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ENVIRONMENT
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ACI GLOBAL TRAINING
Photo Gallery

ACI EVENTS
Save the date! ACI Asia-Pacific/ World Annual General Assembly, Conference & Exhibition

Events calendar

Training calendar

ACI EVENTS AND GLOBAL TRAINING MAP

WORLD BUSINESS PARTNERS
New World Business Partners

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This year, Airports Council International (ACI) World, in collaboration with our colleagues and partners across the globe, has made real progress on our priority areas as we continue to build support data-driven decision-making and policy-development airports and with aviation regulators around the world.

In June, the ACI Europe/World Annual General Assembly (WAGA) was held in Brussels, Belgium. This global meeting of our industry was the opportunity for our members and us to understand and grasp the evolution of the airport business as a brand. Six resolutions were successfully adopted. We have already begun the planning of the next WAGA to be held 2-4 April in collaboration with ACI Asia-Pacific and Hong Kong International Airport.

Our transition to the 2018 northern hemisphere fall and winter seasons promises to be eventful for our staff and members. We just delivered the first ACI Customer Excellence Global Summit, excellently hosted by Halifax Stanfield International Airport, attended by more than 400 delegates from around the globe. One of the highlights was the Airport Service Quality (ASQ) Awards Ceremony sponsored by Aon Risk Solution. It was a perfect setting for sharing ideas and celebrating successes and for recognising the top performers in customer service according to the passengers themselves. The awards honoured the achievements of airports in 2017 and included 15 first-time winner airports.

As we look forward to our next events, I will participate in the Air Transport Action Group’s 2018 Global Sustainable Aviation Summit on 2-3 October, in Geneva. I look forward to joining my counterparts during the “From the top” panel to advance some of the urgent items mentioned at the Summit and express what the aviation industry would like to see coming out of the ICAO Assembly on sustainability.

Following that, I will attend the 27th ACI Africa Annual General Assembly, Congress and Exhibition in Abidjan, Ivory Coast, from 15 to 17 October. The theme of the event is: Challenges of Safety & Security in African Airports, Issues & Perspectives. During the conference, I will moderate a session on how African airports address the challenges of security and safety.

Turning to the Asia-Pacific region, the countdown is on once again for the world’s most influential airport commercial revenues conference, the
are formed. Although I won’t have the chance to personally meet with my counterpart in Oslo, I am looking forward to speaking during that same week at the International Civil Aviation Organization (ICAO) Second Global Aviation Security Symposium (AVSEC2018) in Montréal, Canada, from 27 to 28 November 2018, as security threats and mitigation ever evolve.

Finally, just before the holiday season, I will land in Athens to speak at the 6th Airport Chief Executives’ Symposium, on 3 December.

ACI will continue to help airports effectively respond to current and emerging issues, supporting broad initiatives that serve our members, consumers, business partners and communities. We work with ICAO and regional and national regulators to promote data-driven policy-making to move the industry forward.

Angela Gittens
Director General

The **Trinity Forum 2018**. Hosted by the Shanghai Airport Authority and co-organized with the Moody Davitt Report and ACI Asia-Pacific, the global gathering and exhibition will be held from 31 October to 1 November. The event will seek to improve dialogue and mutual understanding among airports, concessionaires and brands to the benefit of that critical fourth party – the travelling consumer. This year’s conference features a new format, spread over two days rather than the traditional three. It will begin with a half day conference session leading into the welcome reception, followed by a full-day conference and the closing Gala Dinner. Some 500 industry delegates are expected to attend the event which will also feature an exhibition space outside the conference room. This two-day Conference is one not to be missed for those of us in the all-important commercial sector of aviation.

The **2018 ACI-LAC Annual Assembly Conference & Exhibition**, 12-14 November, is also in our pipeline as I will present the state of the industry and the perspectives of ACI on some of the key policy issues in the Latin America and Caribbean region, such as privatization. We will hear from key policy-makers in the Region as well as leaders from outside of the industry, like the CEO of UBER Latin America, which are disrupting the airport business. The meeting will be hosted by Miami International Airport.

Following that, my team will head to northern Europe for the **ACI Airport Exchange** in Oslo, Norway, from 27-29 November 2018. The event will bring together global air transport executives to exchange industry ideas and knowledge. Since its launch in 2006, Airport Exchange has established itself as one of ACI’s leading industry event at which expertise is shared and business relationships
Fraport’s digital strategy – Focusing on projects that make a difference
Undoubtedly, digitization brings a host of opportunities to the airport industry. Mobile check-in apps, self-service bag drop, indoor geolocation, electronic bag tags, interactive digital displays – everything boils down to one thing: the digital revolution is transforming the airport industry. However, digitization also creates its own unique array of technical, cultural and legal challenges which must not be overlooked.

**Digitization at Frankfurt Airport**

In every business, customer satisfaction and services are of prime importance. Some new technologies are likely to have a major impact on airports over the next decade - including on Frankfurt Airport (FRA). We can be confident that aviation will continue to bring great value to the world. Safety, however, will also remain of paramount importance in our industry, particularly as airports – including FRA – continue to expand. To meet the demands of our customers, we challenge new technologies aimed at improving the travel process. In doing so, we continuously advance with new technologies, thus achieving ever-improved operations and a more efficient infrastructure.

Digital transformation requires acceptance and participation. Therefore, the successful implementation of any digital strategy depends on finding a common orientation with all people involved. At Fraport, we did not have to start from scratch in developing our digital strategy but could resort to and integrate many already existing digitization initiatives.

**ROBOTICS AND DRONES**

**The human face of AI: A smiling robot**

Advancements in robotics and a new generation of self-learning systems are changing the face of the travel process. Until recently, having a coffee wasn’t the only thing you could do at the Goethebar in FRAs transit area B — you could also chat to a robot. FRAnny is the name of the so-called socio-emphatic robot, who answers passenger questions in German and English. The female robot features the most diverse facial expressions, thus making the “chat” as human as possible. FRAnny was developed in conjunction with DB Systel and Furhat Robotics and was being tested for the first time in Europe under real-life conditions. Fraport has instigated this pilot project to evaluate customer acceptance, functionality and suitability for daily use of robot assistants. After all, new services and technologies must make passengers’ travel experiences as pleasant as possible.
FRADrones

The visionary “FRADrones” program is aiming to make further inroads into Fraport’s use of drones and to develop new business areas. Where and under what conditions can Fraport use drones? And how can they be integrated in regular operations at Frankfurt Airport in the long term? The areas of application are diverse, ranging from supervision and progress monitoring of construction projects to transportation of goods. Fraport is developing test cases for operating drones at the airport in close cooperation with government authorities and relevant associations. One thing is for sure: without mandatory permits, no drones are allowed to fly around any airport!

