

出國報告(出國類別：其他)

參加第 16 屆世界航空路徑發展論壇 報告書

服務機關：交通部機場園區小組
交通部機場園區小組
交通部民用航空局桃園國際航空站

姓名職稱：趙紹廉 副召集人
許家瑞 副研究委員
羅文惠 秘書

派赴國家：加拿大溫哥華

出國期間：民國 99 年 9 月 18 日至 24 日

報告日期：民國 99 年 12 月 16 日

公務出國報告提要

報告名稱：參加第 16 屆世界航空路徑發展論壇報告書

頁數：52

主辦機關：路徑發展集團有限公司(ROUTE)

出國人員姓名：趙紹廉、許家瑞、羅文惠

服務機關：交通部民用航空局桃園國際航空站

職稱：秘書

出國類別：5.其他(參加國際會議)

出國期間：民國 99 年 9 月 18 日至 24 日

報告日期：民國 99 年

分類號/目：

關鍵詞：航路論壇

內容摘要：

世界航空路徑發展論壇(World Route Development Forum)係路徑發展集團有限公司(The Routes Development Group Ltd.，簡稱 RDG，以 Routes 爲其註冊商標，總部設在英國曼徹斯特)舉辦之年度航空商業重要活動，除了提供各國際機場與國外航空公司代表以一對一會議方式討論航空服務商機以外，也提供機場管理單位及航空服務業者展示其服務內容與當面行銷之機會，由於該項活動提供了既容易、有效且永續之溝通網路及商業機會，近年來吸引了全球大多數之航空公司、機場及航空服務業者積極參與該項盛會。

我國係於第 11 屆時開始派員參加，本次指派交通部機場園區小組趙副召集人紹廉、許副研究委員家瑞及桃園國際航空站秘書羅文惠代表出席。在 3 天活動期間，除事先註冊預約安排與 10 家航空公司一對一直接面對面會談外，並充分利用有限空檔時間，與其他機場之代表、機場顧問公司等進行交流訪談，同時蒐集各機場文宣及年報資料，以提供本局及航空站相關同仁參考。

此次與談十家航空公司之會談中，明顯可見各航空公司均極爲關心我國在兩岸直航之議題，若我國航點、航班能再更密集，或是取得較佳之時間帶，其飛航之意願則相對提高。加以各航空公司由於與中國大陸距離較遠，如欲開闢與中國大陸二線城市對飛之新航線，對於潛在市場的研究以及所需的人力資源，都爲各航空公司考量之因素，我國如果把握目前取得之對飛航點、班次與時間帶，積極行銷，鼓勵各航空公司將桃園機場當成轉運點，將各國旅客集中載運至桃園機場，再由桃園機場快速、便利也將旅客運送至中國大陸一、二線城市，如此作爲，能加速我國將桃園機場發展成爲東亞轉運中心之目標。

目 錄

壹、目的.....	3
貳、過程.....	5
一、出國前之準備.....	5
二、出國行程紀要.....	6
三、大會活動記要.....	7
四、與航空公司代表會談記要.....	12
五、展場簡介.....	21
參、心得與建議事項	26
附錄 2010 論壇活動資料	29
附件一 Routes 簡介	30
附件二 2010 與會航空公司.....	35
附件三 2010 與會機場單位.....	43

壹、目的

世界航空路徑發展論壇(World Route Development Forum)係路徑發展集團有限公司(The Routes Development Group Ltd.，簡稱 RDG，以 Routes 爲其註冊商標，總部設在英國曼徹斯特)舉辦之年度航空商業重要活動，除了提供各國際機場與國外航空公司代表以一對一會議方式討論航空服務商機以外，也提供機場管理單位及航空服務業者展示其服務內容與當面行銷之機會，由於該項活動提供了既容易、有效且永續之溝通網路及商業機會，近年來吸引了全球大多數之航空公司、機場及航空服務業者積極參與該項盛會。

Routes 自 1995 年於坎城首度舉行後，本屆（第 16 屆）大會於本（2010）年 9 月 19 日至 21 日在加拿大溫哥華之會展中心(Vancouver Convention Centre)舉行，主辦單位爲溫哥華機場，協辦單位包括國際民航組織(ICAO)、國際航空運輸協會(International Air Transport Association, IATA)、聯合國世界觀光組織(UNWTO)、亞太旅遊協會(Pacific Asia Travel Association, PATA)、亞太機場協會(Airport Council International Asia-Pacific, ACI Asia-Pacific)、拉丁美洲機場協會(Airport Council International Latin America, ACI Latin America)、歐洲機場協會(Airport Council International Europe, ACI Europe)、拉丁美洲及加勒比航空運輸協會(Asociación Latinoamericana de Transporte Aéreo,ALTA)、AV NEWS、Routes News、Tourism Vancouver、Star Alliance、星空聯盟(Star Alliance)等國際性組織，對我國參與國際航空社會上之深度及規模，其助益頗大。本次大會超過 2,500 位航空運輸專業人士參加，其中包括 450 名代表，代表 250 家航空公司與會；並選定 2011、2012 及 2013 年由柏林(Berlin)機場、阿布達比(Abu Dhabi)機場及拉斯維加斯(Las Vegas)機場分別主辦。

