists looking to attack softer targets, and the spread of radicalized individuals throughout society, perhaps a new approach to security is needed.

In the public areas of airports, where we have little insight into who is in the terminal building, screening is impractical and we rely heavily on surveillance and patrols. In the secure area of airports, there is greater control, since we know that people are either passengers or are authorized to be present.

However, many different people and organizations have access to the airside, including maintenance organizations, ground handlers, retail staff, airport and airline staff, caterers, cleaners, building maintenance and baggage handlers. Many of these people need to carry tools of the trade or goods for the airport or aircraft as they pass through checkpoints. Do we really know who every single one of these people is, and their intent?

Screening is, of course, very effective as a method of detection and deterrence for both people and vehicles, but it cannot address all possible scenarios and threats. An additional challenge is constantly keeping background checks up to date, and having a reliable source of information. Even then, there is little to say that a person has not become radicalized or is being influenced by an outside factor.

A comprehensive approach to security, therefore, relies heavily on people.

**Fundamentals**

Fundamental to the successful implementation of such a culture is a genuine concern for security, and a desire to improve. This has to come from the top level management and permeate the entire organization. A one-day security awareness training course will have no effect if staff see it simply as an additional task, or something that makes their job more difficult. Security, like safety,
has to be at the forefront of everyone’s minds.

**Clarity on roles**

Secondly, there has to be a clear definition of everyone’s role in security, from the security manager, through screeners, to airport operational staff, retail staff and cleaners. Security roles should be included in every job description, targets included in every set of annual objectives and part of every contract with external suppliers.

**Empowering staff to act**

Thirdly, staff must be empowered to act. One of the key barriers to implementing a security culture is either an attitude of “not my job” or “nothing I can do about it.” Staff must believe that they can make a difference, and that management will listen to them if they have something of concern to report or a suggestion for improvement.

**Making it interesting, rewarding and fun**

To raise the profile of security and ensure that all staff understand that it is of top priority to an organization, internal “marketing” or information campaigns can be run to keep security uppermost in people’s minds.

Training plays a key role. Employees need to be able to recognize suspicious behaviour by either passengers or other members of staff immediately, identify a suspicious object and pick up on a security task or procedure that is not being completed correctly. This may be basic training for all staff on suspicious behaviors and possible threats, but might also include more specialized behaviour analysis training for security personnel. The ability to report a suspicious incident without fear of reprisal is also a critical element. Recognition of consistent performance should also be encouraged.

**Where to from here?**

First and foremost, security needs to be recognized as important and rewarding. Time and effort need to be invested in staff, recognizing the role that every person in the airport environment can play in security and capitalizing on the incredible opportunity that such a diverse workforce can bring. The reach of security culture can even stretch to the travelling public—vigilance and willingness to report suspicious behaviour potentially adds billions of people a year to the security workforce. It is a layer of security that could be used so much more.
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
ACI represents airports at 28th ICAO Aviation Security Panel in Montreal

By Nicholas Ratledge, Manager, Security, ACI World

ACI was pleased to attend the 28th ICAO Aviation Security Panel from 28 May to 2 June 2017 in Montreal. The panel meeting was attended by 176 members, advisers and observers nominated by 50 Member States. Twelve international organizations and industry associations were also in attendance. The meeting focused on evolving threats to aviation, updates to Standards and Recommended Practices (SARPs) in Annex 17 of the Chicago Convention, the new Global Aviation Security Plan (GASeP) and landside security.

The meeting opened with a discussion on explosives concealed in electronic devices and
how to address the situation globally. Many States called for additional work on the broader topic of improvised explosive devices and the panel created a task force to undertake that work. The first face-to-face meeting is scheduled for July 2017.

On the related topic of innovation at the security checkpoint, ACI presented a working paper to provide an update to the Smart Security programme. There was wide recognition of the work conducted by the ACI/International Air Transport Association initiative, and the panel encouraged States to participate in the programme. The panel also endorsed an action to encourage States to continue to work in partnership with industry to help identify technologies and processes to mitigate current and future threats, particularly in light of recent developments with regard to electronic items.

At the 39th Assembly last year, Member States were tasked with drafting the GASEP, which provides a framework and roadmap for all States and industry partners to ensure that effective implementation of SARPs is achieved globally. The initial draft, prepared by a task force held in Singapore in March 2017, was presented to the panel and received widespread support. The GASEP will now be distributed for regional comment before its final approval and implementation.

Landside security continues to be a key area of focus for States and industry. ACI presented a paper outlining the need to encourage closer cooperation between States and industry in determining the most effective allocation of roles and responsibilities for landside security measures and recommended wording for inclusion in the GASEP. ACI also presented a paper on screening procedures for individuals using insulin pumps. The paper requested changes to ICAO Aviation Security Manual guidance material and received strong support from States. Changes will be made in the next iteration of the ICAO Aviation Security Manual.

The last paper ACI presented was an update on the Airport Excellence (APEX) in Security programme, currently in its pilot phase. The paper received support from many States and the panel encouraged ACI to continue its work in the area.

Proposals for new SARPs in Annex 17 were discussed at length. Significant proposed inclusions for the next amendment include a new standard on cyber security, standards on information sharing between States and stakeholders, a new standard for explosive detection capability focused on passengers and cabin baggage, and recognition of supply chain security for in-flight and airport supplies.

Other areas of discussion at the panel included the need for guidance material for training purposes, as well as up to date training material on risk assessment, quality management and cyber security. Quality control and oversight processes of aviation security systems were discussed, and it was agreed that these are integral parts of a functioning aviation security system. Related guidance material will be developed in the near future.
Sebastien Colmant from the International Air Transport Association talks about human factors at the US Smart Security Workshop.
The Smart Security project envisions a future where passengers proceed through security checkpoints with minimal inconvenience, where security resources are allocated based on risk, and where resources, facilities and technology are optimized, thus contributing toward effective security and an improved journey from curb to airside.

Today, this vision has been widely recognized throughout the world by airports, airlines and regulators. An increasing number of airports are implementing measures and processes recommended by the Smart Security programme.

The need for flexible, sustainable measures capable of detecting current and evolving threats has been brought sharply into focus by the recent ban on large electronics from the cabin of aircraft. It is paramount that we continue to contemplate a longer-term screening system that effectively addresses the threat picture while remaining cost-efficient, operationally efficient and passenger-friendly. This has been exactly the focus of the Smart Security initiative.

**Smart Security Regional Workshop**

In association with ACI North America, the International Air Transport Association (IATA) and ACI Smart Security team recently hosted a Regional Workshop in Washington, DC. The event attracted more than 30 participants, representing airlines, airports, agencies and World Business Partners in a two-day interactive workshop setting. The workshop delivered content from subject matter experts resulting in recommendations and considerations to enhance security and operational efficiency at screening checkpoints.

Participants benefited from lessons learned and best practices implemented at airports across the globe. They also gained a better understanding of how Smart Security guidance material applies to specific situations and obtained detailed information to assist in building a business case for checkpoint optimization and innovative screening solutions.

**Automated Screening Lanes: The Atlanta experience**

The opening session included a detailed overview of Hartsfield-Jackson Atlanta International Airport’s (ATL) Automated Screening Lanes (ASLs) program by Richard Duncan, Assistant General Manager, Public Safety & Security at ATL. In partnership with TSA and the City of Atlanta, the Airport commissioned more than 20 automated lanes with parallel divestment, recomposure stations and bin return systems. Complementing the ASL program the airport also added
dual Advanced Imaging Technology (AIT) scanners, cross-lane screening and centralized remote screening.