SOCIAL MEDIA AND INFLUENCERS

Social media made in China

How do we reach our Chinese passengers? Where they are already! We take advantage of digital media, bridging distances as well as language barriers. A good example is the Chinese social media platform WeChat, a messaging service similar to WhatsApp.

Fraport has been operating an official service account here since 2015. In addition to the flight plan information and the jump to the Chinese online shop, Fraport offers a monthly newsletter for our Chinese passengers. Of course, we post in Chinese and if you have any questions we can also score with a Chinese customer service.
Influencers

Many people at the beginning of the year spoke of influenza and the flu epidemic, this is about influencers. Although these have little to do with the flu, the distribution of their messages often works faster than that of viruses. Fraport works with influencers for many different areas. As part of a recruiting campaign, the YouTuber, Mafuyux, recently stirred up the job advertising drum and after 24 hours had already generated more than 60,000 clicks and just under 4,000 likes.

BIG DATA

Research and development

Big data means preparing for the future with data. At Fraport, all kinds of data has been generated for years, with operational and commercial data representing the lion’s share. In the Smart Data Lab, these data are bundled and analyzed by cross-departmental teams. The results can then be e.g. a better predictor of the arrival of the aircraft on the position and thus avoiding idle times or delays for ground handling services.
Telemetry

Telemetry is the transmission of measured values of a sensor located at a measuring location to a spatially separated location. At this receiving point, the measured values can either be collected and recorded or evaluated immediately. Fraport’s ground handling services have been using telemetry since 2013. The real-time maintenance and monitoring system uses telemetry data to generate a wide range of vehicle information in real time.

The data the system supplies can be used, for example, to enable Fraport’s winter service operations management to decide at short notice, which vehicle can be filled at which tank or silo, thus greatly optimizing refueling scheduling.

The virtual world within reach

Fraport AG and IATA have launched a test partnership for virtual reality training to gain insights into how virtual reality technology can be used for operational procedure training in ground handling services. For the time being, this cooperation includes the implementation of a three-month test phase. During this time around 100 employees will be trained with the help of a VR training program developed by IATA.
(IATA RampVR). There are currently two handling processes available. On the one hand, the wave-in of the aircraft and, on the other hand, the so-called aircraft turnaround, in which the test person must check the handling position before arrival of the aircraft and the aircraft for damage.

**Employee app**

Mobility is a buzzword of recent years when it comes to further develop the classic PC applications towards flexible solutions. In particular, executives and employees who travel a lot and have little access to the PC workstation also want to do every day routine tasks “on the move”. Fraport iPhone owners are offered the information system “my Sky” as a mobile browser application. Initially, the most commonly used functions such as creating, administering and approving leave requests, approving internal events and providing the Coming / Going addition. FRA is revolutionizing the digital airport experience, and many are following suite. With passengers more and more accepting of digital transformation, the limits are boundless when it comes to travel.

For more information on FRA and their digital initiatives visit [website](#).
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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This publication has been reviewed by the International Disability Alliance (IDA)

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The ICAO AVSEC Week 2018

By Sylvain Lefoyer, Deputy Director, Aviation Security and Facilitation, Air Transport Bureau of ICAO

Sylvain Lefoyer of ICAO, presenting at ACI Airport Exchange in Oman last year
From 26 to 30 November 2018, the International Civil Aviation Organization (ICAO) will host its first AVSEC Week, at its headquarters in Montreal.

The AVSEC Week will commence with the Industry Engagement Day, bringing together a select group of key policy and decision makers serving as a catalyst for collaboration amongst industry, research and academic institutions, and Member States in order to advance aviation security in the area of technology and innovation.

The following two days will be dedicated to the second edition of the Global Aviation Security Symposium AVSEC 2018. After a successful launch in 2017, this year we will address the five key priorities of the Global Aviation Security Plan (GASeP) through the prism of the “Need to Know”, and highlight the importance of having appropriate information for an effective aviation security system. Information sharing (or lack thereof) has been at the heart of many recent discussions. AVSEC2018 will engage participants in finding solutions to move forward and transform words in actions.

Closing the events of AVSEC Week, the second High Level Conference on Aviation Security, will conclude the “world Global Aviation Security Plan tour”, during which regional conferences were held in Egypt, Thailand, Portugal and Panama that enabled States to take ownership of the Plan and develop regional roadmaps adapted to their context. The Conference will seek ICAO Member States’ views on and support for aviation security in consideration of the upcoming 40th Session of the ICAO Assembly in September 2019. This will be an opportunity to raise the profile of aviation security in ICAO, echoing the United Nations Security Council resolution 2309(2016) on aviation security.
Transforming the approach to aviation security

By Chris Barratt, Global Training Instructor, ACI World

Security in the aviation industry is highly regulated and compliance driven. In the past, our approach has been very reactive with the inevitable result that casualties have occurred before measures are taken. Our security effort has been predominantly driven by protection of the aircraft and the weight of compliance still reflects this in many States. In recent years, however, an increase in attacks on airports and infrastructure has led to a transformation in the approach to security within the industry. The regulatory environment is gradually moving toward a focus on outcomes and allowing airports, airlines, and other entities to identify suitable and effective processes for security in a way that address local threats and risk supporting the identification of proportionate mitigations.

Whilst we maintain our vigilance on aircraft protection, operators, staff and passengers all seek the assurance of a secure and safe airport environment. To achieve this, there is a great reliance on risk management and risk assessment. This requires a good understanding of threats, both
current and emerging, and the vulnerabilities of the airport whether they are physical, procedural, or human. In other words, we need to have a diagnostic and real-time view of the quality of our security system. The sources of data to check and evaluate the quality of the security system are numerous. In a modern airport, the elements of the overall security system are often distributed amongst different entities, making a consistent and integrated approach to quality and security assurance complex. It is therefore essential that we choose carefully the data sources that best identify vulnerabilities to ensure a safe and secure airport. This, in turn, is a vital ingredient in the risk assessment formula.

