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While gender equality merits attention and effort as an issue of fairness, for us in aviation, it is a matter of self-interest as we endeavor to employ the best and the brightest to enable aviation to continue to play its role as a driver of social and economic vitality for communities and nations.

With the forecast that air service demand will double in 15 years, the aviation industry cannot ignore half of the world’s population as it competes with other industries for the talent it needs to accommodate this demand.

The industry has been addressing the need to grow the talent pool with such efforts as Next Generation of Aviation Professionals programme, led by the International Civil Aviation Organization (ICAO) and ACI’s own outreach and suite of training solutions, including those run jointly with ICAO. But we know we need to do more.

In recognition of the importance and urgency of the matter, last month, the world’s aviation leaders convened in Cape Town, South Africa, for the ICAO Global Aviation Gender Summit. The chairwoman of the Airports Company of South Africa (ACSA) as well as the chairman of ACI World, the CEO of ACSA, and their team, along with South African Ministers and Deputy Ministers, were the gracious and generous hosts of the gathering that drew over 400 delegates, with simultaneous interpretation in all ICAO languages. Panelists hailed from every region, sharing best practices and recommendations for moving forward.

Some key elements were identified, including the need for stronger marketing and recruitment efforts to apprise girls and young women of the opportunities in aviation. While this is also important for boys and young men, the fact is that many of the jobs in aviation, such as management, flight crews, air traffic control and maintenance have long been male-dominated. As a result, girls and women have
traditionally not seen themselves as suited for or eligible for these roles. Highlighting the fact that women do indeed serve and excel in these roles is crucial in gaining the attention and interest of girls and women. Similarly, the importance of coaching and mentoring women once they are in the job was cited it as one of the most important functions managers perform, male and female.

In developing a roadmap to achieve gender equality, ICAO pledged to improve the collection of data so that efforts can be targeted, and progress monitored.

I am proud to say that ACI has long been a proponent of diversity in the workforce.

In terms of professional development and support, ACI provides scholarships for the Airport Operations Diploma Programme (AODP) and the Airport Executive Leadership Programme (AELP). The latter is targeted at future CEOs, Deputy CEOs and Vice-Presidents of airport operating organizations and is one of our ways of creating a network of future industry leaders. In our most recent classroom session of the AELP over a third were women, giving us some optimism that we will see more women in the highest ranks of airports in the coming years.

Through the Developing Nations Airport (DNA) Fund, we are also able to offer scholarships for our premier program to build our next generation of leaders, the ACI-ICAO Airport Management Professional Accreditation Program (AMPAP). Thanks to our partnerships, we will continue to put the focus on education, training and job opportunities by offering to our airport members robust suite of Global Training educational programmes.

We need a skilled, committed and diverse talent pool to sustain and grow our industry. Airports are challenged even now as we can see from the demands on ACI training resources. We partner with more and more academic institutions, so we can attract our fair share of best and brightest and are in collaboration with the International Aviation Women's Association to increase our talent pool. It will take all of us to redouble our efforts to gain diversity and inclusion. It's in our best interest.

Angela Gittens
Director, General

[Signature]
Halifax Stanfield International Airport: Where Connecting Means the World
Halifax Stanfield International Airport isn’t just a place where planes arrive and depart, it’s where connections form and flourish.

Connecting loved ones with one another, advancing business interests and building relationships, taking a dream vacation, sharing knowledge and ideas. These are but a few of the connections that are made at the airport. Each connection contributes a story to the very fabric of Halifax Stanfield and shapes its future.

**Connecting means the world** at Halifax Stanfield, and that’s why it’s the airport’s tagline.

A successful airport is the backbone of business, the heart of a community and the lifeblood of prosperity. Halifax Stanfield is that, and more. It’s one of the most critical pieces of transportation infrastructure in Atlantic Canada. It’s also a special place where many newcomers land to begin a new chapter in their lives.

Halifax Stanfield is located on Canada’s east coast and is the air gateway to Atlantic Canada, providing passengers and cargo carriers access to Canada, the United States, Mexico, the Caribbean Basin, Europe, Asia and the Middle East. Last year, the airport welcomed over four million passengers, and processed over 34,000 tonnes of cargo – both record-setting numbers.

**A culture of superior customer service**

The airport is well known for its hospitality and customer service, consistently ranking among the best airports in the world, including recognition through Airports Council International’s Airport Service Quality (ASQ) Awards.

The foundation of this approach is The Stanfield Way, a distinctive airport service culture program that celebrates the virtues of being happy, helpful, courteous, caring and kind. This is embodied by the airport’s Tartan Team, volunteer ambassadors who give over 15,000 hours of their time annually to create a warm and welcoming atmosphere and leave visitors with a lasting impression of Nova Scotia’s warm hospitality. Working in concert with the Tartan Team is the St. John Ambulance therapy dog program, with handlers and their canine companions providing comfort and joy to young and old alike.