Sharing the three pillars from the Smart Security programme, ATL’s objective for the ASL program and concurrent initiatives was to improve the overall passenger experience of the checkpoint, while increasing operational efficiency and strengthening security. With the rollout of the ASL program, passenger screening wait times have decreased, resulting in better flow and less queue congestion in the departures hall, while other initiatives like centralized remote screening and cross-lane screening have strengthened security and improved operational efficiencies at ATL.

CATSA Plus: A national solution

In Canada, passenger and cabin baggage screening is provided by the Canadian Air Transport Security Agency (CATSA), a crown corporation responsible for securing elements of the country’s air transportation system. Beginning last summer, CATSA trialed a new innovative screening concept at Montreal-Trudeau International Airport called CATSA Plus, which combines the latest equipment, technology and passenger screening processes. Owen Andrusiak, Senior Advisor, CATSA Plus Operational Integration, detailed the program’s concept, which included convergence of latest technologies and processes from the trial; a passenger...
focus with visible improvements; and a collaborative and flexible approach for implementation.

During the workshop, Owen shared the unique features of the new CATSA Plus screening lanes. The parallel divest allows up to four passengers to divest simultaneously while allowing others to bypass passengers in line, aiding in the passenger experience. Auto-bin return systems and repack stations were also included to improve flow. To help with operational efficiency while reinforcing security, the bin handling system provides automatic bin spacing, RFID tracking, a continuous x-ray belt feed and auto bin handling (clear/reject). Remote x-ray screening was also included in the trial, further bolstering security and operational efficiencies of resources.

Results from the CATSA Plus trial showed a marked improvement to passenger flow, while further benefits included decreased bin-to-passenger ratio, less die-back on line from the addition of repack stations and an overall increase in passenger satisfaction with the screening process. CATSA has since deployed the new lanes in Calgary, Toronto-Pearson and Vancouver, replacing standard screening lanes with these higher-performing lines, enhancing security effectiveness while providing a more pleasant experience through the checkpoint.

According to the Transportation Security Administration’s (TSA) Jose Bonilla, Director Innovation Task Force (ITF) Division, new emerging threats continue to target multiple areas of the aviation security landscape. With that, ITF is collaborating with other TSA stakeholders to evaluate potential solutions to address these new threats impacting TSAs operational baseline. To help focus on these key threats, TSA identified short-term and long-term solution themes that fall under three distinct dimensions:

1. security effectiveness;
2. operational efficiency; and
3. customer experience.

Through this lens, ITF shared their approach to innovating across the transportation security ecosystem, including their Industry Exchange Toolkit, which encompasses different formats like classic briefs and vendor pitches to ITF’s Hot Seat and Shark Tank. Their Broad Agency Announcement (BAA) is yet another channel used to engage the vendor community and identify solutions for demonstration that could develop innovative and holistic responses to address the threat landscape, improve the passenger screening experience and deliver next-generation curb-to-gate screening capability.
Leverage the lessons learned from the ASLs at ATL, ITF shared their next steps for future screening lane concepts, which included refining checkpoint layouts, determining optimal staffing models and updating operational procedures. As part of ITF's presentation, participants were given a behind-the-scenes look at next-generation ASL deployments at TSA's Systems Integration Facility, which included several different vendor concepts of x-ray and security scanners, Biometric Authentication Technology (BAT) gates and Computed Tomography (CT) 3D-imaging, which has been suggested as the industry’s next leap forward.

**Smart Security: Component discussion**

The knowledge gained and lessons learned from various trial and research activities in many locations are summarized into guidance material, with the objective of giving other airports and screening authorities a head start in adopting innovative security screening solutions. As part of the workshop, participants engaged in open discussion—led by Sebastian Colmant, Development Manager Smart Security—on a number of topics from the guidance material, including:

- checkpoint design and automation;
- passenger screening;
- checkpoint monitoring and management;
- centralized image processing;
- risk-based screening (dedicated lanes vs. dynamic lanes); and
- cabin baggage screening.

With the current ban on large electronic devices in carry-on baggage, which today affects airlines flying non-stop to the US from 10 airports in the Middle East and North Africa, finding innovative solutions that preserve aviation safety while at the same time provide passengers with an enjoyable airport experience is critical to the sustainability of today’s airport screening model.

This was the third Smart Security Regional Workshop held after opening in Montreal in September 2016, followed by Bangalore, India in April 2017. Future workshops will take place elsewhere, including in Asia-Pacific and Europe. For further information and dates, please contact smartsecurity@aci.aero.
Assess, monitor, protect and improve your operations with airport industry benchmarks to ensure the sustainability of your airport.

Customer experience | Cybersecurity | Safety and compliance
ACI World advocates for flexible economic oversight approaches at ICAO’s Airport Economics Panel

By Philippe Villard, Head Policy & Economics, Economics Department, ACI World
The airport industry as a whole is profitable. Nonetheless, a significant number of airports are actually far from breaking even. ACI World estimates that as many as 66% of the airports in the world operate at a net loss. Against this context, generating aeronautical revenues is often constrained by regulations and market forces.

The primary source that inspires the setting of airport charges is the International Civil Aviation Organization’s (ICAO) policies on charges, located in Doc 9082 and in the Airport Economic Manual in Doc 9562. The ICAO Airport Economics Panel (AEP) is the group in charge of periodically reviewing these documents and is composed of State experts and observers, including ACI. At the sixth meeting of the Joint Airport and Air Navigation Services Economics Panel, held in Montreal from 23 to 26 May 2017, ACI World actively engaged with States to ensure that policies and guidance are proportionate, light-touch and flexible. A one size fits all approach to economic oversight is discordant with the market dynamics and competitive pressures that shape the airport industry, and it has been ACI’s key position at AEP to ensure that ICAO’s policies and guidance remain balanced and responsive to the actual needs of the airport industry without creating unnecessary impediments for development.

Airport networks and cross-subsidies from larger to smaller airports were the key topic on the agenda of AEP. A majority of States supported ACI’s position that airport networks provide benefits in terms of the safety of the air transport system, contribution to local, social and economic development, and generation of positive externalities for airport users. There was also majority support for ACI’s position that cross-subsidies from larger to smaller airports are in line with ICAO’s policies on charges and its key charging principles, and that it should be left to the States to decide what business model best fits their needs. Nonetheless, a few States surprisingly still opposed the practice of cross-subsidization, calling exclusively for public funding to keep regional airports alive. The reality, however, shows that an increasing number of

“ACI World estimates that as many as 66% of the airports in the world operate at a net loss.”
States fall short of public resources and look at alternative measures, such as privatization of airport networks, to ensure the social and economic benefits of those airports.

The AEP eventually supported ACI’s approach and recommended acknowledging more comprehensively in the ICAO policies and guidance material on airport economics the benefits generated by airport networks. The AEP further decided to continue discussing the alignment of cross-subsidies with ICAO’s policies in a working group; and ACI will continue to advance the interests of all airports, including airport system and airport network operators, in this forum.

Considering the fast pace of change in the airport industry over the past decade, the AEP also decided to launch an overall review of ICAO’s Airport Economics Manual (Doc 9562). The review will take place in 2018 and 2019 and represents an opportunity for ACI to advocate for light-touch, flexible and proportionate economic oversight of airports, only when necessary. While some stakeholders attempted to link the Doc 9562 review with the creation of strict policies on privatization and economic regulation of airports, the AEP followed ACI’s views that a variety of ownership models have proven successful and that there could not be a one size fits all approach endorsed by ICAO. Logically, the AEP rejected the idea of developing new policies specifically targeting airport privatization processes.