So how does the security manager achieve this? It requires the support and input from multiple stakeholders as well as invoking a number of core features. These features include: promoting and developing a positive security culture; encouraging reporting of potential vulnerabilities with ideas for improvement and integration of lessons learned; making sure all the components of the security system are mapped with clear responsibilities for them; establishing a fair and robust quality monitoring programme; and collecting data that is usable. An important message here is also to “use the data that is collected.” Finally, plan your improvement, implement it, and then check that it does what you want to do and, if not, adjust it.

If your quality and risk management is connected with a positive security culture, you are almost there!

Biography

Chris Barratt is an aviation security consultant with McClumpha Associates Ltd and an ACI instructor. Mr. Barratt is also a part-time lecturer and research supervisor at the Emirates Aviation University. He is also a Doctoral candidate at the University of Portsmouth researching Security Management Systems.
ACI and IATA’s NEXTT Vision
Building the journey of the future

By Stephen Saunders, Advisor, NEXTT

ACI and IATA have launched a joint initiative known as **NEXTT – New Experience in Travel Technologies**. NEXTT is about creating a common vision for the future of air transport encompassing the complete journey from home to end destination. The focus is on three emerging themes: off-airport activities; advance processing technology; and interactive decision making. Each of these concepts is considered for cargo, baggage, passengers and aircraft.

Airports and private companies alike are already embracing the notions of NEXTT specifically around off-airport processes including a case study from member **Hong Kong International Airport (HKIA)**.

ACI and IATA encourage and invite you to help shape the future of air travel through the **NEXTT** vision. There are several ways to get involved including a series of **webinars** hosted by the International Airport Review which explore the emerging themes of NEXTT. Workshops will also be conducted to allow industry and non-industry experts to share their expertise and creative ideas in reshaping the travel experience. Please share your experiences and case studies by emailing **NEXTT@aci.aero**. Join the conversation on Twitter **#NEXTTjourney** and on the **LinkedIn group** providing access to latest updates and a medium for continued collaboration amongst contributors at large.
CASE STUDIES

By Rail, Land and Sea – Hong Kong International Airport is Exemplifying New Experience in Travel Technologies – (NEXTT)

HKIA brings the off-airport processes of ACI’s NEXTT Initiative to life. Passengers traversing to the airport by rail, land and sea have the convenient option to check in and drop baggage at an increasing number of locations throughout the Hong Kong region.

While HKIA has advantage of scale, connecting 73 million passengers\(^1\) with 220 destinations globally, the continual enrichment of passenger experience with such a huge audience is no trivial task.

HKIA has been in fact one of the few off-airport check-in solution heavyweights in the world since 1998. Upon the commissioning of HKIA, 20 years ago, in-town check-in facilities have been available at two stations of the Airport Express Line, namely Hong Kong and Kowloon stations, which are at city centers and are connected with the airport in 24 minutes. Passengers can check in and drop bags at these stations, providing seamless “rail-to-air” connection. The establishment of SkyPier, in 2003, further introduced upstream check-in services from key ports of the Pearl River Delta of mainland China which
considerably expanded HKIA’s catchment area and, at the same time, provided passengers with a unique and unprecedented “sea-to-air” connection experience.

Riding on the previous waves of success, HKIA now has solid plans to introduce “Off-airport Check-in and Baggage Acceptance Services” (OACI). The aim of OACI is to expand the network of check-in locations in Hong Kong to enhance “land-to-air” connectivity which adds convenience to passengers departing from HKIA. The commencement of the Hong Kong-Zhuhai-Macao Bridge (HZMB) is an example of this commitment and is expected to feed a new stream of passengers from mainland China to HKIA.

The bridge enables a fable-like land connection whereby the entire western Pearl River Delta will fall within a reachable three-hour commuting radius of Hong Kong. For the convenience of passengers, OACI will be provided at the Hong Kong Boundary Crossing Facilities (HKBCF) of HZMB, providing both conventional and self-service check-in options for travellers depending on passengers’ personal preferences. One core value of OACI that will appeal to local residents as well as business travellers and tourists is that once passengers drop off their baggage, in the morning for instance, they can then enjoy the rest of their day in the city hassle-free and simply proceed to HKIA for departure in the evening.

The OACI facility at HKBCF is initially expected to operate 18 hours a day. Real-time flight information displays and customer service staff are provided on site. Passengers who have purchased tickets from Hong Kong's participating air carriers will be able to enjoy the service. In future phases, conventional check-in systems and counters would make way for the common self bag drop system and counters.

Beyond HKBCF, HKIA plans to extend the OACI network of locations to other major transportation hubs, theme parks, exhibition centers, hotels and more, to provide further convenience and choices to passengers.

Hong Kong case study attributed to Chapman Fong, General Manager of Terminal 1 Department, Airport Authority Hong Kong

¹Annual passenger throughput of HKIA in 2017.
AirPortr, the world’s first fully integrated home baggage check-in service was founded in 2014 by entrepreneur Randel Darby. AirPortr is leading a movement to change the way people travel to, and through, the airport.

Aligning with ACI’s NEXTT initiative, AirPortr allows passengers to check their baggage from anywhere, leaving the stress of airport queues behind. Courteous and fully vetted drivers will come to you, collect your baggage and handle the bag drop process at the airport, giving passengers peace of mind and a hassle-free airport experience.

AirPortr Allows London Passengers the Ability to Check Bags from Anywhere in the City
The service was successfully launched in 2016 in partnership with British Airways. More recently, American Airlines, Finnair and easyJet have joined the growing digital platform. Passengers choose from a one- or three-hour window for a fully vetted driver to collect their baggage from any location within London and the surrounding areas. The AirPortr driver then checks these in on the passenger’s behalf, allowing them to travel bag-free to the airport, skip the queues and head straight to security, where they will collect their baggage at the baggage carousel.