A recent initiative of Halifax Stanfield is Autism Aviators, a partnership with Autism Nova Scotia, which involves a biennial mock travel day for individuals on the autism spectrum. The program’s goal is to ease the stress of air travel for those with autism and their families.
Airports are emotional places and Halifax Stanfield aspires to make everyone feel welcome, relaxed and safe through its customer-centric initiatives.

**Leveraging technology for an enhanced customer experience**

Halifax Stanfield has a long-standing history of being an early adopter of technology to improve the passenger experience.

It was the first major airport in Canada to offer free wireless internet services in its terminal building, and the first airport in North America to offer self-serve baggage drop for all passengers. The latter was part of a larger project to upgrade and expand both the domestic/international and U.S. pre-clearance check-in halls, and included the modernization of the baggage handling and screening equipment. Impressively, the fully-automated system cut the average check-in time from about 10 minutes to less than two, allowing passengers more time to shop, read and/or relax.

These improvements were part of the airport’s long-term capital plan to ensure the needs of current and future passengers and visitors along with airline partners are met, while fulfilling Halifax Stanfield’s role as a key driver of economic growth.

Further efforts to reduce wait times included the installation of seven BorderXpress Automated Passport Control (APC) kiosks in the U.S. pre-clearance area in 2016, with similar technology
introduced the following year at Canada Customs with 24 Primary Inspection Kiosks (PIK) and an eDeclaration mobile app.

Also in 2017, Halifax Stanfield became the first Canadian airport to implement an Infax TRAX® SmartRestroom System, a real-time washroom feedback system that allows the airport to quickly address issues.

And in 2018, a partnership with Halifax Public Libraries led to the introduction of two mobile library kiosks, which allows airport visitors to borrow books using a library card. This offering is the first of its kind at a North American airport.

Halifax Stanfield is committed to providing the very best in facilities and services to its passengers and visitors by employing the latest technology.

Continuous improvement and evolvement

As one of the most critical pieces of transportation infrastructure in Atlantic Canada, Halifax Stanfield is entrusted with its growth and development, and accepts this responsibility on behalf of the region with an entrepreneurial spirit.

The airport has grown significantly over the last five years and this is expected to continue as airlines introduce newer generation aircraft into their fleets. Already this year, new services have been introduced to European destinations and
Canadian ultra low-cost carriers have included Halifax in their initial route networks.

As the closest continental airport in North America to Europe, Halifax Stanfield is well positioned to evolve into a gateway to and from Canada, complementing existing hubs in eastern Canada by implementing new non-stop flights to Europe, with feed from services in Canada and the United States.

To support this growth, upgrades and enhancements to the airport’s facilities will remain focused on the passenger experience and enhanced efficiency and productivity.

This year’s investments are aimed at enriching the ambience and cleanliness of the terminal building. Construction is underway to create additional space in the pre-board screening area, which in turn will create more room for concessions and passenger comfort and seating in the departures hall. Halifax Stanfield is also modernizing its domestic baggage claim hall, upgrading its parking technology, and expanding self-service check-in availability with kiosks in more locations, including the car rental facility. Work is also underway to better process in-transit passengers, which will streamline international-to-domestic connections.
Showcasing Halifax Stanfield to the world

The airport’s demonstrated commitment to providing an excellent customer experience and its past and continued success with the ASQ program has led to wonderful industry recognition. This includes Halifax Stanfield being selected to host ACI’s inaugural Airport Service Quality Forum and Customer Excellence Global Summit, being held at the new Halifax Convention Centre in September.

Halifax Stanfield looks forward to showcasing the region to officials from the best airports around the globe while providing the opportunity for participants to experience Nova Scotia’s renowned hospitality. Because to Halifax Stanfield, connecting means the world.
Airport Service Quality (ASQ) interview feature:
Bangalore Airport

By Sevda Fevzi, Manager,
ASQ Strategic Marketing, ACI World
ACI’s Airport Service Quality (ASQ) programme is now in its 12th successful year and, as we celebrate this milestone, we are focusing on how airports are increasingly putting the passenger at the forefront of the airport experience.

In 2018, we will be evaluating how the ASQ programme and its series of optional tools helps our airport members by guiding high-level decision making, optimizing and prioritizing initiatives and closely monitoring customer experience service levels.

1. What is the mission / vision of Bangalore Airport?

At the Kempegowda International Airport, Bengaluru (BLR Airport), we believe that every passenger is special and, as the operator of the airport, Bangalore International Airport Limited (BIAL) must strive to make the passage through the airport as seamless as possible. To this end, the vision of BIAL lies in “enabling journeys, creating experiences and touching lives as the gateway to a new India.”