States and aviation stakeholders considered further topics of interests for airport operators. On the review of ICAO’s policies on noise charges, AEP agreed with the joint position of ACI and the International Air Transport Association (IATA) that current policies and guidance are relevant and responsive to stakeholders’ needs; as such, the AEP will not develop any new policies and standards. Support was also expressed for the development of the ICAO AERO Tariffs web platform, which is an online tool allowing users to retrieve schemes of charges for over 800 airports around the world and run estimations and benchmarks. ACI is actively supporting ICAO in the development of AERO Tariffs. ACI will also be part of all working groups established under the AEP to monitor developments until ICAO convenes a seventh meeting of the Joint Airport and Air Navigation Services Economics Panel in 2019.
Presenting an in-depth review of financial activities and key trends of airports across the globe and in emerging markets

New! Statistical annexes of key performance indicators

AIRPORT SIZE | ECONOMIC GROUPING | GEOGRAPHICAL REGION
REGULATORY MODEL | OWNERSHIP TYPE
ACI-NA’s 2017 JumpStart Conference brings airports and airlines together in Providence, Rhode Island

By Anita Berthier, Manager, External Relations and Special Events

During the conference more than 1,300 one-on-one meetings took place between airlines and airports
In an increasingly competitive worldwide aviation landscape, a well-developed route network not only improves the function of an airport as a connecting point for the local economy to the rest of the world, but is also the underlying factor that permits an airport’s commercial success. Incoming and outgoing air services build cargo and passenger streams, stimulate direct revenue and increase non-aeronautical revenue, in addition to the airport’s overall market value.

With this in mind, ACI North America’s (ACI-NA) JumpStart® Air Service Development Conference is designed to bring airports and airlines together for brief strategic meetings. The 2017 JumpStart Conference took place in Providence, Rhode Island from 5–7 June 2017, and included a full day of educational sessions followed by two days of airport-airline meetings. The event was kindly hosted by the Rhode Island Airport Corporation.

This year’s event attracted more than 450 attendees from 30 airlines and 200 airports for 1,300 one-on-one meetings to explore new service options or review existing routes. These meetings help position airports to attract new air service to their communities.

Each year, airports request private, 20-minute meetings with up to 12 airlines. The airlines also make their own wish lists of communities they would like to meet. ACI-NA staff then crafts a tailored meeting schedule for each airport with airlines that want to meet them. Often referred to as “speed dating” for airports and airlines, this annual conference brings both parties together to discuss new air service options for passengers.

“North American airports and their local communities continue to feel the long-lasting pressures of airline consolidation,” said ACI-NA President and CEO Kevin M. Burke. “The great success of ACI-NA’s JumpStart® Air Service Development Conference shows its growing recognition among the US and Canadian air carriers as a way to begin or continue important conversations with North American airports.
“Airports work around the clock to bring in more carriers and routes to serve their communities,” Burke said. “JumpStart® provides airports with a high concentration of airline industry network planners to make the pitch directly.”

ACI-NA announced that the 2018 JumpStart® Air Service Development Conference will be hosted by Cleveland Hopkins International Airport in Cleveland, OH.

For ACI Member Airports interested in learning more about air service development, ACI Global Training offers a Professional Certificate course titled **Airport Air Service Development**.
Your source for data-driven decision-making

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

The voice of the world’s airports
aci.aero | publications@aci.aero | +1 514 373 1200
(from left) Kleopas Danang Bintoroyakti, Young Aviation Professional Officer; Antoine Rostworowski, Director, Airport Customer Experience and Technology, ACI World; Angela Gittens, Director General, ACI World; Michael Rossell, Deputy Director General, ACI World; Nico Voorbach, Director ICAO and Industry Affairs, CANSO; Stefano Baronci, Director of Economics, ACI World; Anthony Philbin, Chief, Communications, ICAO; and Nathalie Hamel, Vice President of Public Affairs and Communications, Aéroport de Montreal
Joining representatives from a host of international organizations, ACI Director General, Angela Gittens, represented ACI at the head table during a lunch event organized by the Chamber of Commerce, Montreal.

Hubert Bolduc, President and Chief Executive Officer of Montreal International, spoke during the event, noting that with Europe and the United States shifting toward protectionism, the global political and economic landscape holds many challenges for Greater Montréal. He went on to say that there were opportunities to be seized by the city in terms of attracting foreign investment, international organizations and skilled foreign workers.

Greater Montréal has recently been named one of America’s top five destinations for foreign direct investment and placed among the top three for FDI strategy in the American Cities of the Future 2017–2018 rankings from fDi Magazine. In addition to the International Civil Aviation Organization, a number of prestigious aviation industry organizations—ACI, the International Air Transport Association and the International Federation of Air Line Pilots’ Associations (IFALPA) among them—have made the city the world capital of civil aviation.
Introducing the Airport Finance Diploma

Earn Your Diploma in 3-steps

1. **Airport Financial Management** - new course
2. **ACI-ICAO Airport User Charges** - also an AMPAP elective
3. **Airport Revenue Generation** - also an AMPAP elective

Learn more about the Airport Finance Diploma and register at aci.aero/airportfinance
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
Celebrating Vienna International Airport’s outstanding achievements in customer service excellence

(from left) Günther Ofner, Member of the Management Board of Vienna Airport; Angela Gittens, Director General, ACI World; Michael Häupl, Mayor, City of Vienna; Johanna Mikl-Leitner, Governor, Lower Austria; and Julian Jäger, Member of the Management Board of Vienna Airport holding Vienna Airport’s ASQ Award.
On 24 May 2017, Angela Gittens, Director General of ACI World, joined Vienna Airport (VIE) in celebrating their outstanding achievements in customer service excellence. The event attracted over 200 guests, including national media organizations, with Gittens presenting VIE’s 2016 Airport Service Quality (ASQ) Award to Julian Jäger and Gunther Ofner, both Members of Vienna Airport’s Management Board.

The ASQ Awards are presented to those airports whose customers have rated them the highest over the course of the year in terms of customer service. The categories have been designated to recognize the achievements of airports of different sizes and in different regions. View the full list of 2016 winners here.

ACI’s ASQ Survey measures passengers’ appraisal of 34 key performance indicators on the day they travel, allowing airports to get an accurate picture of traveler sentiment. ASQ has been designed for airports seeking to measure their own passenger service performance and to benchmark it against other airports. This allows participating airports to determine how they can better serve the flying public by developing customer service initiatives based on the perspectives of the travelers themselves.

The programme currently has the highest number of participants ever recorded at over 334 airports worldwide, representing 75% of the world’s passenger traffic. Participation in the programme now stretches across over 80 countries and the ASQ questionnaire is delivered in over 40 languages. The programme allows ACI to identify and disseminate best practice from the top-performing airports around the world in order to improve the passenger experience everywhere.

ASQ helps all airport gain a deeper understanding of what drives passenger satisfaction. From retail and restaurants to ambience, cleanliness, courtesy of staff, amenities, wayfinding

Angela Gittens, Director General, ACI World, presented Vienna International Airport’s ASQ Award to Julian Jäger and Gunther Ofner, both Members of the Management Board of Vienna Airport.
and more, air travelers are expecting big things from the airports through which they travel.

On the ASQ scale from 1 (Poor) to 5 (Excellent), VIE’s 2016 overall satisfaction score was above 4, testament to VIE’s commitment to cultivating a customer experience airport community.

VIE is representative of airports around the world which realize that putting the passenger first is a shared priority among all aviation stakeholders—including frontline staff and those behind the scenes who set the policies, procedures, and physical and digital environments that facilitate these frontline interactions.

After Jäger and Ofner accepted the ASQ Award, various employees from different organizations and companies operating at VIE stepped on stage, and through prop letters spelled the word “Kundenorientierung,” German for “customer orientation.”