AirPortr Executive Vice President Paul Mewett says: “At AirPortr, we are committed to revolutionizing the way airport systems operate and improving passenger satisfaction through bagless and stress-free travel. This is perfectly aligned with the NEXTT vision to bring suitable operations off-airport, benefiting not only passengers, but also airports and airlines by streamlining their baggage processes. With powerful and innovative technology, AirPortr successfully promotes a modal shift towards public transport to the airport and demonstrates the peak of innovation within the current private sector.”
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Latin America-Caribbean traffic – Brazilian passenger numbers on the path to recovery

By Patrick Lucas, Head, Airport Business Analytics, ACI World; Aram Karagueuzian, Manager, Airport Traffic and Forecasts, ACI World, and; Michaël Simard, Data Analyst, Economic Statistics, ACI World

Latin America-Caribbean passenger traffic growth: 2016–2017 % change
The Latin America-Caribbean region experienced a slight economic recovery in 2017 after several years of weak performance. With a mixed economic landscape across the major economies, growth patterns in passenger traffic also reflect ongoing heterogeneity. Air travel growth in the Latin America-Caribbean region in 2017 remained relatively moderate for its ensemble of emerging economies. Year-over-year passenger traffic growth for the region was 4%, slightly lower than its 5.2% average annual growth rate from 2000 to 2017 (see Chart 1).

Brazil, the region’s largest economy, rose out of a two-year recession in 2017, although economic growth remained subdued at 1%. Boasting the fifth-largest domestic market in the world, Brazil saw overall passenger traffic increase 2.1%. Incumbent airlines such as Azul and Gol are major players in the market.

Mexico, the region’s second-largest economy, continues to maintain stronger economic fundamentals year after year, recording 2% growth in 2017. At the same time, downside risks remain present, such as the outcomes of renegotiating the North American Free Trade Agreement (NAFTA) with the US and the possible adverse impacts this would have on trade flows. Paradoxically, passenger traffic, tourism and trade flourished in 2017 between Mexico, the US and Canada. Traffic between airport pairs such as Los Angeles (LAX)–Mexico City-Benito Juarez (MEX) and New York-John F. Kennedy (JFK)–Mexico City-Benito Juarez (MEX) experienced growth of over 20%. Similarly, routes between Cancun and other North American destinations also experienced high growth rates. Finally, the domestic Cancun (CUN)–Mexico City-Benito Juarez (MEX) route saw high traffic volume and growth of more than 20%. Three Latin American airlines — Copa Airlines, InterJet and Aeromexico — account for a high proportion of all traffic in Central America and the Caribbean basin. LATAM, which was born from a merger between LAN Airlines and TAM Airlines, has become the largest airline operating in South America. In its consolidation efforts, the newly formed airline has focused its operations in six major Latin American country markets. It is placing special emphasis on domestic operations.

Colombia continues to gain momentum after the recovery in commodity prices. At the same time, in 2017, the country’s aviation market experienced a 1.3% contraction in passenger traffic. Avianca, a Colombian airline which accounts for a significant portion of Colombia’s domestic market, had a prolonged pilot strike which resulted in thousands of flight cancellations at the country’s airports in 2017. Argentina remains on a volatile growth path, various economic reforms having been enacted in coordination with the International Monetary Fund. After experiencing growth of about 3% in 2017, Argentina’s economy is expected to slow with ongoing fiscal consolidation. Nevertheless, aviation has shown no signs of slowing down. Having achieved 13.9% year-over-year growth in 2017, Argentine airports are the fastest-growing airports in South America for passenger traffic.

Even though the region is in recovery mode, the results of pending elections in many of these economies throughout 2018, coupled with the future course of trade policies vis-à-vis the US, leave the spectre of uncertainty over the region.
Sub-regional analysis – Challenging times for Caribbean airport traffic

South America is on the path to recovery after a period of economic weakness in 2016, especially at Brazilian airports, which saw an aggregate 3.7% drop in passenger traffic. The demographic muscle of countries such as Brazil and Colombia allowed the region’s air transport demand to grow quickly over a decade irrespective of exogenous shocks.

During the period from 2000 to 2017, countries in South America experienced 5.9% average annual passenger traffic growth. Central America also saw a pronounced rise in growth rates, spurred mainly by the buoyant Mexican aviation market. Central American airports grew 8% in 2017 and achieved 5.3% average annual growth from 2000 to 2017.
Among other factors, an aggressive hurricane season in the Caribbean left the region with mixed results for 2017. Certain islands, such as Puerto Rico, Sint Maarten and Tortola bore the brunt of the season’s impacts. In September 2017, the drop in traffic was particularly significant (-34%) because of two category 5 hurricanes (Irma, 5 to 9 September; Maria, 18 to 20 September). The hurricanes’ contribution to the 34% drop is estimated to reach at least 15%. In other words, if these two hurricanes had not occurred, the September 2017 drop (original series) would have been closer to 20% (the difference between 34% and 15%), which is in line with prior years. Chart 3 presents the evolution of monthly passenger traffic for Caribbean airports and for the state of Florida.
A broader view of the intra-Caribbean Community and Common Market (CARICOM) countries shows that the region has suffered from weak growth over the long term. Fierce competition among islands for incoming tourists from international locations and poor connectivity among islands in the Caribbean region, partly caused by the extremely high taxes that various island nations levy on intra-Caribbean air fares, have contributed to this. From 2000 to 2017, the Caribbean market experienced limited passenger-traffic growth of 1.4% per annum, but there were some bright spots in 2017. In terms of year-over-year growth, Cuba is not only the fastest-growing market in the Caribbean region but also is among the fastest-growing in the entire Latin America-Caribbean region. Passenger traffic at the José Martí International Airport in Havana grew 22.7% in 2017 alone. The US Department of Treasury’s Office of Foreign Assets Control issued general licenses for 12 categories of travel to Cuba from the United States, which undoubtedly contributed to this growth. The Dominican Republic, the largest aviation market in the Caribbean, grew a moderate 4.1%. On the other hand, Puerto Rico, the second-largest market for US travellers, saw a decline of 7.4%, due in large part to the destruction caused by Hurricane Maria.
Outlook 2018 – Mexican aviation market leads regional growth

Although the recovery dynamics in the Latin America-Caribbean region had begun to take hold by June 2018, the growth outlook for the second half of the year remains moderate. The year’s first half saw the region’s passenger traffic grow 4.4%, with year-over-year growth for the month of June temporarily slowing to 2.7%.

Brazil, the region’s largest air transport market, is slowly emerging from a recession and its GDP is projected to grow 2% in 2018. Passenger traffic has risen in tandem with this recovery. While the major commercial airports achieved collective growth of 2.8% in the first half, São Paulo–Guarulhos (GRU), Brazil’s busiest airport, saw its passenger traffic jump 12.4% for the period.