While BIAL’s raison d’être is the ecosystem that we serve, our stated mission includes:

- providing delightful travel experiences;
- achieving the highest standards of operations;
- building a world class airport;
- developing an Aerotropolis;
- developing an integrated transport hub;
- building community and promoting sustainability;
- fostering meaningful partnerships; and
- providing leadership in technology and process simplicity

2. What does customer experience mean to Bangalore Airport?

At the BLR Airport, serving passengers is at the heart of our strategy. We constantly work towards simplifying the passenger travel experience through the introduction of various technologies, innovations and also by introducing premium shopping and dining experiences for our travellers. Some of our unique initiatives include partnering with Ace Turtle to facilitate seamless online/offline commerce for passengers, introducing a baby stroller service and opening a SIM card store to avail internet facilities for international travellers. BIAL is now in the process of installing a self-bag drop facility in order to make the airport experience more seamless.

Ultimately, our aim is to offer passengers a natural, easy experience while they transit through the BLR Airport. We are committed to a futuristic and innovative vision of a Smart Airport - a digitalized, seamlessly connected, intuitive airport.

3. Why is this important to your airport?

Just as airlines are reinventing themselves to meet the broader demand of global competition, airports are also dealing with a similar need for transformation. In order to enhance customer service for passengers and ensure a seamless experience, it is important that BIAL – as an airport operator – offer more personalized, seamless and delightful experience for our travellers. Improving passenger experience remains the key business imperative as it will help enhance the reputation of the BLR Airport. It is a significant way to stand out in the global airport landscape.
4. Bangalore Airport currently subscribes to the ASQ Departures and the new Arrivals Survey.

- **How is each survey being used to guide decision-making?**

  The survey gives us an understanding of where we stand in terms of quality and service. This survey also provides us with insights that will enable BIAL to systematically improve the passenger experience. This will help us to keep track of the pulse of the passenger experience at the airport and ensure that our efforts to improve satisfaction levels are paying off, and simultaneously identify and plug gaps as they arise.

- **How are the survey findings used for strategic or tactical reasons, and for actionable plans?**
The survey gives us a powerful overview of every touch point of the passenger experience and this, in turn, will support and enable strategic and operational decisions. Our new technology adoptions – digitization initiatives – are a direct result of passenger feedback.

- **How does the ASQ programme help to achieve Bangalore Airport’s objectives?**

At BLR Airport, we firmly believe in our mission statement—“Enabling journeys, creating experiences and touching lives as the gateway to a new India.” Creating experiences for the passengers is simply impossible unless we listen to what passengers expect from us. Although we have our feedback mechanisms in place (dedicated emails, WhatsApp, nodal and appellate authority details shared on our website), the ASQ survey helps close the gaps and allows us to focus on continuous improvement.

5. **BLR Airport subscribes to the additional optional reports of ASQ, which is one of the many enhanced services derived from the ASQ Departures programme. Why were these reports chosen amongst all the optional reports?**

The reports (Airport Performance, Global Benchmarking, Group Benchmarking, Demographic and Behaviour) shared by the ACI ASQ team provide insightful information, which we analyze and utilize to enhance airport services. As our processes improve and get streamlined, we will consider opting for the ASQ Terminal Analysis and Comment Analysis programmes.

**Biography for Mr. Javed Malik:**

**Mr. Javed Malik**  
Chief Operating Officer | Bangalore International Airport Limited

A seasoned aviation professional, Mr. Javed Malik has served the industry in various sectors including airlines, ground handling, sales and airport operations in a career spanning over two decades with international stints in the UK, Australia, Thailand, Singapore, Hong Kong, Mainland China and Middle East. He worked in various leadership roles with Qatar Airways, British Airways and Worldwide Flight Services (WFS), one of the world’s largest ground handlers in Thailand.
He currently serves as Chief Operating Officer of BIAL, the operators of BLR Airport, where he is tasked with the responsibility of enhancing the operational efficiency and sharing his expertise to develop the new Terminal and the second runway. He focuses on introducing customer-centric and digital initiatives to redefine airport experience.

**Airport code:** BLR

**What year your BLR airport opened:** 2008

**Annual passenger numbers in 2017:** 25.04 million passengers (calendar year 2017) and 26.91 million passengers (financial year 2017-18)

**Number of employees:** 1000+

**Did you know?** Fun facts about Bangalore Airport:

- On Valentine’s Day, we are busy spreading smiles. This year we saw a growth of 11% in rose exports from our airport. Did you know that 5.2 million stems of roses from Chitradurga, Hosur, Doddaballapur, Magadi and Bagaluru were shipped to 36 countries across the globe including Malaysia, Kuwait, Singapore, Saudi Arabia, Japan and the US?

- The elegantly curved roof of the Terminal building with an undulating wave shape is inspired by a smile. The dramatic roof structure not only provides total protection for arrival and departure passengers but also defines a strong physical presence and provides a visual identity for the airport as the passengers look back/look towards the terminal building from the aircraft windows.

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ACI Customer Excellence Global Summit: Delivering the best experience

By Joanna Kufedjian, Manager, Events and Member Services, ACI World
ACI World and the Halifax International Airport Authority will welcome delegates to Halifax, Nova Scotia, Canada, for the first annual ACI Customer Excellence Global Summit, from 10 to 13 September 2018.