我國係於第 11 屆時開始派員參加，本次指派交通部機場園區小組趙副召集

人紹廉、許副研究委員家瑞及桃園國際航空站秘書羅文惠代表出席。在 3 天活動期間，除事先註冊預約安排與 10 家航空公司一對一直接面對面會談外，並充分利用有限空檔時間，與其他機場之代表、機場顧問公司等進行交流訪談，同時蒐集各機場文宣及年報資料，以提供本局及航空站相關同仁參考。

貳、過程

交通部機場園區小組趙副召集人紹廉、許副研究委員及桃園國際航空站秘書羅文惠等 3 員，奉派於 99 年 9 月 19 日至 21 日赴加拿大溫哥華參加 2010 年第 16 屆世界航空路徑發展論壇會議，紀要如下：

一、出國前之準備

- (一) 詳加研讀歷年參加本論壇之出國報告書，瞭解其活動概況及進行方式，以利準備相關事宜。
- (二) 準備桃園國際航空站相關簡介、2009 年之年鑑、2010 年 11 月 1 日轉型為國營公司、機場園區綱要計劃及桃園航空城計劃等相關資料，並預擬洽談航空公司之名單及蒐集該等公司相關營運資料。
- (三) 本項出國活動自奉准參加並通知 Routes 後，該公司即來函告知報名方式與其網址 (<http://www.routesonline.com/lang/english/home>)，並提供諮詢、填寫報名資料及申請與航空公司約談等協助事項。故本局在會議之前即利用該網站，瞭解相關活動消息，以利參與活動及申請與航空公司約談事宜。
- (四) 確定一對一會談航空公司名單：由於該活動須繳交註冊費，除基本與會費用外，另針對安排會談家數訂有不同之註冊費，因本次出國預算之限制，乃選擇註冊費最低者(與會機場代表每人註冊費含稅為 2,695 英鎊)(與會機場代表每人註冊費含稅為 1,873 歐元)報名，該等級參加者可選定 10 家航空公司進行會談，而大會亦會將相關議程排入會談時間表內。本次會談名單選定廉價航空公司、中東地區航空公司為主，分別為：IndiGO(印度靛藍航空)、Tiger Airways(新加坡老虎航空)、Hawaiian

Airlines(夏威夷航空)、Hainan Airlines(海南航空)、Mahan Air(伊朗滿漢航空)、Iberia Airlines(西班牙伊比利亞航空)、Oman Air(阿曼航空)、Alaska(阿拉斯加航空)、Austrian Airlines(奧地利航空)及 Cayman Airways(開曼航空)並透過網路資料搜尋，先行瞭解該 10 家航空公司之大致背景資料，以因應航空公司可能提出之問題先行準備。

二、出國行程紀要

本次出國行程自 99 年 9 月 18 日至 24 日，共計 7 天，目的地為加拿大溫哥華，主要行程如下：

日期	地點	主要行程概述
9 月 18 日	台北—溫哥華	搭機前往溫哥華及會前準備
9 月 19~21 日	溫哥華	參加第 16 屆世界航線發展論壇，會議期程共 3 日
9 月 22 日	溫哥華	候機返台並整理會談資料(9.23 清晨班機)
9 月 23 日	溫哥華—台北	搭機返臺

三、大會活動記要

本次大會安排之主要活動行程共計 3 天，摘要說明如下：

(一) 第一天 9 月 19 日(星期日)

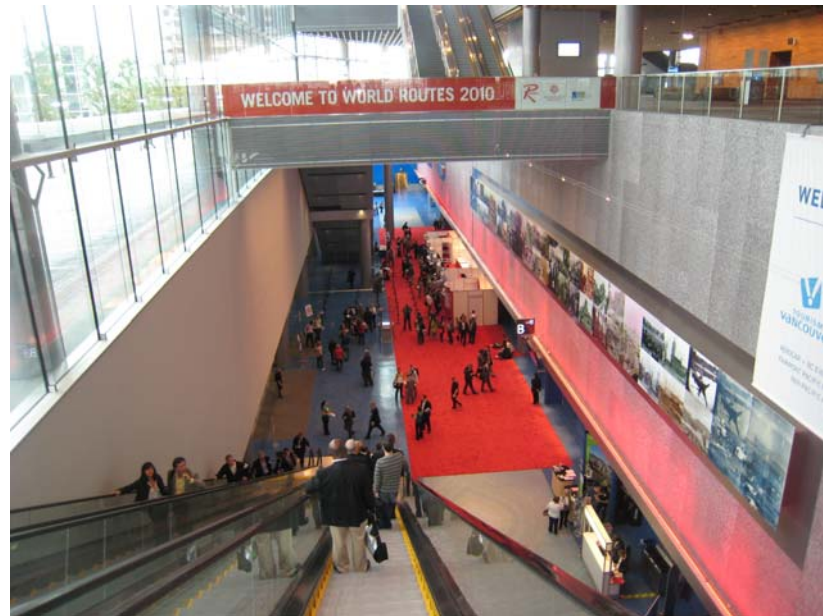
前一日(18 日)晚間抵達溫哥華機場後，於機場內即設有主辦單位所佈設的明顯標示，並設有專屬的櫃檯，讓與會人員能在一下飛機後，就能很快地領取相關的資料以及溫哥華地區的地圖與觀光資訊。

19 日上午主辦單位並安排了溫哥華市區參觀活動，該行程為免費行程，惟因控制每梯次人數，故需於出發前即向主辦單位報名預約。



當日下午是大會正式報到時間，本次會議地點為加拿大溫哥華會議中心，與會人員持印有條碼之報名表，列印通行證，領證時間快速，報到效率頗佳、次序良好。報到完成後，並進入展場向主辦單位領取明後兩日一對一會談之預談時間。