“Airports are fortunate to play an important role in the lives of over 7.6 billion travelers,” said Gittens at the event. “On any given day at airports all over the world, people meet, bid farewell, create and become inspired. We are part of an industry that, at its core, is about keeping the world connected. ACI proudly recognizes your accomplishments and we look forward to helping you continue your dedication to the customer experience.”

The ASQ Awards Ceremony will be held during the Gala dinner of the 27th ACI Africa/World Annual General Assembly, Conference & Exhibition in Port Louis, Mauritius, 16–18 October 2017.
Mark your calendar for Airports Council International's upcoming Airport Service Quality Forums

ASQ FORUMS 2017
Driven by Customer Experience: Share, Think, Improve

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.

We look forward to welcoming you to China, the Czech Republic and the United States!
Airport Service Quality (ASQ) interview feature:
Kenya Airports Authority

By Sevda Fevzi, Manager, ASQ Strategic Marketing, ACI World
ACI’s Airport Service Quality (ASQ) programme is now over halfway through its 11th successful year, and as we celebrate this milestone we are 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 Joash Mboga, Research Manager of Kenya Airports Authority (KAA).

Key facts about Kenya Airports Authority

- Airport code: Jomo Kenyatta International Airport (NBO)
- What year the airport opened: 1978
- Annual number of passengers in 2016: 7.11 million passengers
- Number of employees at KIAA: 2,000 employees

Did you know?

JKIA is the only international airport located next to a national park. If you are lucky, you can bump into a zebra or an antelope right outside the airport!

1) How and why did KAA join ASQ? How does the authority benefit directly benefit from ASQ?

Customer satisfaction remains one of KAA’s key strategic objectives. Therefore, it was important for us to evaluate the level of services and facilities we and our business partners provide to the customers. ASQ has helped us benchmark our performance against leading airports around the world and identify ways to improve.

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

KAA holds regular meetings with stakeholders, partners and service providers to discuss customer satisfaction issues and come up with actions for improvement. As a performance indicator, airports sign service level agreements with service providers. We also have an active airport facilitation committee that ensures an improved passenger experience.
3) Are there any particular programmes, courses or activities KAA runs with employees that are specifically aimed at improving customer and passenger satisfaction?

At KAA, we have an annual recognition programme that was introduced in 2010 to recognize the most improved airports in the realm of customer experience excellence. The programme is based on customer feedback received through surveys—both ASQ and internal. The aim of the programme is to allow airports to plan improvements and promote local service quality benchmarking.

4) Does KAA practice measuring customer satisfaction of only departing passengers or both departing and arrivals passengers?

At the moment, KAA measures the customer satisfaction of departing passengers, but we are keen to introduce a survey of arrivals passengers soon.

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

Jeremy Clarkson, one of the UK’s most popular TV personalities, earlier this year listed NBO as one of the “most annoying” airports on his twitter handle because of the tight security system in place at the
airport. This gave assurance to other airport users that NBO takes security issues very seriously regardless of whether you are Jeremy Clarkson or a common person.

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

I would like to see a discussion of how airports use ASQ data to come up with innovative solutions and practices.

Joash Mboga’s biography

Joash Mboga’s main role is to lead the development of airport research programmes for product, process and service improvements at KAA.

Joash has extensive expertise in airport market research and specializes in helping airports improve their passenger experience. He has managed the ASQ programme at KAA for 10 years. He is an active participant in ACI’s annual ASQ Forums, and joined us at the recent ASQ Forum Haikou.

For more information on the ACI ASQ programme, visit [www.aci.aero/asq](http://www.aci.aero/asq) or reach us by email at aciasq@aci.aero.
Enhancing the passenger experience: ACI’s Employee Engagement Survey for Customer Experience

By Brian Shapiro, President, Shapiro Communications
“Customer experience” is a widely used term, the definition of which can vary depending on the industry. For airports, the customer experience, or perhaps better labeled the “passenger experience,” refers to the thoughts, feelings, interactions and sensations travelers have when they engage with all aspects of the airport itself. It is a dynamic and fluid process that produces memories that extend for years and shape the perceptions of not just the airport, but also the region, city, state and country it serves. The passenger experience involves everyone at the airport, including frontline employees, support and administrative staff and all stakeholder employees. By creating a positive passenger experience, airports become places where travelers feel a warmth and welcome that may not occur elsewhere along the course of their travels, making the airport a place of respite and refuge from the stress and fatigue that often accompanies travel.

Enhancing the passenger experience

Lately, there has been tremendous focus on what actionable steps airports can take to enhance the passenger experience. At the same time, there seem to be few conversations around engaging with the actual people who are charged with creating this experience—the frontline employees and back office support staff. Frontline personnel are often hourly-wage individuals who work for the multiple stakeholders that fall under an airport’s umbrella, yet they are not airport employees themselves. As a result, their personal investment in the airport’s mission and wellbeing may be limited. This unique airport organizational dynamic creates a situation where knowing the “whos and hows” of employee engagement becomes incredibly important, for without high engagement levels, even the most well intended passenger experience goals will prove elusive.

According to the book Human Sigma: Managing Employee-Customer Encounter by John Fleming and Jim Asplund, employee engagement is defined as “the ability to capture the heads, hearts and souls of your employees to instill an intrinsic desire and passion for excellence.”

A 2014 study of employee engagement published in “Procedia-Social and Behavioral Sciences Journal” by Madhura Bedarkar and Deepika Pandita pointedly makes a case for increased employee engagement, with benefits that include employees who “will consistently outperform and set new standards” and possess “positive health and positive feelings towards work and organization.”

While these results are certainly desirable, the nature of an airport’s organizational structure, with so many employees at an airport not
under an airport’s direct organizational authority, makes it challenging to ensure consistent degrees of engagement across the board. In spite of this challenge, there are specific actions airports can take to bring engagement to the forefront.

**Employee appreciation**

The first step is to actually reach out, fully recognize and appreciate the frontline employees themselves. No matter the stakeholder, their frontline employees are typically the ones who set an airport’s tone via their interactions with travelers. These interactions are an airport’s heart and soul, and what Vineet Nayar, CEO and author of the book *Employees First, Customers Second*, refers to as the “Value Zone.” The Value Zone is the place where the most significant organizational value is actually created for the customer. Nayar goes on to state that “experiences have necessarily emerged to create new value. The company no longer offers goods or services alone but the resulting experiences, rich with sensations, created within each customer.” Additionally, it is within these Value Zone employee-customer interactions that significant airport passenger experience problems can be identified and their accompanying solutions found. Through an employee engagement lens, it then makes perfect sense that to help ensure outstanding passenger experiences, creating equally outstanding frontline experiences is paramount.

Ultimately, it is through effective and highly developed communication practices that high levels of employee engagement can occur. Both frontline employees and back office support staff need recognition, appreciation and support. They need to know that the airport supports them as human beings, and appreciates the efforts they make and the hours they commit. Doing this sends the message that they matter, and given that not all airports are able to offer all staff performance-based financial incentives, this sentiment goes a long way. Without regular dialogue among all airport personnel, engagement will remain an elusive task.