The 2018 ACI Customer Excellence Global Summit is destined to become the most respected event in the industry for the promotion of customer service excellence. It combines the traditional (Airport Service Quality) ASQ Forums held throughout the Regions into a single high-profile international gathering and will include the prestigious ASQ Awards ceremony. This will provide the industry with a much needed platform for airports around the world to share their experiences, best practices and lessons learned; address challenges and trends; and look at how ever-evolving technology can have an impact on customer experience management.

All ASQ participating airports are invited to take part in a full day of ASQ Training followed by the ASQ Forum, which will highlight fieldwork preparation and management, quality control processes, reports and portal management, new developments in the ASQ programmes and present airport case studies on customer experience excellence.

Following these first two days of training and ASQ programme-related updates, the Summit will kick off with the Welcome to Mi’kma’ki, a special welcome ceremony by Mi’kmaq Elder Cathy Martin, offering blessings to all who have travelled to visit her home territory. In Mi’kmaq tradition, Elder Cathy will welcome and perform a smudge, a traditional cleansing ceremony to purify and clear the mind, heart and spirit. This ceremony will be followed by welcome remarks from both Angela Gittens, Director General, ACI World and Joyce Carter, President and CEO, Halifax International Airport Authority.

Our first keynote speaker, Shashank Nigam, Founder and CEO, SimpliFlying, will address the question “What is the true business case to invest in airport customer experience?” and will lead into an interesting presentation on the concept of “Return on experience” and why delivering the best is a must. The balance of the day’s sessions will focus on topics ranging from collaboration, and how stakeholders can work together to deliver the ultimate customer experience, to insights about the power of human touch and how it remains an important driver that needs to be considered for customer satisfaction.
The day will end with the 2017 ASQ Awards ceremony during which winners will receive their recognition and celebrate with their peers at the Awards Gala dinner.

The last day of the event will open with a keynote address by Brian Shapiro, President, Shapiro Communications, who will provide the audience with an intimate portrait of the airport experience, how that experience is shaped and how we can modify our communication practices to help create even better experiences for all. Following this interactive presentation, a panel of high-level airport professionals will share insights on how technology is shaping the customer journey and the impact on specific touchpoints. The day will unfold to cover several more fascinating topics, such as: ways to maximize successful customer experience initiatives within limited budgets; a look at how different tools can be used in parallel to broaden the understanding of customer experience and addressing customer needs; case studies looking at how airports ensure the best experience for all passengers with reduced mobility and hidden disabilities; and an overview of the landscape of passenger types and preferences, and if culture makes a difference.

We will welcome close to 400 airport experts to this prestigious Summit in Halifax, and take the opportunity to learn, exchange and explore the competitive spirit.

For the full programme details, please visit our event website.
Drones, Ground Handling and Safety Data Collection
—Safety matters addressed by ACI World Governing Board

R C Raman, Manager, Airport Safety and Operations, ACI World
The ACI World Governing Board, during its 57th meeting in Brussels, took cognizance of airport-related safety issues and approved the ACI Policy Paper on drones, the ground handling agreement template and the proposal on safety data collection.

**ACI Policy Paper on Drones**

An ACI advisory bulletin on “Drones, or Remotely Piloted Aircraft Systems” was issued in July 2016. The rapid growth of the drone industry has increased the risk to manned aviation, especially when drones operate in close proximity to airports. At the same time, a vast range of possible uses, including for airport operations, is being generated by this new industry with large economic potential.

The Drones Working Group of the ACI World Safety and Technical Standing Committee (WSTSC) prepared a detailed policy paper to ensure that drone operations are facilitated without negative impact to safety, security, efficiency or capacity of airport operations. ACI believes in a risk-based approach as per the type and requirements of drone operations, while facilitating them at or in the vicinity of the airport, and urges regulators and ANSPs to consult and collaborate with airport operators to regulate and facilitate necessary drone operations.

**Ground Handling Agreement Template**

ACI acknowledges the important role of ground handling in safety and efficiency at aerodromes. A collaborative approach is required between the airport operator and ground handlers to standardize ground handling activity and optimize resources in order to handle aerodrome capacity requirements and drive efficiency. In 2016, ACI published a Policy Paper on ground handling which states that “Airport operators should require each Ground Handling Service Provider to sign a license or concession agreement in order for it to operate on the airport.” The WSTSC has developed a template for such an agreement, which can be adapted to local laws and circumstances.

**Safety Data Collection**

ACI is launching a safety data collection programme to compile safety statistics for the airport industry. Safety data and safety information allow individual airports to identify hazards and support safety performance activities at the airport level. At a global level, reliable safety data is fundamental to identify trends, evaluate safety performance and assess risks, and for airports to have benchmark comparators.