本局人員並先行於會場熟悉環境，瞭解運作程序及會談地點，同時參觀參展單位之佈置與展出內容。



會場入口處



會場報到櫃台



會場休息區



溫哥華機場吉祥物

Taoyuan International Airport - Anne LO(Lo,Wen-Hui)		Tuesday 21 September	
	Time	Slot	
Table 127	0830-0850	1	
	0900-0920	2	
	0930-0950	3	
	1000-1020	4	Hainan Airlines - Taoyuan Intl Airport - Table 51
	1020-1040		Retreatment break
Exchange Lounge	1040-1100	5	Mahan Air - Taoyuan Intl Airport - Table 3
Exchange Lounge	1110-1130	6	
	1140-1200	7	
Table 164	1210-1230	8	
	1240-1300	9	Iberia Airlines - Taoyuan Intl Airport - T
	1230-1350		LUNCH PERIOD
	1350-1410	10	
	1420-1440	11	Oman Air - Taoyuan Intl Airport
	1450-1510	12	

大會排定之一對一會談行程

(二) 第二天 9月20日(星期一)

本日大會自上午 8 時 30 分開始安排各機場與航空公司之一對一會議，至下午 5 時 50 分，共計 17 個場次。每場會談時間為 20 分鐘，中場休息時間 10 分鐘，由於會談場地區分為三大會談區，會談代表除需精準掌握會談時間，並需於會前先行瞭解每一場會談之地點，利用中場休息 10 分鐘之時間往返穿梭場次。

本次大會同時舉辦機場帶動經濟發展國際會議(Aviation-the Catalyst for Economic Development Conference & Exhibition, ACED), 並邀請美國北卡羅來納大學 DR. John Kasarda 擔任大會主席，以影顯本次大會主題。

因我國政府目前刻正積極推動愛臺 12 建設之一桃園國際航空城，並已於 99 年 1 月 23 日公布「國際機場園區發展條例」，本局亦奉示辦理桃園國際機場園區綱要計畫之規劃作業。故 ACED 大會籌辦階段即邀請本局於 ACED 會議中報告桃園航空城相關規劃與地區都市發展之關係，及對國家整體經濟發展之影響。

因本日本局李副局長萬里代表本局於 ACED 大會研討會上發表演說，本局代表皆前往會場參與，故本日僅安排 3 場會談。對象分別為 IndiGO(印度靛藍航空)、Tiger Airways(新加坡老虎航空)與 Hawaiian Airlines(夏威夷航空)。另會談之空檔則參與大會所安排之專題演講、參觀參展攤位，並與其他機場(如：柏林機場、海南機場、……)代表正式交流，以了解其參展重點及規劃方向。



李副局長與 Session 4 會議主持人及所有與談人合影



(三) 第三天 9月21日(星期二)

本日安排 7 場會談，會談對象分別為 Hainan Airlines(海南航空)、Mahan Air(伊朗滿漢航空)、Iberia Airlines(西班牙伊比利亞航空)、Oman Air(阿曼航空)、Alaska(阿拉斯加航空)、Austrian Airlines(奧

地利航空)及 Cayman Airways(開曼航空)。

晚上於會議中心舉辦晚會，由下屆主辦單位德國柏林機場贊助，柏林機場並於會中積極行銷下一屆會議的優惠方案。



Networking Lunch 由柏林機場作東

四、與航空公司代表會談記要

(一) IndiGO(印度靛藍航空)

1、會談代表

Mr. Rajat Kumar (Director, Airport Support & Scheduling)

Mr. Rajan Malhotra (Deputy General Manager, New Projects)

2、會談內容記要

- (1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空

城發展計劃等之基本介紹。

- (2) 根據行前分析目前華航及長榮北美航線旅客資料，其中來自印度轉機旅客佔有相當高的比例，因此我方特別加強說明東南亞及印度地區透過桃園機場轉運至北美航線的優勢，不論是時間帶的安排、新航線降落費的優惠及目前桃園機場積極改善的作為，均可以提供東南亞-北美航線相當大的發揮空間。
- (3) IndiGO 代表則表示出相當大的興趣，IndiGO 目前為印度低成本航空公司，考慮 2011 年開闢中短程國際航線，IndiGO 自行研究的結果也顯示出，印度-台北航線具備高度潛在需求，因此對我方的提議深感興趣，雙方約定保持密切聯繫，同時由我方提供更多分析資料，2011 年再舉行正式拜會活動。



(二) Tiger Airways(新加坡老虎航空)

1、會談代表

Mr. Lee and Ms Masood (Marketing Department)

2、會談內容記要

(1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

(2) Tiger Airways 即將於 2011 年 1 月開航台北，因此對我方造訪表示非常歡迎，我方也表示機場公司成立在即，歡迎 Tiger Airways 開闢新航線，其次也願意提供任何必要的協助，雙方均對未來的合作感到十分期待。



(三) Hawaiian Airlines(夏威夷航空)

1、會談代表

Mr. Robert E. Lamansky (Director, Schedule Planning)