Airport executive and management team members need to make efforts to circulate around their airport and meet with the various stakeholder frontline personnel on a consistent basis, as well as with their own back office teams. They need ask questions about their job, their experiences and what the airport can provide to help them do their jobs well. This is what Nayar refers to as “reverse accountability,” where leadership is held accountable for creating an environment in which personnel can successfully fulfill their duties, just as these personnel are held equally accountable to leadership.
A good start towards increasing employee engagement is the new ACI Employee Engagement Survey for Customer Experience (ECE). It serves as a trusted and powerful tool that airports can turn to when measuring employee engagement. The survey is designed to determine if all on-airport staff, whether employed by the airport or other stakeholders, or whether customer-facing or not, are aligned with the airport’s customer service objectives. The results provide a clear roadmap of how to align all stakeholders toward the common goal of passenger service excellence. The benefits of the ECE survey include:

1. improved airport passenger experiences through better relationships with airport employees;
2. employees who feel listened to and part of the airport community;
3. enhanced stakeholder performance;
4. revenue growth; and
5. employee retention and wellbeing.

Now is the time to expand the airport experience circle. We’ve gone a long way toward enhancing the passenger experience. Now let’s bring the back office staff and frontline personnel into the mix so that the entire airport community is having exceedingly positive experiences. Sure, it takes some effort, but the rewards are more than worth it.

Brian Shapiro is the author of Exceptionally Human: Successful Communication in a Distracted World and president of Shapiro Communications, an organizational communication training and professional development company serving the airport, transportation and hospitality industries. He will be the guest keynote speaker at ASQ Forum Detroit, 2-4 October 2017.
BE CUSTOMER READY WITH ACI’S EMPLOYEE SURVEY FOR CUSTOMER EXPERIENCE (ECE)

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

KEY BENEFITS OF USING ACI’S ECE

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

aciasq@aci.aero  +1 514 373 1200  aci.aero/Airport-Service-Quality/ASQ-Home
Find out why the world’s best airports are part of the Airport Service Quality programme

Excellent customer service, excellent airports

For more information on how to join the ASQ network, contact the ASQ team:

+1 514 373 1200  aciasq@aci.aero  http://www.aci.aero/Airport-Service-Quality  @ACI_ASQ

*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
Understanding your arrival passengers and their expectations

By Valerie St-James, Senior Manager, ASQ Programme, ACI World
For airports to get the most out of their investments to improve the passenger experience, we must start by understanding the overall passenger journey through an airport. When passengers leave the aircraft and enter the airport arrivals area, airports are constrained by the fact that the main objective of the passengers is to leave the airport as soon as possible. Given this situation, some airports may even question whether it is worth it to explore the arrivals process and introduce measures to improve it.

The arrivals process is an important part of the entire passenger journey through an airport, and aiming for constant improvement in the arrivals customer experience is therefore a worthwhile goal. The number of steps in the process varies depending on a variety of elements (e.g., passenger origin or whether they have checked baggage), but all passengers are anxious to complete this process as quickly as possible for any number of reasons. It may be that someone is waiting for them, that they have to attend a meeting or that they are just tired from the trip. This feeling of being rushed puts the passenger in a certain mood with a specific set of expectations. For this reason, exploring the key dimensions that contribute to creating a positive arrivals experience is a useful exercise.

To pinpoint those key dimensions and to ensure that every touchpoint along the passenger journey is considered, it is important to place yourself in your passengers’ shoes. Throughout the journey, they are discovering the airport, they experience the service and the facilities, and they interact with the staff. What information do they need? What emotions are they experiencing? What messages are they receiving from the environment to which they are exposed? All of these variables will have an impact on their overall appreciation of the process and the experience.

When surveying passengers during their arrivals experience, the following emotions and perceptual evaluation of services must be taken into account:

- **The overall flow at each step of the process (immigration, baggage claim and customs)**
- **The overall perception of security, the ambiance, the walking distance, the signage, the organization of the waiting line, and the availability and helpfulness of the staff**

Once the range of emotions and perceptions has been identified, measuring the level of satisfaction for each of those elements will provide a picture of the full customer experience. It will also offer the details necessary to support the prioritization of improvement initiatives. Repeated measurement of customer satisfaction over time is
an effective way to understand your return on investment where customer service initiatives are concerned.

Of course, surveying passengers at arrivals will bring its own set of challenges. Even though it would be tempting to reach out to the passengers once they are back home and more open to take the time to share their experience, real-time surveys have much more value. The experience is still fresh in their mind and their mood has not been impacted by any event that may have happened after leaving the airport. Passengers should be intercepted close to the end of their journey to allow measurement of the entire process, but they will not be as willing to participate. For this reason, well trained interviewers using the latest technology should be employed to speed the survey process.

Whilst the arrivals process may seem to offer limited revenue opportunities, improving the passenger experience can bring your airport to the next level. Will a positive, simple and quick process have an impact on the passenger’s mood? Will it give them more time to stay in the retail area? Understanding your arrivals passengers and their expectations will not only improve their perception of your airport, but also pave the way to new sources of revenue.

After more than 10 years of building expertise in surveying passengers at departure, this month, ACI’s ASQ programme will be launching the new ASQ Arrivals Survey to help participating airports measure the complete experience of arrivals passengers. Applying the same methodological rigor as the departures survey, the arrivals survey will allow airports to obtain an overall picture of the entire passenger journey.

To find out more about the new ASQ Arrivals Survey, email aciasq@aci.aero or call us at 1 514-373-1200.
TAKE YOUR PASSENGER SERVICE TO NEW HEIGHTS

PASSENGER PERSONAS

Every passenger is different, and airports that know who their passengers are can better cater to their wants and needs. Through extensive study and data analysis of ASQ Survey data, ACI has created an ASQ add-on based around six passenger typologies that will help you to:

- know what current and prospective customers are thinking and doing;
- highlight the passenger types that are most inclined to spend at your airport;
- help you understand the specific attitudes, needs, expectations and concerns of your passengers;
- address gaps in service and,
- benchmark your results with other participating airports.

ARRIVALS SURVEY

Participating ASQ airports can now take part in the add-on ASQ Arrivals Survey that offers vital learnings related to arriving passengers’ satisfaction levels. The ASQ Arrivals Survey takes place on the day of travel as passengers are in the airport, ensuring that impressions are fresh and opinions are accurate. The ASQ Arrivals Survey will:

- help you understand arriving passengers’ moods and impressions of the airport, from walking distances and washroom cleanliness to wayfinding, immigration, baggage claim and much more;
- help differentiate the key drivers of satisfaction among arrivals passengers, which can be distinct from the needs of departures passengers; and,
- give you the actionable intelligence to enhance your service offering to arriving passengers, and gauge the effectiveness of these enhancements.

Do not wait to take the next step in improving the customer experience journey at your airport.

Contact ACI’s ASQ team for more information by emailing aciasq@aci.aero.
Sunshine Coast Airport: Australia’s first carbon neutral airport  

By Peter Pallot, General Manager, Sunshine Coast Airport

(from left) Peter Pallot, General Manager, Sunshine Coast Airport; Annie Nolan, Sustainability Consultant, Sunshine Coast Airport; Sonia Marshall, Strategic Policy Officer, Sunshine Coast Council; and Steve Robinson, Councillor, Sunshine Coast Council
In March 2017, Sunshine Coast Airport in Queensland became the first Australian airport to achieve Level 3+ Neutrality under the Airports Council International Airport Carbon Accreditation programme.

Joining the programme in 2012, the airport’s journey to neutrality was inspired by Sunshine Coast Council’s vision to be Australia’s most sustainable region. The challenge was embraced by the entire Sunshine Coast Airport team and the airport is now recognised around the globe for leading the way in managing carbon emissions and reducing its carbon footprint.

The journey to the top level of the programme was undertaken through an innovative and holistic approach that including the implementation of initiatives touching all parts of the business—from planning, built form and energy reduction initiatives to waste management, recycling, and working with airline and commercial partners.