Mexico has mainly remained shielded from the region’s past economic woes, its passenger traffic growing 8.6% in 2017 and maintaining a robust 8.3% growth rate in the first half of 2018. With projected 2.3% GDP growth for 2018 despite challenges related to trade with the US, Mexico’s outlook for the rest of the year remains largely positive. Mexico City (MEX), the first airport in Latin America-Caribbean to surpass the 40 million passengers per annum threshold, saw passenger traffic grow 5.7% in the first half. Volaris, a Mexican low-cost carrier, capitalized on its Guadalajara-Miami connection in 2017 and traffic at Guadalajara (GDL) soared to 14.8% in the first six months of 2018.

Despite relatively sound macroeconomic fundamentals underpinned by higher oil prices, Colombia’s air transport market has grown only tepidly in 2018. A strike in late 2017 by the pilots of Avianca, the country’s largest airline, impacted the nation’s air transport industry. The seven-week strike culminated in the firing of nearly 100 pilots, constraining aircraft movements in the country. Colombia’s passenger traffic fell 0.8% in the first half of 2018.

Argentina’s aviation sector has continued growing in 2018 despite significant inflationary pressures and a weakened peso, its passenger traffic increasing 8% in the first half. Traffic at the Buenos Aires area airports did not grow as strongly as did the country’s passenger market overall; however, Jorge Newberry (AEP) and Ezeiza (EZE) airports posted 2.4% and 6.2% increases, respectively.

Peru and Chile recorded strong traffic growth in the first half of 2018, seeing passenger traffic increase 10.5% and 11%, respectively. The two countries’ main hub airports, Lima (LIM) and Santiago (SCL), performed likewise during the period in achieving 9.9% and 10.4% passenger-traffic growth, respectively.

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.
What’s in a name? Exploring what “Non-Aeronautical Revenues” really means

By Dr. Joe Sulmona, Global Training Instructor, ACI World

The commercial airport industry is going through a remarkably positive period of change. The days when state treasuries pretty much funded everything, and often not in a way that put customers at the center of decision-making, are swiftly receding. For today’s airport customers, a strong commercial focus has meant a wide range of new exciting and enriching experiences.

As well, while airlines may sometimes be reluctant to admit, airport operators routinely apply their commercially generated profits to reduce tariffs and to further invest in the very costly airside of the business. This vital focus on the customer is being accomplished by commercially oriented airport managers who are partnering with skilled retailers, superb food and beverage operators, and with a range of innovators and entrepreneurs that are turning airports into the place to be, rather than just an enforced stop on the way to somewhere else.

Yet, we as a commercial industry appear stuck on the term “Non-Aeronautical Revenues”, that a newcomer to our business will struggle to understand. Paradoxically, we now define this crucially important commercial activity by what it is not, rather than with a purposeful and clear definition of what our commercial practices actually represent.

And this reminds me of my first career responsibilities long ago which involved managing the growing levels of “Discretionary Revenues” that airports were just beginning to generate. And what strikes me the most about the term “Discretionary” is how fleeting the customer’s interest might be on what we have on offer at the airport.

In my estimation, the term “Discretionary Revenues” needs to come back into the everyday language of airport managers. It is pretty simple
to understand why I think this – we all need the stark reminder that commercially oriented revenues from activities (other than from airlines) face intense levels of competition. And if airport operators and their business partners are not cognisant of the fact that the customer can easily exercise their choice to go somewhere else to buy that bottle of perfume, they could miss out.

And we all know the risk is growing that customer discretionary choices will make airports a less favourable place for those desired purchases. This challenge is best illustrated by the clarity of thinking from one of our industry leaders, Dr. Michael Kerkloh, Munich Airport CEO. Dr Kerkloh identified the fast approaching Triple A threat - Apple, Alibaba, & Amazon - that provide customers with a far greater choice than ever before.

As well, some failing assumptions remain that at least on the retail side, airports with their valuable customer base will be somewhat protected from the onslaught of e-commerce. As an industry, we need to think again. The world of luxury commerce is quickly moving online too. We now see innovative real-time price comparison tools for the widest range of products. Plus, luxury oriented on-line platforms are emerging that are in direct competition with typical airport lines, and as recently reported in the New York Times© these virtual operators have already signed up major luxury brands like Gucci, TAG Heuer, Nike, Chopard and Piaget. In my estimation what is coming for airports, without a major re-think of strategy and practice, is turning commercial retail areas into non-transactional showrooms. While airports are starting to engage with on-line partners, this does not go nearly far enough.

For example, it begs the question — How many airport managers are willing to shift their business model away from the selection of a “sole” operator, or abandon the Minimum Annual Guarantee (MAG) structure that is completely foreign to the virtual competitive world.

Now I expect that it is a bit too late to turn the tide back for all of us to re-start using “Discretionary Revenues.” We must remember though all that commercial activity that we are so successful at currently achieving is in no way a mandatory part of the use of aviation-oriented facilities and services we offer to airlines, passengers, and shippers. Instead, we must develop an even greater degree of laser focus on how to increase the service and experience associated with these truly discretionary activities. At the same time, no end must exist to driving out waste and inefficiency which our customers can readily see in every interaction with us.

In sum, next time you’re in the terminal building and you reach into your wallet to pay for that important gift for a loved one, please ask yourself “why are you buying here?” If the shop floor service is poor, the price uncompetitive relative to a quick on-line comparison, or you’re just in a bad mood because of an unfortunate encounter at the security point, are you really going to buy? Frankly, you have this choice to make – and that means for all of us that we need to re-double of our efforts so to give no reason for that discretionary business to go somewhere else...

Dr. Joe Sulmona is an ACI World Training Facilitator and is involved with various global associations delivering strategic management training, transportation planning and urban development leadership, in addition to continuing with his academic research.
New handbook launched to help enhance airport accessibility for persons with disabilities

By Jean-Sébastien Pard, Manager Facilitation and IT, ACI World

Golf carts or buggies capable of transporting passengers needing assistance used at Lisbon Airport, Courtesy of ANA Aeroportos
Every day, around 100,000 flights transport over 10 million passengers across a global air transportation network comprising over 1,400 scheduled airlines, 26,000 aircraft in service and 3,900 airports. According to the latest long-term traffic forecasts, by 2034, air passenger traffic is expected to more than double as compared to 2016\(^1\).