2、會談內容記要

(1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

(2) 針對夏威夷作為一個國際知名旅遊聖地，我方表示除了目前東北亞日、韓等客源之外，東南亞也是一個值得開發的地區，因此利用桃園機場轉運的優勢，不論是時間帶的安排、新航線降落費的優惠及目前桃園機場積極改善的作為，均可以提供東南亞-夏威夷航線相當大的發揮空間。

(3) Hawaiian Airlines 表示對我方的建議十分有趣，該公司規模並不大，目前主要飛行美國及亞洲主要機場，對於發展轉運事實上尚未考慮，不過東南亞的確是一個值得注意的市場，對於桃園機場所提的優勢條件也會納入未來航線開闢及規劃的參考。

(四) Hainan Airlines(海南航空)

1、會談代表

楊雷 先生 (市場銷售部國際業務分部國際航線開發主管)

2、會談內容記要

(1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11 月 1 日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

(2) 海南航空目前飛航桃園機場每週 11 班次，同時也很積極開拓其他航線，不過目前兩岸定期航班有關陸籍航空公司航權仍受限於大陸民航總局統籌分配，因此即使海南航空有意突破，也必須遵從民航總局的規定，無法自行加飛班次。我方則表示雖然暫時無法突破，仍歡迎海南航空針對任何需要協助之處提出申請，桃園機場會竭盡全力予以幫忙。

(五) Mahan Air(伊朗滿漢航空)

1、會談代表

Mr. Hossein Hosseini (Director, Marketing & Route Development)

Mr. H. Ebrahimi (Deputy Managing Director, Commercial)

2、會談內容記要

- (1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。
- (2) 根據行前分析目前華航及長榮北美航線旅客資料，來自中東地區轉機旅客佔有相當高的比例，因此我方特別加強說明中東地區透過桃園機場轉運至北美航線的優勢，不論是時間帶的安排、新航線降落費的優惠及目前桃園機場積極改善的作為，均可以提供中東地區—北美航線相當大的發揮空間。
- (3) Mahan Air 代表表示相當有興趣，目前該公司國際航線並不多，主要以鄰近中東國家及歐洲為主，對於延伸觸角至桃園機場，或透過轉運至北美，抱持著樂觀的態度，未來也希望我方提供更多的資訊供 Mahan Air 進行規劃時的參考。



(六) Iberia Airlines(西班牙伊比利亞航空)

1、會談代表

Mr. Juan Alberto Martin Mora (Network Development Head of Long Haul Routes Managment)

2、會談內容記要

(1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11 月 1 日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

(2) Iberia Airlines 表示目前該公司已被英國航空公司(British Airways)收購，因此該公司並無主要談判權，必須透過英航授權，加上目前也沒有飛航臺灣的計畫，因此雙方並無具體的結論，不過我方仍希望 Iberia Airlines 或 BA 將桃園機場的優勢列為未來拓展航線的參考，或許日後仍有合作的機會。

(七) Oman Air(阿曼航空)

1、會談代表

Mr. Allan Lee (Senior Manager, Corporate Development Network & Planning)

2、會談內容記要

(1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11 月 1 日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

(2) 根據行前分析目前華航及長榮北美航線旅客資料，來自中東地區

轉機旅客佔有相當高的比例，因此我方特別加強說明中東地區透過桃園機場轉運至北美航線的優勢，不論是時間帶的安排、新航線降落費的優惠及目前桃園機場積極改善的作為，均可以提供中東地區-北美航線相當大的發揮空間。

- (3) Oman Air 代表 Allan Lee 為大陸出生，取得澳洲國籍目前為 Oman Air 工作，李先生對我方表示相當有興趣，目前該公司國際航線並不多，主要以鄰近中東國家及少數亞洲國家為主，對於延伸觸角至桃園機場，或透過轉運至北美，抱持著樂觀的態度，未來也希望我方提供更多的資訊供 Oman Air 進行規劃時的參考。



(八) Alaska(阿拉斯加航空)

1、會談代表

Mr. Ben Munson (SR. Analyst, Network Planning)

2、會談內容記要

- (1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

(2) Alaska Airlines 目前為美國區域性航空公司，主要以美國市場為主，對於飛航桃園機場可行性並不高，不過我方則是提出以航空公司合作的角度作為建議，例如可以透過與華航或長榮的合作模式，讓雙方將航線延伸至更遠的服務範圍，擴大市場需求，Mr. Munson 表示十分有趣，會將我方所提建議轉告公司高層。



(九) Austrian Airlines(奧地利航空)

1、會談代表

Mr. Karl Kaltenhauser (Director Procurement)

2、會談內容記要

- (1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。
- (2) 目前華航及長榮均有直飛維也納班機，但奧地利航空卻無維也納-桃園班機，因此此次我方特別加強說明桃園機場有關時間帶的安排、新航線降落費的優惠及目前桃園機場積極改善的作為，希望吸引奧地利航空新闢航線。

- (3) 奧地利航空代表則表示十分有興趣，尤其是此航線需求日益增高，奧地利航空已經著手研究開闢航線的可行性，相信不久的將來該公司代表有可能造訪桃園機場，洽談開航的計畫。



(十) Cayman Airways(開曼航空)

1、會談代表

Ms Jean Ritch (Manager Network Planning)