In 2013, the airport achieved Level 1 – Mapping, followed by Level 2 – Reduction in 2014 and Level 3 – Optimisation in 2016. Since first mapping its carbon usage in 2013, Sunshine Coast Airport’s efforts to
reduce its overall carbon footprint have delivered a 24% reduction in Scope 1 and 2 carbon emissions, a 9% reduction in electricity consumption per passenger, an 11% reduction in waste to landfill per passenger and a 15% reduction in water consumption.

The airport implemented energy management systems that allowed the business to respond in a more timely manner to customer demand, including automation of the air conditioning system to be responsive to flight schedules, installation of large-scale energy efficient fans to create air movement and assist in reducing air conditioning requirements, and examining the built environment to maximise the use of natural light and recyclable materials.

To significantly reduce the amount of airport waste being sent to landfill the airport installed Australia’s first solar powered On-Site Composting Apparatus (OSCA); fitted three way bin systems inside the terminal, including compartments for general waste, recyclables and compostable items; and worked with tenants and customers to reduce waste via compostable packaging, plates, cups and wooden cutlery.

Water consumption was reduced through a combination of rainwater harvesting and efficiency upgrades, including the implementation of urban sensitive land design to substantially reduce the use of irrigation within the airport precinct. The airport also installed rainwater tanks to harvest water from the terminal roof for use in amenities and landscaping.

Finally, as a means of negating residual emissions, Sunshine Coast Airport purchased Australian Gold Standard Carbon Offsets.

For further information on Australia’s first carbon neutral airport, visit www.sunshinecoastairport.com.au.
4 levels of certification. 1 global programme. 190 accredited airports and counting.

Visit our interactive results website www.airportCO2.org
2018 Global Training Needs Assessment (TNA)

By John Webster, Senior Manager, Global Training, ACI World
The Global Training department was launched in 2004 in an effort to address the projected skills gap that would become more prominent with the growth of the airport industry in both mature and emerging markets.

The department seeks to advance the association’s mission through the training and development of its members’ human capital by promoting airport excellence through the provision of high quality and comprehensive training solutions.

Over the last decade, Global Training has made tremendous strides in building its training capacity and is now recognized as the leading airport management and operations training provider in the world. The overarching mandate of the department—and one of ACI’s strategic goals—is to provide airport members with industry knowledge, advice and assistance while fostering professional excellence in airport management and operations.

As a training department, we have five main goals:

1. to promote the highest standards in training and development for airports worldwide;
2. to develop a curriculum for training based on leadership and best practices in management, operations, safety, security and regulatory compliance;
3. to increase the number and variety of courses offered to the airport industry based on industry needs;
4. to develop efficient, standardized processes and procedures in course quality, management and delivery; and
5. to ensure that all our members have access to high quality training solutions which can be supplemented through the Developing Nations Airports (DNA) Assistance Programme for airports in developing countries.

To ensure that our training curriculum always meets current and future competency requirements for airport personnel globally, the Global Training department electronically distributes, on an annual basis, our Training Needs Assessment (TNA) tool. The 2018 Global Training TNA is used to collect quantitative and qualitative data to determine what types of training needs to be developed and delivered, helping individuals and simultaneously the organization accomplish their goals and objectives.

By conducting this survey, we seek input from a wide range of stakeholders, including but not limited to:

• past students that have registered and attended an ACI course or programme previously;
• airport human resource departments worldwide;
• ACI Steering Committee members on airport training;
• World Standing Committees for safety, security, environment, economics, facilitation and customer service;
• ACI training centres and venues;
• World Business Partners; and
• interested parties who directly or indirectly work within aviation with an emphasis on the airport industry.

For any comments or concerns, please fill out the Global Training questionnaire: https://aero.formstack.com/forms/training_needs_assessment2018. On behalf of the department, we thank everyone for their continued support, patronage and feedback in helping us provide best-in-class training to our evolving industry!
Airports Council International and the International Civil Aviation Organization to provide aerodrome training
Airports Council International (ACI) and the International Civil Aviation Organization (ICAO) have signed a Memorandum of Understanding (MoU) to work together on a wide range of aerodrome training services to benefit the 1,940 ACI Member Airports worldwide, and to support the 191 ICAO Member States.

The MoU will see ACI and ICAO working together to develop new joint aerodrome training programmes and courses in: general airport management; airport economics; environmental protection; operational safety; security procedures; and other subjects as they are identified.

“This signing highlights the alignment of both our organizations in regards to investment in training and succession planning, essential ingredients of sustainable growth,” said Angela Gittens, Director General, ACI World. “Airports need a range of skills that must be continually evaluated and refreshed. The urgency in the aviation business is driven both by changes in market conditions as well as the significant growth in global demand. The MoU will build on ACI Global Training suite of skills development programmes in specific disciplines, with diploma-level courses, in the classroom, on-line or at the worksite.”

“ICAO is strengthening its collaboration with ACI and reaffirming its commitment to providing targeted assistance in training and human resources capacity building to ICAO Member States,” said Dr. Fang Liu, Secretary General, ICAO. “This new partnership is a perfect example of what our two organizations can achieve when we join forces and capitalize on our respective strengths, and through these joint training activities we’ll be able to increase global awareness of ICAO Standards and Policies while enhancing competencies of current and future airport professionals.”
Global Training continues to meet member needs through diverse educational programmes. In May, a total of 14 courses were delivered to 234 participants in the areas of economics, facilitation, safety, leadership and management.

GSN 4: Working with Annex 14, 7–11 May 2017 in Abu Dhabi, UAE
Airport Executive Leadership Programme, 7–12 May 2017 in Munich, Germany

Managing Aerodrome Works, 8–12 May 2017 in Montego Bay, Jamaica
Runway Incursion Awareness and Prevention, 15–17 May 2017 in Montego Bay, Jamaica

Advanced Airport Operations, 15–19 May 2017 in Kuala Lumpur, Malaysia
ACI-ICAO Airport User Charges, 15–19 May 2017 in Surabaya, Indonesia

Managing Service Quality at Airports, 16–18 May 2017 in Abu Dhabi, UAE
Understanding Annex 14, 16–18 May 2017 in Doha, Qatar

GSN 4: Working with Annex 14, 21–25 May 2017 in Doha, Qatar
GSN 1: Safety Management Systems, 22–26 May 2017 in Riga, Latvia

GSN 2: Airside Safety and Operations, 22–26 May 2017 in Seoul, South Korea
Global Training

Developing a Customer Service Culture at Airports, 22–26 May 2017 in Port of Spain, Trinidad and Tobago

GSN 5: Advanced Safety Management Systems, 29 May–2 June 2017 in Bucharest, Romania
AMPAP
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.
Asia-Pacific

**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

**GSN 3 - Emergency Planning and Crisis Management**
20—24 August 2017 Abu Dhabi, UAE

**Managing Service Quality at Airports**
6—8 September 2017 Incheon, South Korea

**Security and Facilitation**
10—14 September 2017 Abu Dhabi, UAE

**ACI/ICAO Aerodrome Certification***
10—14 September 2017 Abu Dhabi, UAE

**Airport SMS Implementation***
24—28 September 2017 Abu Dhabi, UAE

Europe

**Behavioural Analysis: Passenger Screening and Insider Threat Management**
4—8 September 2017 Munich, Germany

**GSN 2 - Airside Safety and Operations**
18—22 September 2017 Istanbul, Turkey

**Airport Master Planning**
25—29 September 2017 Istanbul, Turkey

Latin America-Caribbean

**Aeronautical Studies and Risk Analysis**
31 July—4 August 2017 Port of Spain, Trinidad and Tobago

**ACI/ICAO Aerodrome Certification***
14—18 August 2017 Port of Spain, Trinidad and Tobago

**GSN 4 - Working with Annex 14**
14—18 August 2017 Montego Bay, Jamaica

**GSN 5 - Advanced Safety Management Systems**
21—25 August 2017 Montego Bay, Jamaica

**Capacity Enhancement and Resource Planning**
4—6 September 2017 Port of Spain, Trinidad and Tobago

North America

**Airport Safety Management Systems Implementation***
21—25 August 2017 Atlanta, USA

**ACI-ICAO Airport User Charges***
25—29 September 2017 Montreal, Canada

*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
How healthy is your talent pipeline?