The confidentiality of safety data will be maintained and no company or individual airport safety data provided as part of this safety data collection process will be disclosed. It will be disseminated in aggregated form by world region, and groupings by airport size (aircraft movements), in ACI reports, studies, presentations or any other publicly available material.
African airport traffic—Awaken the giant

By Patrick Lucas, Head, Airport Business Analytics, ACI World and Michaël Simard, Data Analyst, Economic Statistics, ACI World

Africa passenger traffic growth: 2016–2017 % change
Africa is often described as a sleeping giant poised for a mass awakening. As the second-largest and second-most populous continent, boasting over 1.2 billion inhabitants, Africa will be a vital participant in the global economy. In 2017, the continent was home to some of the fastest-growing economies on the planet—such as Ethiopia, Tanzania and Djibouti. At the same time, the African economy remained vulnerable to the external macroeconomic environment and global shocks. Low commodity prices have hit major economies such as Nigeria, Africa’s largest economy, whose total passenger traffic dropped 5.5% in 2017. Despite the bumpy ride, aviation has the potential to grow significantly in Africa in the years to come, provided that markets open up. Further liberalization and competition throughout all sectors of the air transport value chain would enable access to new markets, both within the continent and on an intercontinental basis. That is, a loosening of regulatory constraints in aviation policy would create fertile grounds for enhanced connectivity and investment in Africa.

Implementation of the Yamoussoukro Decision in 1999, aimed at deregulating air services, has been relatively slow and limited. So the potential benefits of liberalizing intra-African air markets remain largely unrealized, except for a few major market segments.
Turbulent times—A brief history of African air transport demand

Throughout Africa, passenger traffic increases remained heterogeneous. Besides the liberalization of air transport, geopolitical concerns, health scares and an array of other factors have acted as impediments to growth. Starting in late 2010, the Arab Spring, the Egyptian crisis and ongoing security risks in Northern African nations were major setbacks for passenger-traffic growth, especially at airports located in Northern Africa. Similarly, the Ebola outbreak also crippled aviation in parts of Western Africa in the second half of 2014, although traffic has since recovered (see Chart 1). Despite 2017 having been earmarked as a comeback year for Africa, heterogeneity in growth patterns remains. In 2017, while Nigeria experienced a sharp decline, passenger traffic at airports serving major tourist destinations in Northern African countries experienced an important resurgence. Egypt, Morocco and Tunisia all experienced passenger-traffic growth in excess of 10% for the year. Traffic on segments between French hubs in Europe and airports located in North African countries experienced the largest increases in international traffic.

South Africa, the largest aviation market on the continent in terms of throughput, experienced a moderate 3.7% gain in passenger traffic. Ethiopia remained a rising star among African aviation markets. Not only is Ethiopia the fastest-growing economy in the world, it is also the fastest-growing
market for passenger traffic in sub-Saharan Africa. Ethiopian Airlines, the largest African carrier in terms of capacity, has continued to expand substantially since embarking on a 15-year growth plan in 2011. In less than a decade the airline has more than doubled its capacity. In order to absorb the region’s and Ethiopian’s continued passenger traffic growth, a second Addis Ababa airport is planned for construction.

**Passenger traffic**

After experiencing a 0.4% decline in passenger traffic in 2016, African passenger traffic recovered and grew 6.3% in 2017. During the 12-month period, passenger traffic on the world’s second-largest continent spent ten months in positive-growth territory compared with the previous year. In fact, except for a weak first quarter in 2017, passenger traffic growth remained above 5% in each month thereafter. Nevertheless, from a historical perspective, yearly growth rates for the past nine years demonstrate a high degree of volatility. Overall, from 2000 to 2017, Africa experienced a compounded annual passenger traffic growth rate of 4.1%, although most of the significant advances in annual passenger numbers occurred before the Great Recession.

**Air cargo volumes**

The African economy gained momentum in 2017, benefitting from the cyclical recovery in global trade. The recovery in oil prices in the latter half of 2017 has helped revitalize major economies such as Nigeria, Africa’s largest economic engine and a major oil producer. After a recession in 2016, the country’s economic growth finally inched up into positive territory. A buoyant European economy in 2017 fostered a multiplier effect, to the benefit of the overall African economy. Growth in air cargo volume mainly came from international trade lanes, especially to and from Europe. Domestic air cargo markets within African countries remain relatively thin and show weak growth prospects.

Even though the African air cargo market is relatively small compared to the rest of the world, it actually posted the largest percentage gain in overall volume in 2017. Air cargo volume for the continent as a whole grew 9.2% in 2017. Air cargo is highly concentrated in a handful of African airports. The substantial increase in volume is attributed in large part to South Africa, the continent’s second-largest economy. It handled a 19% share of the overall volume and remains the leading air cargo market in Africa. Air cargo volume grew by an astounding 27.7% in 2017 at South African airports. With South Africa’s GDP strengthening in 2017 over 2016, its cargo traffic growth for the year follows a period of overall stagnation throughout the past decade.