2、會談內容記要

- (1) 首先由我方介紹桃園國際機場，包含機場基本設施、客貨運量、航點、兩岸新增航線、11月1日即將成立之機場公司及桃園航空城發展計劃等之基本介紹。

- (2) Cayman Airways 目前為中南美洲區域性航空公司，主要以中南美鄰近國家及美國市場為主，對於飛航桃園機場可行性並不高，不過我方則是提出以航空公司合作的角度作為建議，例如可以透過與華航或長榮的合作模式，讓雙方將航線延伸至更遠的服務範圍，擴大市場需求，Ms Ritch 表示十分有趣，有機會的話希望造訪桃園，再洽談可能的合作機會。



五、展場簡介

大會現場提供大、中、小型展示攤位供與會單位（主要為機場單位及航空服務業者）租用，以進行相關展示活動及行銷使用，例如漢諾威機場 (Hannover Airport)、柏林機場(Berlin Airports)、北京首都機場(Beijing Capital International Airport)、阿布達比機場 (Abu Dhabi Airports Company)、倫敦蓋特威機場(London Gatwick Airport)、法蘭克福機場 (Frankfurt Airport)、蘇格蘭機場(Scotland)、拉斯維加斯機場(Las Vegas Convention & Visitors Authority)等均租用大型攤位展示其機場建設及服務設施；另華沙機場(Warsaw)、彰宜機場(Changi Airport Group)、ASUR 機場、布達佩斯機場(Budapest Ferihegy International Airport)、布拉格 (Prague Airport)等機場租用中型攤位；其他飛航服務業者或機場單位則租用小型攤位進行展示。



大型展示攤位（北京首都機場）



大型展示攤位（阿布達比機場）



大型展示攤位（法蘭克福機場）



中型展示攤位（埃及機場）



中型展示攤位（布達佩斯機場）



中型展示攤位（彰宜機場）



中型展示攤位（布拉格機場）



中小型展示攤位（Quito 機場）

參、心得與建議事項

- 一、 由此次與談十家航空公司之會談中，明顯可見各航空公司均極為關心我國在兩岸直航之議題，若我國航點、航班能再更密集，或是取得較佳之時間帶，其飛航之意願則相對提高。加以各航空公司由於與中國大陸距離較遠，如欲開闢與中國大陸二線城市對飛之新航線，對於潛在市場的研究以及所需的人力資源，都為各航空公司考量之因素，我國如果把握目前取得之對飛航點、班次與時間帶，積極行銷，鼓勵各航空公司將桃園機場當成轉運點，將各國旅客集中載運至桃園機場，再由桃園機場快速、便利也將旅客運送至中國大陸一、二線城市，如此作為，能加速我國將桃園機場發展成為東亞轉運中心之目標。
- 二、 **Routes** 大會就像為機場與航空公司及其他航空相關單位所建立一個行銷平台，有愈多的航空公司與機場單位共同參與，其所獲得的成效就愈大，然而相關的合作倒不見得會在大會短短 3 天中就能談成，後續積極的連繫才是關鍵。然而，藉由這個平台能夠在短短時間中與本次大會超過 2,500 位航空運輸專業人士，其中包括 450 名代表，代表 250 家航空公司接觸，是一個行銷機場非常好的機會。因此，全球各主要機場莫不積極地精心佈置大型展場，以利展示及行銷。以亞太地區機場為例，中國大陸、日本、韓國、新加坡、香港、印度，各主要大機場幾乎到齊，有些國家參與的攤位還不止一個，每一個機場各出奇招，用盡各種方法，積極行銷。
- 三、 本次與大陸代表談話中，該代表表示，目前大陸各個機場都是各自向大會租借攤位，單獨佈置，位置也都散落在大會不同的角度，明年則正在籌劃將所有的機場集合起來，向主辦單位租借一個超大型的攤位，集中行銷，將大陸所有大大小小的機場一次介紹給全世界，增加二線機場曝光的機會。由此，可見除歐美國家早已習慣將參加 **Routes** 大會視為年度一大

盛事外，中國大陸也意識到參加 Routes 所帶來的效益，積極參與。

因此我國發展航空城，希望打造桃園機場成爲東亞轉運中心，建議爾後不論是機場公司或是民航局及所屬航空站，都建議應積極參與此項活動。

四、在本次展場中，處處可見參展機場與觀光產業合併行銷之場景，例如韓國仁川機場攤位有穿著韓國傳統婦女服裝之美女，爲參觀人士解說韓國當地觀光、文化資源；蘇格蘭機場則以蘇格蘭威士忌爲主，介紹製作過程、不同產地酒廠之特色、並有專人介紹如何品酒；位於西伯利亞的 Tolmachevo 機場則是帶來當地民俗表演；拉斯維加斯機場出動舞孃炒熱展場氣氛，布拉格機場則以「Brague love you」極爲簡單但吸引人的標語，並派出觀光大使，輔以現代化的設計展場，大大吸引與會人士的注意力。另各參展單位除了提供機場簡介刊物以外，最多的文宣品就是觀光導覽手冊，若說這是一場機場與航空公司代表之促銷會，倒不如說是一場航空產業與觀光產業整合行銷活動。因此，未來本局若有租用大會攤位進行機場行銷展示活動時，或可考慮邀請觀光局一併派員辦理，且可將此一活動視爲民航與觀光結合之年度重要行銷活動，相信對我航空與觀光產業之擴展將有很大助益。