Invest in your employees' skills today, cultivate a culture of excellence and reap the rewards tomorrow.

Leadership and management   Professional certification

In-house training   Subject-matter competency

Instructor-led   E-learning
Key events and courses

Highlighted events and training
June–October 2017

- **2017 ACI-NA ANNUAL CONFERENCE & EXHIBITION**
  17–20 September 2017
  Fort Worth, TX

- **2017 AIRPORTS CANADA CONFERENCE & EXHIBITION**
  24–26 October 2017
  Toronto, ON

- **BEHAVIOURAL ANALYSIS: PASSENGER SCREENING AND INSIDER THREAT MANAGEMENT**
  4–8 September 2017
  Munich, Germany

- **AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION**
  21–25 August 2017
  Atlanta, USA

- **GSN 4 - WORKING WITH ANNEX 14**
  14–18 August 2017
  Montego Bay, Jamaica

*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
ACI events calendar

July 2017—December 2017

**ACI-NA 2017 Business of Airlines Workshop for Airport Decision Makers**
17—19 July 2017 Seattle, WA

**AAAE/ACI-NA Airport Summer Fly-In**
25—26 July 2017 Washington, D.C.

**2017 ACI-NA/AAAE Airport Safety Management Systems Workshop**
8—9 August 2017 Minneapolis, MN

**ICAO Global Aviation Security Symposium (AVSEC 2017) in collaboration with ACI**
12—14 September 2017 Montreal, Canada

**ASQ Forum Prague**
13—15 September 2017 Prague, Czech Republic

**2017 ACI-NA Annual Conference & Exhibition**
17—20 September 2017 Fort Worth, TX

**ASQ Forum Detroit**
2—4 October 2017 Detroit, MI

**Global Sustainable Aviation Summit 2017 (ATAG)**
3—4 October 2017 Geneva, Switzerland

**27th ACI Africa/World Annual General Assembly, Conference & Exhibition**
16—18 October 2017 Port Louis, Mauritius

**2017 Airports Canada Conference & Exhibition**
24—26 October 2017 Toronto, ON

**The Trinity Forum 2017**
1—3 November 2017 Bangkok, Thailand

**ACI-NA Marketing & Communications Conference**
6—8 November 2017 San Jose, Costa Rica

**11th ACI Airport Exchange**
5—7 December 2017 Muscat, Oman

For a full listing of ACI events, please visit [www.aci.aero/events](http://www.aci.aero/events).
THE TRINITY FORUM 2017

THE GLOBAL AIRPORT COMMERCIAL REVENUES CONFERENCE

1-3 November 2017 • Bangkok, Thailand

Hosted by:

KING POWER

Platinum partners:

DUFRY
L’OCCITANE
ALDENS

Registered by:

For more information please email Sarah@MoodieDavittReport.com
Successful 5th ACI-LAC Airport Leadership and Human Capital Forum takes place in Punta Cana

By Francisco Medela, Industry Affairs Manager, ACI-LAC

The 5th annual ACI-LAC Airport Leadership and Human Capital Forum took place from 31 May to 2 June 2017 in Punta Cana, Dominican Republic.
The 5th ACI Latin America-Caribbean (ACI-LAC) Airport Leadership and Human Capital Forum took place from 31 May to 2 June 2017 in Punta Cana, Dominican Republic. The forum, kindly hosted by Punta Cana International Airport, gathered 35 airport experts and human resources managers representing 13 ACI-LAC airport operators.

Frank Elías Rainieri, Director of Punta Cana International Airport, welcomed the participants and recognized the importance of this event, organized with the objectives of promoting the development of leadership skills in the region’s airport human resources professionals; highlighting training opportunities; and fostering cooperation and the exchange of best practices in the field of airport human resources. Javier Martinez, Director General of ACI-LAC, highlighted the remarkable success of this forum, now in its fifth iteration, which continues to promote excellence in airport management.

Cutting edge topics were addressed as a means of helping attendees navigate a changing economic landscape, both in Latin America and around the world. On the first day, a dynamic session focused on incorporating innovation into the DNA of airport industry organizations incited valuable contributions from participants and resulted in a wealth of learnings for all involved. On the second day, participants had the opportunity to share best practices in human resources management, thus strengthening cooperation among airports and promoting the development of organizational capacities and human resources.
SAVE THE DATE

ANNUAL ASSEMBLY CONFERENCE & EXHIBITION
San José, Costa Rica - November 7-9, 2017
SAVE THE DATE

13th ACI Asia-Pacific Regional Assembly, Conference & Exhibition

April 23-25, 2018
Narita, Japan

For further inquiries
www.aci-asiapac.aero | events@aci-asiapacific.aero
World Business Partners

Reinventing currency exchange at international airports  
By Gabriel Quintana Mendibe, New Markets Director, Global Exchange
“Do you have cash for the taxi?”

“Any loose change for the baggage trolley?”

“Look at those nice souvenirs. Do you have any cash with you?”

How many times have you heard these conversations at an international airport? This typical situation happens again and again. How many times were you unable to buy a product or service just because you didn’t carry local cash with you? International travelers face countless questions once they have arrived at their destination, and currency exchange is undoubtedly a concern for most travelers.

Airports are melting pots of cultures and sometimes cultural challenges test our social skills. In today’s economy currency exchange is inherent to travelling; it is an essential part of the journey. When you’re at the airport you should always bring at least some cash with you in local currency. We can’t forget that many services allow paying in cash only.

Just think about the evolution of this service throughout the years, where technology has been a key player in driving change. We are progressively leaving behind the traditional face-to-face service to adopt an online approach, meaning that customers can now book their currency on the internet or through apps for later collection at the designated airport before their flight. At the same time, the incorporation
of tools such as passport readers and digital signatures is helping to speed up transactions while facilitating customer data collection for more accurate commercial campaigns. Technology also offers increased security through the use of banknote counters or ultraviolet lamps to detect fake notes, an activity of paramount importance from the anti-money laundering and terrorism financing perspectives.

Airports are well aware of the above and therefore look for technology-driven companies that can offer customers the best online services to meet their needs in an increasingly digital world.

Of course, currency exchange services at airports must be also be able to remind passengers of the need for exchanging currency through eye-catching designs in the airport’s main thoroughfares.

It is crucial that currency exchange companies at airports are provided by technology-friendly companies that not only offer digital services, but are also obsessed with fulfilling their customers’ needs. They are part of the image of the airport and an essential part of the traveler’s experience. Currency exchange companies should therefore be world-class, innovative services that surprise the customer and reinvent themselves day by day as a means of offering the best foreign exchange services.
All sectors of the global aviation industry have been working together to reduce air transport’s environmental impact, following a shared strategy for CO2 emissions reduction. The Summit is where, in 2008, the aviation industry launched the world’s first emissions reduction goals from a single global sector. Since those goals were announced, the industry has been making impressive progress in addressing its carbon emissions, as well as driving all aspects of sustainable development.