Aviation, like all other transport modes, needs to recognize and accommodate the growing number of persons with disabilities who fly. Persons with disabilities currently represent more than 15% of the world population\(^2\). Due to a steady increase in life expectancy globally, aging populations, advances in medical care, assistive technology and other technological innovations, the number of persons with disabilities is increasing fast. Not only do persons with disabilities represent a growing percentage of the world’s population, they are increasingly able to travel by plane. For persons with disabilities, an aviation journey free of barriers remains too often, and for too many, an intangible reality.

Today, countries have laws and government regulations covering issues that range from construction standards for buildings and transportation systems to the designs of special facilities, as well as required service levels for persons with disabilities and persons with reduced mobility. It is critical that the air transport industry, including airport operators, continue to play a leading role in removing barriers that prevent the safety, comfort and ease of access to air transportation for persons with disabilities.

\(^1\)https://www.icao.int/sustainability/Documents/AVIATION-BENEFITS-2017-web.pdf#search=aviation%20benefits
**Airports & Persons with Disabilities Handbook**

The fifth edition of the Airports & Persons with Disabilities Handbook was launched on 12 September 2018 at the first ACI Customer Excellence Global Summit, hosted by Halifax Stanfield International Airport. This guidance document is intended to help airports enhance the accessibility of air travel for persons with disabilities, including those with reduced mobility and hidden disabilities. The recommendations in this handbook will help enhance accessibility of air travel for persons with disabilities by providing guidance for the design of new facilities and the upgrade of existing ones.

This fifth edition has been updated to help airports improve the overall airport experience for persons with disabilities and includes:

- **best practices to accommodate passengers with sensory disabilities**;
- **content on technology and innovative solutions for flight information displays, check-in kiosks, mobile platforms, online tools and phone apps**; and
- **examples of leading edge practices such as accessible toilet facilities, sign language videophone booths, wayfinding and signage**.

The handbook was reviewed by the International Disability Alliance (IDA) and takes into account guidance from international entities such as the International Civil Aviation Organization’s (ICAO) *Manual on Access to Air Transport by Persons with Disabilities* (Doc 9984), and the United Nations’ Convention on the Rights of Persons with Disabilities (UNCRDP).

This new handbook helps to ensure that airports provide ease of access to persons with disabilities and that the facilities meet accessibility standards. “Airports recognize the importance of accommodating the needs of all people using and working in their environment,” said ACI World Director General Angela Gittens. “This is why many simple and innovative ideas that can be used and a review of some of the most advanced aids now available are identified in the handbook for the benefit of the aviation industry.”

ACI is confident that implementation of the recommendations will contribute significantly towards the goal of barrier-free airports, and wishes to thank all those involved in the preparation of this handbook. To order your copy, visit the ACI World website.
Check-in desks with movable table desk top, Courtesy of Copenhagen Airports

Antoine Rostworowski launching the handbook during the first ACI Customer Excellence Global Summit in Halifax

Call point located at the entrance of Dublin Airport terminal entrance building, Courtesy of daaAirport
Sharing airline and airport data: Following the BARTA example

By Johan Schölvinck, Founder, Market Square Consult

A three-month promotional partnership launched by Budapest Airport, Heinemann Duty Free and Wizz Air has produced excellent results and could be a template for future industry cooperation, according to the parties.

The BARTA (brand, airline, retailer, technology, airport) trial, if rolled out across European travel retail, could produce incremental industry sales of around US$860 million (source: The Moodie Davitt Report). The project’s results were outlined in Dublin at the Future Travel Experience conference in June 2018.
The trial ran for three months from 1 March 2018 at Budapest Airport. Any departing Wizz Air passenger spending over €50 or €75 at Heinemann Duty Free stores received a €4.50 or €7.50 voucher to spend onboard the airline. In March/April some 77% of vouchers were redeemed (final results for May are awaited).

The BARTA trial has shown that such a partnership can create new revenue instead of shifting existing revenue. Wizz Air profits from extra on-board sales, Heinemann profits from extra on-airport sales and Budapest Airport profits from extra concession fees from Heinemann’s extra sales. And, all parties involved profit from positive publicity from passengers and the media.

Market Square Consult had no role in this project, but views it as a very timely, innovative and collaborative idea which should be followed by others. This is a genuine milestone in airport commercial partnerships. For decades, working together with airlines has been the “Holy Grail” of the airport non-aviation business. This is no longer the case, as witnessed in Budapest. Airports and their partners have been looking for cooperation with airlines to some extent, but until now, each protected its own business and was afraid to share. As a result, although there is one customer journey, passengers are being contacted from confusing multiple angles without any cooperation or shared platform.

The importance to the industry of the experience in Budapest cannot be underestimated. A new revenue source has been created on top of the existing businesses of airports, retailers and airlines. The success of this trial was based on sharing and on the belief that as an industry we must collaborate and expand. Our future non-aviation revenue successes depend on the same belief. If we remain happy with the status quo and continue to perceive collaboration as a threat, outsiders (the five tech giants) will jump at the opportunity and achieve what we have been unable to do ourselves.

Retail sales per passenger at European airports are dropping and increases in food and beverage revenues will not fill the gap. Our all-important non-aviation revenues can only grow with new initiatives, additional platforms and digital cooperation between all stakeholders, such as BARTA shows.

Now is the time for airports, airlines and their partners to follow the Budapest example with a test of their own. Be brave, be innovative.

About the author:
Johan Schölvinck is the founder and owner of Market Square Consult which helps airports make more money with their non-aviation business.
Airports Council International and the ROUTES Partnership train airport leaders from Latin America and the Caribbean on combating wildlife trafficking.
ACI, along with partners in the transportation sector, are recognizing the need to take action against wildlife trafficking. ROUTES* has developed new role-specific training modules designed to inform air transport employees of the business risks associated with the illegal wildlife trade and ways to prevent them. ROUTES conducts training across Africa, the Middle East and Asia to train airport and airline employees in key wildlife trafficking hubs.

The Latin America and the Caribbean region is a key route for traffickers, with local wildlife and wildlife products often destined for food and pet markets in North America, Europe, and Asia. Authorities have intercepted shipments of live birds, seahorses, reptiles, and monkeys, among other commonly traded wildlife products.

In order to help combat the transport of illegal wildlife products, the ROUTES Partnership, ACI World and ACI-LAC delivered a training and capacity building workshop in September in Miami for airport leaders in Latin America and the Caribbean as part of ACI’s Developing Nations Airports (DNA) Assistance Programme on airport environment management.