五、亞太地區 2011 年論壇活動將在韓國仁川舉行，在亞太地區各主要機場都在爭取本項活動之主辦權之際，我國更應該思考以更積極的態度參與此項會議，以避免在競爭激烈之民航與觀光市場中，逐漸被淡忘或是快速的被邊緣化。由此次參與會議的情形來說，亞太地區的機場均非常積極地在做行銷的工作，想盡辦法增加機場的曝光機會，除了展場攤位用心佈置外，亦準備了精緻的紀念品，引吸與會代表的目光，另亦派出一定規模的代表團，展現機場的實力。此部分非常值得我們學習、借鏡，建議未來除應積極派員參與、擴大代表團人數，並可考慮比照其他機場於會場設置展示攤位，讓其他國家對於我國機場有耳目一新之感，也展現我們的企圖心。

五、另中東市場、印度市場和中國一樣，最近被國際經濟學者評論為未來一、二十年成長快速之經濟體，其航空市場亦受矚目，中東各民航當局正積極擴建各項機場建設，本次會議，中東和印度國家的機場亦是派出大規模的代表團和佈置展攤，中東和印度在未來航空市場有其一定之份量，我國欲發展為東亞樞紐機場，如何使台灣成為東南亞、中東與印度進入大陸與通往北美市場的門戶，為後續應持續研究之重要課題。

附錄 **2010** 論壇活動資料

附件一 **Routes** 簡介

What is Routes?

Each year the international community of airport and airline route development professionals gather at a single location to participate in Routes - The World Route Development Forum. Routes reflects the growing importance of commercial relationships between airlines and airports. Airlines and airports are joined at Routes by third parties with a vested interest in air service development, such as tourism and economic development authorities.

How does Routes work?

Routes is definitely not a traditional conference event. Routes revolves around a series of formal, productive and pre-arranged one-to-one meetings between airports and airlines, interspersed with superb social occasions designed to create further informal networking opportunities. Over 20,000 meetings were scheduled prior to Routes in Copenhagen this September.

Purpose

To facilitate and encourage the role of airports in the development of new air services by organising an annual airline/airport networking forum.

Founded

1995 jointly by Airport Strategy and Marketing Ltd (ASM) and Reed Business Information.

Constituted as a separate organization

1st January 2002 (the organisation is registered as a private, limited company in the UK with the shares being held by key employees).

Directors

Michael Woodward (Non Executive Chairman and former UK bank director)

Mike Howarth (Managing Director and founder of ASM)

Rosalind Callander (Company Secretary and solicitor)

Jon Woolf (Non Executive Director)

President: Alexander Strahl (Former Secretary General of ACI World)

Advisory Board

Consisting of representatives from airports and soon to be expanded to include airlines, suppliers and trade bodies.

Selection of Hosts

So far this has been on a 'by request' basis with a limited bidding process and a bias towards locating in Europe. The previous 11 hosts have been Cannes, Abu Dhabi, Oslo, London, Rome, Amsterdam, Dublin, Athens, Edinburgh, Madrid and Copenhagen. The actual host is, usually, the airport authority and/or the nation's CAA or similar.

The future hosts 2006 (Dubai), 2007(Stockholm) and 2008 (Malaysia) have been decided.

Benefits to airports

What's in it for Airports?

Routes is a unique event where airlines and airports meet to discuss new air service opportunities. The event revolves around formal, productive pre-arranged one to one meetings with airlines. Meetings are interspersed with a wide range of networking opportunities. It is not a traditional conference.

Routes is the largest gathering of airline decision makers in one place at one time. Whether from the major, regional, low-cost, charter or cargo sectors, they are there specifically to listen to you, the airport.

With such wide range of the world's airlines, Routes offers you a unique opportunity to showcase your market and airport.

Sell your airport to over 300 of the world's airlines

You are a key part of the network planning process and are uniquely placed to provide quality research data which airlines find valuable in their decision making process. This is now starting to be seen as almost the key function of an airport marketing department. After all, airports are best placed to understand and communicate the characteristics of their own catchment areas.

Routes represents ‘value for money’

Securing a new route will always, at some point, require face-to-face interaction between airport and airline. This can be very expensive and time consuming. Routes can help to reduce both of these elements dramatically.

For an airport, Routes represents unbelievable value in terms of time and money.

How does Routes work for an airport?

A range of meeting packages are available, within which Routes will create a diary of 20 minute pre-arranged meetings with airlines of your choice.

Airlines want to meet you!

A notable feature at Routes are the number of airline request to meet with specific airports. Any airline requesting meetings with an airport will be additional to the airport's pre-requested meeting programme.

One to One Meetings

Subject to airline availability there is no limit to the number of additional one-to-one meetings airport delegates can arrange on site at the event itself.

The **Routes Scheduling Team** are there to secure your pre-arranged airline meeting requests, and you will receive notification of these prior to the event. The Scheduling Team will also assist you in getting extra meetings during Routes itself.

Benefits to airlines

All types of airlines attend Routes; network carriers, low cost carriers, regional operators, cargo and charter airlines from five continents as well as many European Slot Co-ordinators.

At Routes, airline route planners meet face-to-face with airport marketing executives to discuss new business opportunities. In these challenging times for the airline industry, the meetings also offer an ideal opportunity to review the performance of established services, stimulating joint ideas to increase revenue and reduce costs.

Airports are now recognized as a vital part of the route development process and Routes is the key annual opportunity for the global airport community to showcase their market potential to you, the airline. Attendees range from the largest world hubs to the smallest regional airports.

How does Routes work for an airline?