WHO WILL ATTEND

Airlines, airports, air navigation service providers, manufacturers, fuel suppliers, ground service and transportation providers, industry suppliers of products and services, travel and tourism companies, civil aviation authorities, chambers of commerce, government representatives, aviation regulators, industry trade associations, environmental groups and civil society.

» Be part of the only aviation and sustainability event to be organised by ATAG together with ACI, CANSO, IATA and ICCAIA, representing the entire commercial air transport industry.
» Network with over 300 of aviation’s leaders, experts, stakeholders, regulators, NGOs and the media.
» Question the experts on topics of critical importance to aviation today, through interactive panel debates and technical workshops.

REGISTRATION NOW OPEN AT WWW.ATAG.ORG
New World Business Partners

F.C.I INTERNATIONAL LTD.
Region: Africa
Level: Silver (Small Business)
Address: 58 Kudirat Abiola Road, Oregun, Ikeja, Lagos Nigeria
Website: www.fciint.net
Contact: Fortune Idu, CEO and Senior Partner
Email: idufortune@yahoo.com
Phone: 234 8033296108

FCI International Ltd. AKA Centre for Technical Development is an international intermodal consulting company providing services in the following areas: human capacity development, project management, transaction advisory, intervention training, business promotion, and trade facilitation and location services for government, public and corporate clients. FCI International is also the proud owner of Airport Business Summit and Exhibition, a promotional airport industry development event held annually in Nigeria. We provide access and business representation for international companies looking to do business in Nigeria’s transport corridors, with concentrations on both aeronautical and non-aeronautical businesses.
In 2009, Hamila Duty Free began operating two duty free shops in Enfidha Hammamet Airport, the newest airport in Tunisia managed by Turkish company TAV.

Following a tender, Hamila Duty Free, along with Gbr. Heinemann and ATU Turkey, has now been selected to operate in five Tunisian airports managed by OACA.

Over the years, Hamila Duty Free has significantly widened the scope of its business while still remaining true to its core objective of surprising and delighting travelers with world-class duty free offerings.

We have many decades of quality international projects, trade and training experience, blending a deep cross-cultural understanding with a highly practical “can do” approach and attitude.

Our philosophy involves combining advanced Israeli know-how and impressive performance levels with existing practices. We believe that it is vital to respect local traditions and take advantage of local people’s expertise. We train and educate those involved continually and together we raise parameters, over time achieving better results, higher incomes and improved profitability and performance in all the fields and services that we provide.
Flughafen München GmbH (FMG) is the operator of Munich Airport, one of the most efficient and most profitable airports worldwide. FMG is a full service airport operator with more than 8,000 employees managing and delivering all airport related services in-house.

FMG has more than 65 years of airport planning and management experience, and more than 25 years of international management and operational experience. This knowledge was recently centralized in a wholly-owned subsidiary, Munich Airport International GmbH (MAI), which provides full airport lifecycle services, including planning/designing, construction management, operational readiness and transition (ORAT), operational start-up, airport operation, process reengineering, training services and airport management.

OneTray is a new company exclusively focused on the engineering and production of custom-designed airport security trays aimed at making operations more efficient and improving the traveler experience. With respect to injection-molded trays, our tray is 2 times lighter, shock-proof, RFID-equipable, more transparent to x-rays and has a traction-enhanced bottom. As of March 2017 OneTray has partnered with 17 airports.
Dyland Lianne Market Research & Co. (QNA Research Lab.) is committed to providing client consumer market information and main global market commercial information through professional market research in cooperation with specialized research institutions. We are not only the most trustworthy market research partner, but also the right catalyst to turn your company global. With market research centers in Taiwan, Beijing, Shanghai and Singapore, we provide all-round service, specializing in research design, sampling methods, questionnaire development, data analysis and statistics models.

Stanley Robotics is a venture-backed company that was created in January 2015, and is headquartered in Paris, France. It is developing an automated valet parking service with robots that can move any vehicle and increase capacity in existing car parks by up to 50% while revolutionizing the user experience.
Hume Brophy is an international communications and public affairs company specialising in aviation and airport policy. With established offices across Europe, the US and Asia led by industry, political and regulatory experts, Hume Brophy advises many of the major airport groups, airlines and investors on public policy.

Airports Centre of Excellence (ACOE) provides game-changing transformation by way of significantly improving airport processes. Working with member airports, airlines and suppliers, ACOE’s objective is to achieve world-class operational and financial performance levels while significantly improving the passenger experience. ACOE brings innovation and proven methodologies like Lean Six Sigma, all underpinned by research and expertise in airports.
Egis is an international group with 14,000 employees and a turnover of €1 billion. We are headquartered in Europe, with offices around the globe. In aviation, we are a shareholder and operator of a 17-airport network. We also provide consultancy, engineering and project management to airports, air traffic management, institutions, and aircraft stakeholders.

Marshall Retail Group (MRG) is America’s largest, independent specialty retailer in the airport and casino-resort marketplace. For 60 years, MRG has provided clients with a portfolio of attractive, successful brands that turn pedestrians into window shoppers, window shoppers into buyers and buyers into loyal, repeat customers. The premiere retail development company currently operates more than 160 stores across the United States and Canada.
Bags, headquartered in Orlando, Fla., is the world leader in luggage delivery and airline remote check-in, utilizing TSA-approved baggage-handling procedures. Bags is a premier provider of valet parking and guest services for the airline, airport, hotel, cruise, convention and hospitality industries. For more than 25 years, Bags has been on a mission to Make Travel Easier. From convenient luggage delivery and remote airline check-in to premier parking and guest services for the travel and hospitality industries, Bags combines innovative offerings with unparalleled customer service to make travel less of a hassle for individuals and companies alike. With operations in more than 250 US cities, Bags handles over five million checked bags, greets millions of guests and parks over one million cars each year. Bags proudly provides services for all major airlines, cruise lines, renowned resorts and casinos, hotel chains, convention centers and rental car facilities across the country. See how Bags simplifies travel at www.Bagsinc.com.
In 2016, Meyers Nave celebrated three decades of wonderful clients, dedicated employees and precedent-setting work. We greatly appreciate the opportunities we have had to help clients resolve their most complex and highest priority legal and regulatory challenges. We are proud of the differences that we have made together in the communities where we live and work throughout California. Our successful past has set the stage for an exciting future and our ongoing growth powers the momentum that moves us forward. We thank all the clients and employees who have been part of the pioneering journey that brought us where we are today and we look forward to everyone who will join us in the years to come.

MEYERS NAVE
Region: North America
Level: Silver

Address: 555 12th Street, Suite 1500
Oakland, CA 94607

Website: http://www.meyersnave.com/
Contact: Josh Bloom, Principal
Email: jbloom@meyersnave.com
Phone: (510) 808 2000
Airport Operations Diploma Programme

TRAINING THE NEXT GENERATION OF AIRPORT PROFESSIONALS

Did You Know?
The Airport Operations Diploma Programme provides airport professionals with a broad understanding of airside operations, terminal and landside operations and business operations in order to empower them with the knowledge to successfully address the operational and business needs of 21st century airports.

Programme Structure
The Programme consists of three self-paced online courses:

Airside Operations • Terminal and Landside Operations • Airport Business Operations

Candidates must successfully complete all three online courses within a three-year time frame.

To register for the Airport Operations Diploma Programme visit www.olc.aero or contact enrolments@olc.aero
For more information on ACI Global Training visit www.aci.aero/training or contact training@aci.aero
Follow us on social media:

Contact us at:

ACI World
800 Rue du Square Victoria
Suite 1810, PO Box 302
Montreal, Quebec
H4Z 1G8, Canada

Tel: +1 514 373 1200
Fax: +1 514 373 1201
Web: www.aci.aero