**Outlook 2018 – A new chapter in African aviation**

Africa’s passenger traffic gained 11.2% for the first half of 2018. The region’s growth rate has been trending upwards in recent months, benefitting from a recovery cycle in some of its major economies, as well as the upswing in commodity prices, a boon to its natural resources-heavy industrial structure. Africa’s air freight traffic (excluding mail) growth reached 12.7% on a year-to-date basis in June, with most of its major contributors posting double-digit growth. Although the market remains the smallest in the six ACI regions, it has been posting strong growth
figures in the last 18 months and should end 2018 with a growth pattern similar to 2017.

Africa has turned the page to the next chapter in aviation development. The African Union launched the Single African Air Transport Market (SAATM) this year, which could further improve the region’s aviation prospects to open the skies. The growing commitment to a common aviation market will alleviate existing regulatory constraints. It is expected that the policy will improve consumer choice, enhance competition across the air transport value chain and augment connectivity on the continent. Over the long run, this would result in overall net gains for the continent’s aviation sector and the economies it serves.

For more detailed analysis and insights on air transport demand, please peruse ACI’s suite of products. With comprehensive data coverage for over 2,500 airports in 175 countries worldwide, ACI’s World Airport Traffic Report remains the authoritative source and industry reference for the latest airport traffic trends, rankings and data rankings on air transport demand. Boasting traffic forecasts for over 100 country markets, the World Airport Traffic Forecasts (WATF) dataset presents detailed metrics which include total number of passengers (broken down into international and domestic traffic), total air cargo and total aircraft movements. Absolute figures, compounded annual growth rates (CAGR), market shares and global growth contributions are presented over three time horizons: short-, medium- and long-term over the 2017–2040 period.
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ACI-ICAO Management of Airport Security
Training is the key to making an airport customer-friendly

By Brian Shapiro, ACI Global Training Faculty, ACI World
I have always loved airports. Even as a child, I felt a thrill when coming up on an airport to that stretch of road that demarks the everyday world from the world of flight. Growing up in Los Angeles, I flew in and out of Los Angeles International Airport (LAX), an elongated open-ended oval of terminals with the grand structure sitting in the middle of it all — an octopus-like design with a flying saucer on top. All this added to the sense of embarking on a fantastic voyage into the future.

Back in those days — the 70s and early 80s — security was more relaxed and any foreboding I had about flying was only in regard to the fear that we might fall out of the sky. The terminals were sleek and modern palaces where travellers passed the time before going through those magical portals that would take them to far-off destinations. It was a smooth affair, all positive, joyous and infectious, and I still find it a great thrill and joy to fly at this mid-century point in my life.

So, it should come as no surprise that I find myself working with airports in their quest to create a stellar experience for all who pass through their doors or, shall I say, their Transportation Security Administration (TSA) security checkpoints. Little did my childhood self know of the complexity and nearly impossible coordination that takes place within an airport’s confines to create that experience. As it turns out, most people are not aware of how an airport operates. Most are unaware that an airport is an entity that directly employs a very small percentage of the workforce. At Philadelphia International Airport (PHL), that number is less than 5%, or less than 900 of 20,000 employees. Yet it is the 95% that makes the place run for the various stakeholders, partners, governmental agencies and airlines, each of which have their own culture and approach to customer service. People are also mostly unaware of the countless regulations that airports must abide by or generally how an airport actually works.

For some people, airports are more akin to a doctor’s waiting room than they are to a desirable place to be. When thinking of those waiting rooms we have been in, it is not the waiting room that we ultimately came to visit, but rather the doctor who treats whatever condition we needed tending to. So like those waiting rooms, airports are transitional zones that on one level simply curate the time between passengers arriving and getting airborne. They are places that help pass the time, that hold our emotions in check so that we can eventually step onto an airplane that takes us to where we ultimately want to be. Airports are neither a place of departure nor of destination, rather they are facilitators of that experience, with the host city, state or country being that ultimate point in space. Simply put, airports are a “moment in time,” not time itself. At the same time, this “moment” has real world implications.

In his book, The End of Airports, Loyola University New Orleans Professor Christopher Schaberg explores the role airports play in modern society, making some keen observations about stresses related to air travel and taking sweeping jabs at airports themselves — namely, that airports simply do not care about people.

“At the airport no one cares about you; they just want your credit card; they just want to see you shuffle along and leave this space...at which point you will be acknowledged and thanked by hollow-eyed employees....”

For those of us who work within the airport space, this description borders on offensive. At the same
time, Schaberg may be touching upon a sentiment shared by many travellers — the notion that airports do not care about people. Now, we know this is not true, but it is not necessarily our truth that matters, but rather the truth of the traveller and those who make up an airport’s workforce.

In a 2007 article in *Airport Management*, respected airport expert Joanne Paternoster defined excellent customer service as “the synergy created when an airport’s ability to exceed its customer’s needs and expectations consistently matches the customers’ perception that their needs and expectations are well met.” People bring their expectations and their emotional needs with them to the airport and, like it or not, airports bear the brunt of these expectations and emotional needs. The people who work within and around the airport will shoulder the responsibility of meeting these needs, whether they are aware of that fact or not, whether they like it or not and whether they are properly prepared to play that role or not. Paternoster addresses this when she states, “effective and regular employee communications ensure that airport employees are the first to know about upcoming events, operational changes and capital construction, so that they not only feel that they are valued members of the airport family but they, in turn, can better anticipate customer needs, answer customer questions and participate in promoting the airport’s image.”