At Routes you will have your own allocated table where you can discuss opportunities with airports and, if you so choose, meet other airlines. The Routes team will prepare your Personal Diary, which will evolve as the event proceeds.

Airline-to-Airport Meetings

Airports can help with your network planning by providing key information such as catchment area characteristics, traffic forecasts, competitive pricing arrangements and, often, full route viability studies.

Routes also provides airlines with the opportunity to review the performance of existing routes and to discuss the levels of capacity presently offered, together with any marketing support opportunities that may be available.

Airline-to-Airline Meetings

In addition to meetings with airports, the Routes team can arrange for airlines to meet other airlines to discuss commercial opportunities such as code-sharing, schedule co-ordination, interline agreements, alliance synergies and spare aircraft availability.

Airline-to-Slot Co-ordinator Meetings

Further to the above, many of the European Slot Co-ordinators are available to help airlines understand any capacity limitations and constraints at the airports which could make a difference to their network expansion plans.

附件二 **2010** 與會航空公司

Company	Industry Type	Country
ACD - Airport Coordination Denmark & Iceland	Slot Coordinator	Denmark
Adria Airways	Airline	Slovenia
Aegean Airlines	Airline	Greece
Aeroflot Russian Airlines	Airline	Russia
AeroMéxico	Airline	Mexico
AeroMéxico Connect	Airline	Mexico
AeroRepublica	Airline	Colombia
AeroSvit Airlines	Airline	Ukraine
Afriqiyah Airways	Airline	Libya
Air Algerie	Airline	Algeria
Air Astana	Airline	Kazakhstan
Air Atlanta Icelandic	Airline	Iceland
Air Baltic	Airline	Latvia
Air Berlin Group	Airline	Germany
Air Bridge Cargo (Volga Dnepr Group)	Airline	Russia
Air Canada	Airline	Canada
Air Canada Cargo	Airline	Canada
Air Canada Jazz	Airline	Canada
Air China	Airline	China
Air China Cargo	Airline	China
Air Dolomiti SpA	Airline	Italy
Air France	Airline	France
Air India	Airline	India
Air Malta	Airline	Malta
Air New Zealand	Airline	New Zealand
Air North	Airline	Canada
Air One	Airline	Italy
Air Philippines	Airline	Philippines
Air Tahiti Nui	Airline	French Polynesia
Air Transat	Airline	Canada
AirAsia	Airline	Malaysia
AirAsia X	Airline	Malaysia
Airport Coordination Limited	Slot Coordinator	UK
AirTran Airways	Airline	USA

Alaska Airlines	Airline	USA
Alitalia (AZ)	Airline	Italy
All Nippon Airways	Airline	Japan
Allegiant Air	Airline	USA
American Airlines	Airline	USA
American Airlines Cargo	Airline	USA
American Eagle Airlines	Airline	USA
Amerijet International	Airline	USA
Anhui Airlines	Airline	China
Antonov Airlines	Airline	Ukraine
Arik Air Ltd	Airline	Nigeria
Astraeus Airlines	Airline	UK
Augsburg Airways	Airline	Germany
Austrian Airlines Group	Airline	Austria
Avion Express	Airline	Lithuania
Avro Holidays	Tour Operator	UK
AZAL	Airline	Azerbaijan
Aztec Airways	Airline	USA
BA Cityflyer	Airline	UK
Bahamasair	Airline	Bahamas
Bangkok Airways	Airline	Thailand
Beijing Capital Airlines Co., Ltd	Airline	China
Blackcomb Aviation LP	Airline	Canada
Blue1	Airline	Finland
Branson Air Express	Airline	USA
British Airways	Airline	UK
Cathay Pacific	Airline	China
Cayman Airways	Airline	Cayman Islands
Cebu Pacific Air	Airline	Philippines
Chang An Airlines	Airline	China
China Airlines	Airline	Taiwan
China Eastern Airlines	Airline	China
China Southern Airlines	Airline	China
China West Air	Airline	China
CityJet	Airline	Ireland
Click Mexicana	Airline	Mexico
Collette Vacations	Tour Operator	USA

Condor Airlines	Airline	Germany
Continental Airlines	Airline	USA
COPA Airlines	Airline	Panama
Cosmos Holidays	Tour Operator	UK
CSA - Czech Airlines	Airline	Czech Republic
CVC Viagens	Tour Operator	Brazil
Dalmatian.Hr	Airline	Croatia
Delta Air Lines	Airline	USA
Dragonair	Airline	China
easyJet	Airline	UK
EgyptAir	Airline	Egypt
El Al Israel Airlines	Airline	Israel
Emirates	Airline	United Arab Emirates
Ethiopian Airlines	Airline	Ethiopia
Etihad Airways	Airline	United Arab Emirates
Etihad Crystal Cargo	Airline	United Arab Emirates
Eurojet Ltd	Airline	UK
EuroLOT	Airline	Poland
Eurowings	Airline	Germany
Eva Air	Airline	Taiwan
Exp.Air Cargo	Airline	Canada
FedEX Express	Airline	USA
Finnair Mainline	Airline	Finland
First Air	Airline	Canada
First Choice Holidays	Tour Operator	UK
Flair Airlines Ltd	Airline	Canada
Fly Montserrat	Airline	Montserrat
Freebird Airlines	Airline	Turkey
Frontier Airlines	Airline	USA
Germanwings	Airline	Germany
Global Aviation Holdings	Airline	USA
Gol Transportes Aéreos	Airline	Brazil
Grand China Airlines	Airline	China
Gulf Air	Airline	Bahrain
Hainan Airlines	Airline	China
Harmony Airways	Airline	Canada
Hawaiian Airlines	Airline	USA