The half-day workshop covered the local and global implications of wildlife trafficking crimes, common wildlife trafficking trade routes, the modes and methods used by traffickers to smuggle
Wildlife Trafficking in the Air Transport Sector

Air Freight 18.5%

- Private Plane 0.4%
- Checked Baggage 43%
- Mail 2.8%
- Hidden on the passenger’s person or in their carry-on bags 11%
- No transport method information 34.4%

Obfuscation Methods
- Tin Foil
- Hidden Under or Declared as ‘Rubbish Goods’
- Separate Compartments, Cages, or Boxes within Suitscases
- Taxidermy
- Custom-Made Clothing
- Checks and Rolls for Live Birds
- Hidden under Shaping, Smoothing Materials
- Hidden in Satchels, Bag, or Legal Product

Common Red Flags
- Anomalies in Baggage
- Too Many Suitcases Per Person
- Very Heavy Suitcases
- Circuits Transit Routes
- Strong Smell
- Repeat Offenders
- Missing Import/Export Documentation
- Use of Fake, Incomplete, or Difective Documents

IVORY
- Source Africa
- Destination Africa
- Africa (South, Southeast)
- Asia (South, Southeast)
- Europe

RHINO HORN
- Source Africa
- Destination Africa
- Africa (South, Southeast)
- Asia (South, Southeast)
- Europe

REPTILE
- Source Africa
- Destination Africa
- Africa (South, Southeast)
- Asia (South, Southeast)
- Europe

BIRD
- Source Africa
- Destination Africa
- America (North, South)
- Europe
- Asia (South, Southeast)

PANGOLIN
- Source Africa
- Destination Africa
- America (North, South)
- Europe
- Asia (South, Southeast)

MARINE PRODUCTS
- Source Africa
- Destination Africa
- America (North, South)
- Europe
- Asia (South, Southeast)

MAMMALS
- Source Africa
- Destination Africa
- America (North, South)
- Europe
- Asia (South, Southeast)

Information based on air sample data for ivory, rhino horn, jaguars, okapis, pangolins, marine products, and mammal skins between January 2009 and December 2011.

This poster is made possible by the generous support of the American People through the United States Agency for International Development (USAID).

www.routespartnership.org
THE TRAIL OF THE TRAFFICKER
The main routes wildlife is smuggled through airports
What to look out for and how you can help

WHAT SHOULD YOU LOOK FOR?

Inappropriate Attire
- Inappropriate Clothing
- Wrong clothes for the climate
- Large, baggy coats
- Clothes do not match the occupation

Involuntary Responses
- Sweating, dilated pupils
- Avoids making eye contact
- Nervousness
- Shaking & twitching

Nervous Body Movements/Speech
- Adjusts clothing/jewelry
- Talks very fast
- Delayed response to questions
- Repeats the question

Use Your Senses
- Odd smells
- Animal sounds/noises
- Moving clothing

CHECK IN STAFF
Route and connections do not make sense
Luggage smells odd

SECURITY
Clothes are too big
Wrong clothes for the climate
Multiple connection boarding passes

X-RAY SCREENER
Luggage smells odd
Scan shows orange (organic and possibly wildlife) or green (possibly ivory) materials that could also be of unusual dimensions

IMMIGRATION
Abnormal travel shown by recent multiple visas for certain countries for very short trips
Nervous passenger

CARGO HANDLER
Cargo origin does not match declared contents (eg. bananas from Canada)
Cargo container has air holes when it shouldn’t

GROUND STAFF
Luggage is moving
Luggage has an odd smell
Luggage makes a noise
Luggage has odd/multiple connection tags

FLIGHT CREW
Passenger does not eat or leave their seat
Passenger seems nervous
Passenger smells odd
Passenger is wearing large clothing and keeps it on during the flight

CUSTOMS
Act on tip offs from airline staff
Watch for known wildlife smuggling routes
Frequent checks
Check the person and small bags

This poster is made possible by the generous support of the American People through the United States Agency for International Development (USAID). The contents are the responsibility of ROUTES partners and do not necessarily reflect the views of USAID or the United States Government.
wildlife and wildlife products in air transport, and opportunities for airports to take action. A comprehensive assessment and report of wildlife trafficking through the air transport sector was recently released by ROUTES. Findings from the report, *In Plane Sight*, focusing on Latin America and the Caribbean were also highlighted during the presentation.

“The ACI-DNA Programme’s objective is to support member airports in developing countries. Many of these airports are gateways for connecting the rest of the world with fragile and endangered ecosystems and wildlife species. It’s therefore vital that airports and airport staff know how they can help protect their natural environments from wildlife trafficking crimes,” said Juliana Scavuzzi, Senior Manager of Environment at ACI World.

“The protection of wildlife and natural resources is an essential part of sustainable development, and airports can play an important role in detecting and reporting wildlife trafficking crimes. Wildlife traffickers rely on the same transport modes and smuggling methods used by criminals to move other illicit goods, including drugs and counterfeit products. Efforts to combat wildlife trafficking can help strengthen supply chain security from other criminal activities,” said TRAFFIC’s Claire Beastall, Training and Capacity Building Coordinator for ROUTES.

ROUTES* - the USAID Reducing Opportunities for Unlawful Transport of Endangered Species (ROUTES) Partnership
IMPACTS OF ILLEGAL WILDLIFE TRADE

- Threat to national security and stability
- Loss of tourism and income
- Risks to environmental & global health
- Supports corruption and organized crime
- Unpaid government revenue and taxes

Reducing Opportunities for Unlawful Transport of Endangered Species (ROUTES)
Introduction

Airports Council International
ACI – DNA Programme “Airport Environmental Management”
September 6th 2016, Miami
Photo Gallery
August 2018 Courses

Aerodrome Safeguarding, 06-08 August, Yaoundé, Cameroon
ACI-ICAO Aerodrome Certification, 06-10 August 2018, Incheon, South Korea

GSN 3 - Emergency Planning and Crisis Management, 06-10 August 2018, Kuala Lumpur, Malaysia
Apron Management, 13-17 August 2018, Montego Bay, Jamaica

Understanding Annex 14, 15-17 August 2018, Johannesburg, South Africa
Global Training


GSN 6 - Aerodrome Auditing and Compliance, 20-24 August 2018, Accra, Ghana
Understanding Annex 14, 22-24 August 2018, Kimberley, South Africa

ACI DNA Seminar: Airport Customer Service, 30-31 August 2018, Haikou, China
Save the date! ACI Asia-Pacific/World Annual General Assembly, Conference & Exhibition

By Joanna Kufedjian, Manager, Events and Member Services, ACI World

View of Hong Kong city from Victoria Peak, at twilight
The next big event that should be on your calendar is just over six months away! The 2019 ACI Asia-Pacific/World Annual General Assembly, Conference & Exhibition will be held in Hong Kong, from 2 to 4 April 2019, and will be graciously hosted by Hong Kong International Airport (HKIA).