Air travel numbers over the past decade show a healthy and steady increase of travellers with predictions for that to continue well into the future, and all these travellers pass through our airports. Airports have responded to this increase by making their spaces more inviting, investing resources into making them more comfortable and, as much as possible, more relaxing. At PHL, this effort has also included terminal makeovers that integrate advanced technologies to offer more ways to pass the time than just sitting in some uncomfortable chair next to a departure gate. All of these steps, and countless more, have had a positive impact.

At the same time, it still takes people to make an airport run. These people, these human beings, are still the primary source of experience creation for those who pass through the airport. Be it the TSA, the airline ticket counter representative, the skycap or the person working the sunglasses stand, the interactions that take place between these folks and the traveller are the ones that leave a mark. If the people occupying these critical spaces are lacking in the communication skills required to connect with the many travellers they interact with, then no matter how much an airport may invest in technology, redesigns, or even bathroom upgrades, the experience will remain subpar.
That is why airports like PHL offer communication training programs to the entire airport workforce, not just Department of Aviation employees. As Mark Drusch, Eliot Lees and Stephen Freibrun note in their October 2017 Airport Business magazine article “Reimagining the Passenger Experience,” “The most successful airports and airlines will be those that can anticipate the diverse needs and desires of their travelers and create positive experiences for each of them.” There are no more important skills to develop than human communication skills to help ensure that a positive experience will happen. Thankfully for us, PHL has been doing just that.

• **Who is Brian Shapiro?**

President of Shapiro Communications in Philadelphia. He also teaches organizational dynamics at the University of Pennsylvania and The Exceptionally Human Airport Experience for ACI Global Training.
Photo Gallery
June 2018 Courses

GSN 5 - Advanced Safety Management Systems, 2–6 July, Montego Bay, Jamaica
Airport Financial Management, 9–13 July, Munich, Germany

ACI-ICAO Aerodrome Certification, 9–13 July, Bangkok, Thailand
Global Training

GSN 4 - Working with Annex 14, 9–13 July, Kuala Lumpur, Malaysia

Airport Master Planning, 16–20 July, Seramang, Indonesia
Runway Incursion Awareness and Prevention, 23–25 July, Montego Bay, Jamaica

Airport Safety Management Systems Implementation, 23–27 July, Yaoundé, Cameroon
Global Training

Airport Master Planning, 23–25 July, Incheon, South Korea

Safety Management Systems Workshop for Executive Managers, 26–27 July, Denpasar, Indonesia

GSN 4 - Working with Annex 14, 30 July–03 August, Accra, Ghana
The countdown is on once again for the world’s most influential airport commercial revenues conference. The Trinity Forum 2018, an event co-organized by Airports Council International (ACI) World, ACI Asia-Pacific and The Moodie Davitt Report, will take place in Shanghai at the Jing-An Shangri La Hotel, West Shanghai, on 31 October and 1 November.

This year’s event, which is hosted by Shanghai Airport Authority (SAA), is themed ‘The changing airport and travel retail commercial eco-system’. The 2-day event promises yet again high-level, engaging and thought-provoking discussion and debate on the airport commercial proposition is being challenged by technology, consumer behaviour, needs and expectations and how
airports are adapting to the fast pace of change in retail technology and digital marketing. The programme will feature hard-hitting speakers from the industry’s leading retailers, luxury and premium brands and airports from across the globe as well as a number of external industry observers and partners.

Around 500 industry delegates are expected to attend the Shanghai event, which will also feature, for the first time, an exhibition space outside the conference room.

Shanghai Airport Authority President Xin Feng said:

“The Trinity Forum gives Shanghai Airport Authority an opportunity and platform to work with overseas brands, concessionaires and industry partners and we can use this platform to learn from the
international community. With this event the government will show how open China is to overseas traders and investors. This is an important time: Shanghai Pudong Airport’s new satellite terminal will open next year and will be the largest satellite terminal in the world. We hope that The Trinity Forum will help us attract more brands and concessionaires to Shanghai Airport. The market in Shanghai is huge. We hope for a successful event.”

Martin Moodie, Founder and Chairman, the Moodie Davitt Report said:

“China is the travel retail channel’s most exciting growth market and the source of its most important travelling nationality. The country’s business hub, Shanghai, is a buzzing centre of Chinese, Asian and global commerce and a hugely attractive destination for this key airport conference. We are honoured that Shanghai Airport Authority has agreed to host the event once again.”

Delegate registration for the event and hotel bookings can be made through the event website.