The conference theme “What’s next for aviation? The future starts now” will explore the innovative ways in which the aviation industry is evolving, and address some of the challenges it will face. This annual conference is a key event for the global airport industry as it brings together the world’s aviation leaders to discuss opportunities for growth, leading-edge technologies and the latest developments in the field.

Delegates will have the opportunity to participate in a series of pre-conference forums, on Tuesday, 2 April 2019, addressing some of the industry’s key focus areas: slots; airport charges; human resources; and environment. These in-depth sessions will allow participants to delve into each topic in a detailed and strategic way in order to understand the stakes and contribute their knowledge and expertise to the discussion.

The conference will explore various themes that are at the forefront of our industry today. Since drones, new types of aircraft and space travel are the current frontier, a session on safety and operations will take a closer look at some of these disruptors. Privatization and economic regulation are hot topics, and will be examined from a policy perspective, sharing with stakeholders the tools to help them manage the capacity crunch. Moreover, we will explore the newest trends in security and technology and their impact on the overall passenger experience. Finally, as customer service becomes a key feature in every aspect of the passenger journey, a session on the importance of creating an exceptional customer experience will cover this topic.

With aviation leaders from around the globe converging on Hong Kong, the conference is sure to be the perfect platform for exchanging ideas, best practices and learning from experts in the field.

Save the date and join the conversation in Hong Kong!
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).
Global Training

Training calendar

Safety

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

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

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

Security

AIRPORT SECURITY OPERATIONS
4—8 November  Abu Dhabi, UAE

ACI-ICAO MANAGEMENT OF AIRPORT SECURITY*
9—13 December  Abu Dhabi, UAE

Customer Experience

DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS*
5—9 November  San Diego, USA

Economics

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

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

Environment

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

Online Courses

CERTIFICATE IN AIRPORT SECURITY
CERTIFICATE IN PROJECT MANAGEMENT
AIRPORT OPERATIONS DIPLOMA PROGRAM
DIPLOMA IN LEADERSHIP ESSENTIALS
FOREIGN OBJECT DEBRIS (FOD) PREVENTION

*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—December 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

**DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS**
5—9 November 2018
San Diego, USA

**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
AIRPORT COMMUNICATIONS AND PUBLIC RELATIONS*
3—7 December 2018
Bucharest, Romania

ACI-ICAO MANAGEMENT OF AIRPORT SECURITY*
9—13 December 2018
Abu Dhabi, UAE

QUALITY MANAGEMENT IN AIRPORT SECURITY
22—26 October 2018
Johannesburg, South Africa

The Trinity Forum
31 October—1 November 2018
Shanghai, China
WO airport interior offers significant improvement of airport security checkpoints. Our unique solutions are configured to meet the specific needs of each airport.

A strong focus on the complete security process and a deep understanding of the different requirements from all stakeholders is core to us.

We collaborate with our customers to optimize the passenger flow and minimize the footprint of the solution. The unique modular system provides almost unlimited built-in flexibility. Expansion in line with new needs and new scanning technologies is possible. Many years of experience with manufacturing of strong and durable check point solutions are the foundation for this unique and modular building system.
**MINDFLOW PARTNERS**

**Region:** Asia Pacific  
**Level:** WBP Regular (Small)  

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Mindflow Partners is an international consulting and execution company, specialised in commercialisation of airports, railways and public transport stations. We partner with our clients, both private and government, to identify their commercial opportunities and address their most critical challenges.

Our services include commercial development – retail, food, parking, advertising, and other consumer services; performance and talent management; training and development of operational teams; commercial transformation and transaction advisory; research and commercial due diligence.

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**PRODIGIQ**

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Headquartered in California, with additional locations in Netherlands, Mauritius, and Mexico, ProDIGIQ is a technology company focusing on innovative products and services for airports. Our expertise is in operations management, safety management, lease management, maintenance management, flight information display, flight tracking, and mobile technology.

Swyft is a massively scalable end-to-end retail channel for brands, retailers, end operator and enterprises. Swyft provides next generation automated retail store hardware, a cloud software platform and end-to-end services; creating a compelling new marketplace as part of your omni-channel offering.

Zoomsystems is a leading automated retail services and technology company with over 1000 units, networks in the US, Canada, and Europe.
Since 1995 delivering clean water, safe schools, and reliable transportation systems. At CERM, the combination of our skilled people and our project management process delivers results that meet and exceed our clients’ needs. Areas of expertise include:

- Program Management
- Environmental
- Engineering
- Surveying & Mapping
- Remediation & Contracting

Print-O-Tape is the market leader in the manufacturing of Standard and RFID baggage tags for automated baggage systems. Billions of Print-O-Tape tags have been used over the last 25 years to maximize printer life and increase baggage scan rates. Multiple IATA standard stock items available for same day shipment.
Morten Beyer & Agnew (MBA) helps leaders in all facets of the aviation industry solve some of their toughest problems and capture their greatest opportunities. MBA provides a wide range of valuation services for tangible and intangible assets. Recognized as a premier aviation consulting firm, MBA’s team brings over 150 years of combined industry experience to public and private clients. MBA’s services include route development, traffic forecasting, market studies and airport valuations.
Legacy Concessions*, founded in 2014, is a Florida-based company specializing in airport food and beverage operations. Headquartered in Tampa, Legacy Concessions is passionate about providing the proper mixture of national and local brands into the airport concessions space. Legacy Concessions offers hands-on expertise and leadership in the following: Branded food & beverage operations, Macro and micro operations, Budget development and tracking, Sales and performance optimization, Recruitment and staffing logistics, Customer service, Vendor relations, Location construction/build out and store opening *ACDBE Certified in Florida, Arizona, Colorado, Massachusetts, Metropolitan Washington Airports Authority, Minnesota, Nevada, New Jersey, New York, North Carolina, Texas, Utah and Wisconsin.

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