View the highlights from the 2017 edition held in Bangkok.
ACI Events calendar
September—November 2018

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

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

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

**2018 ACI-LAC ANNUAL ASSEMBLY CONFERENCE & EXHIBITION**
12—14 November 2018  Miami, FL

**ACI EUROPE / ACI ASIA-PACIFIC AIRPORT EXCHANGE**
27—29 November 2018  Oslo, Norway

For a full listing of ACI events, please visit [www.aci.aero/events](http://www.aci.aero/events).
Training calendar

**Safety**

**GSN 2 – AIRSIDE SAFETY & OPERATIONS**
28 October—1 November  Abu Dhabi, UAE

**AERODROME SAFEGUARDING & OLS**
29—31 October  Riga, Latvia

**GSN 6 – AERODROME AUDITING AND COMPLIANCE**
5—9 November  Istanbul, Turkey

**AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION**
12—16 November  Montreal, Canada

**ACI-ICAO AERODROME CERTIFICATION**
19—23 November  Bangkok, Thailand

**Economics**

**INTRODUCTION TO AIRPORT ECONOMICS**
21—23 November  Montego Bay, Jamaica

**AIRPORT BUSINESS ANALYTICS**
21—25 October  Abu Dhabi, UAE

**ACI-ICAO USER CHARGES**
26—30 November  Montego Bay, Jamaica

**Environment**

**AIRPORT ENVIRONMENTAL MANAGEMENT**
26—30 November  Kuala Lumpur, Malaysia

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

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

Highlighted events and training
September—November 2018

- ACI-NA Annual Conference & Exhibition
  30 September—2 October 2018
  Nashville, TN

- ACI-LAC Annual Assembly & Conference
  12—14 November 2018
  Miami, FL

- ACI EUROPE / ACI Asia-Pacific Airport Exchange
  27—29 November 2018
  Oslo, Norway

- Airport Safety Management System Implementation*
  12—16 November 2018
  Montréal, Canada

- Introduction to Airport Economics
  21—23 November 2018
  Montego Bay, Jamaica

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

For additional information please contact us at training@aci.aero
Examining the potentially dangerous relationship between wind turbines and aviation

*By Adrian Young, Senior Aviation Consultant, to70*
Around the globe, governments are approving the construction and operation of increasing numbers of wind farms to help meet renewable energy targets.

Not only is their number multiplying, new wind turbines are often much taller than their predecessors.

For larger airports - where regulation provides for a more appropriate application of obstacle limitation surface rules - hazards from wind turbines being constructed nearby are comparatively minor. The potential problems are greater at regional airports and heliports.

When planning wind farms and turbines near airports, it is critical that all parties work together with the airport and the Air Navigation Service Provider to analyse and mitigate the issues that could potentially pose a risk to aviation safety.

Setting aside the issue of the potential for wind turbine towers to interfere with radar systems, the following four issues should be examined.

**Wind turbines can be obstacles**

Low-level airspace around an airport’s runway or at a heliport must be protected to allow aircraft to climb or descend safely. Wind turbines could be considered as obstacles and should, as a rule, not be permitted to penetrate these surfaces.

**Wind turbines can create turbulence**

As the blades turn generating power, they create turbulence downwind. For large aeroplanes, this turbulence is not a great threat. Smaller aeroplanes and helicopters passing behind a wind turbine can be adversely affected by this turbulence.

With turbulent air being produced only when the wind turbine is operating, this hazard is easier to mitigate at a low-intensity heliport than at a busy airport. It is still uncertain as to what constitutes a safe distance between aircraft and operating wind turbines. Conservative estimates currently use five or six times the turbine’s diameter to avoid all turbulence.

**Wind turbines can be in the way**

A wind turbine could present, subjectively, a hazard to pilots due to its position, even if outside a regulated zone. Wind turbines placed close to the point of a turn in an approach flight path, for example, might block critical visibility for the pilot during a manoeuvre close to the ground.

**Wind turbines produce bright lights at night**

This issue is complicated by the interests of a third party: the local community. Aviation stakeholders expect wind turbines to be marked with lights as per international requirements, but the wind energy sector is conscious that local communities find lighting a nuisance.
Automatic detection systems that activate obstacle lights only when aircraft are in the vicinity are probably the best technological solution available today. However, balancing aviation safety and the wishes of local communities is something all parties, including regulatory authorities, must work on further.

**Conclusion**

There is no doubt that wind energy is a growing market across Europe as the need for renewable energy sources dictates. Wind energy poses a number of potential risks for aviation including creating turbulence and affecting the ability of flight crews to safely access the runway or helipad. The lighting – or not – of wind turbines is an issue that creates a hazard when obstacles are not correctly lit.

There are measures that can be taken to reduce or mitigate the direct and indirect hazards to aviation that wind turbines such that a carefully planned wind farm should be able to not adversely affect the three-dimensional environment that aviation operates in.

Adrian Young is an air safety investigator with a broad experience of aviation projects for airports, airlines and governmental bodies. He works for To70 (www.to70.com), a leading aviation consultancy with offices in Europe, the Americas, Asia and the Pacific.
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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.

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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](http://www.olc.aero) or contact enrolments@olc.aero

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