Henan Airlines	Airline	China
Hong Kong Airlines Limited	Airline	China
Hong Kong Express Airways	Airline	China
Horizon Air	Airline	USA
HungaroControl	Slot Coordinator, Trade Association	Hungary
Iberia Airlines	Airline	Spain
Iberia Regional Air Nostrum LAM	Airline	Spain
Icelandair	Airline	Iceland
IndiGO	Airline	India
Indonesia AirAsia	Airline	Indonesia
Indus Travels Inc.	Tour Operator	Canada
Iraqi Airways	Airline	Iraq
Jade Cargo International company Limited	Airline	China
Japan Airlines	Airline	Japan
Jat Airways	Airline	Serbia
Jet Airways	Airline	India
Jet2.com	Airline	UK
Jetairfly	Airline	Belgium
JetBlue Airways	Airline	USA
Jetstar Airways	Airline	Australia
JetStar Asia	Airline	Singapore
Jiangsu Airlines	Airline	China
Kingfisher Airlines	Airline	India
KLM Cityhopper	Airline	Netherlands
KLM Royal Dutch Airlines	Airline	Netherlands
Korean Airlines	Airline	South Korea
Kunming Airlines	Airline	China
LAN Airlines	Airline	Chile
LAN Argentina	Airline	Argentina
LAN Cargo	Airline	Chile
LAN Chile	Airline	Chile
LAN Ecuador	Airline	Ecuador
LAN Express	Airline	Chile
LanPeru	Airline	Peru
LIAT	Airline	Antigua & Barbuda
LOT Charters	Airline	Poland

LOT Polish Airlines	Airline	Poland
Lucky Air	Airline	China
Lufthansa	Airline	Germany
Lufthansa CityLine	Airline	Germany
Lufthansa Italia	Airline	Italy
Mahan Air	Airline	Iran
Malaysia Airlines	Airline	Malaysia
Malaysia Airlines Cargo	Airline	Malaysia
Malev Hungarian Airlines	Airline	Hungary
Malmö Aviation	Airline	Sweden
MexicanaLink	Airline	Mexico
Middle East Airlines	Airline	Lebanon
MNG Airlines	Airline	Turkey
Monarch Airlines	Airline	UK
Moonlight Air	Airline	Switzerland
North American Airlines	Airline	USA
Norwegian.com	Airline	Norway
Oman Air	Airline	Oman
Omni Air International	Airline	USA
Perm Airlines	Airline	Russia
Philippine Airlines	Airline	Philippines
Polet Airlines	Airline	Russia
Porter Airlines	Airline	Canada
PTL Airlines	Airline	Austria
Qantas Airways Limited	Airline	Australia
Qatar Airways	Airline	Qatar
RAK Airways	Airline	United Arab Emirates
Regional Cargo	Airline	Mexico
Royal Brunei Airlines	Airline	Brunei Darussalam
Ruslan International	Airline	UK
Ryanair	Airline	Ireland
Sahil Airlines	Airline	Denmark
SAS	Airline	Denmark
Shaheen Air International	Airline	Pakistan
Shantou Airlines	Airline	China
Shenzhen Airlines	Airline	China
Sky Airlines	Airline	Turkey

Slot Coordination Czech Republic	Slot Coordinator	Czech Republic
South East Asian Airlines	Airline	Philippines
Southwest Airlines	Airline	USA
Southwest Airlines Cargo	Airline	USA
Spanair	Airline	Spain
Spirit Airlines	Airline	USA
SriLankan Airlines	Airline	Sri Lanka
Star Alliance	Airline	Germany
Swiss International Air Lines	Airline	Switzerland
TAM Airlines (Paraguay)	Airline	Paraguay
TAM Linhas Aereas	Airline	Brazil
TAME - Linea Aerea de Ecuador	Airline	Ecuador
TAP Portugal	Airline	Portugal
Thai AirAsia	Airline	Thailand
Thai Airways International	Airline	Thailand
Thai Tiger	Airline	Thailand
Thomas Cook Airlines	Airline	UK
Thomson Airways	Tour Operator	UK
Tianjin Airlines	Airline	China
Tiger Airways	Airline	Singapore
Tiger Airways Australia	Airline	Australia
Transaero Airlines	Airline	Russia
TUI Travel PLC, Aviation Purchasing	Tour Operator	UK
Turkish Airlines	Airline	Turkey
United Airlines	Airline	USA
UPS	Airline	USA
US Airways	Airline	USA
VARIG	Airline	Brazil
VietJet AirAsia	Airline	Vietnam
Vietnam Airlines	Airline	Vietnam
Virgin Atlantic Airways	Airline	UK
Vision Airlines	Airline, Tour Operator	USA
Vladivostok Air (Vladavia)	Airline	Russia
Volga-Dnepr Airlines	Airline	Russia
Vueling	Airline	Spain
WestJet Airlines	Airline	Canada
WindRose Air	Airline	Ukraine

Windward Islands Airways (WinAir)	Airline	Netherlands Antilles
Wolf Global Air LLC	Airline	UK
World Airways	Airline	USA
Wuhan Airlines	Airline	China
Xiamen Airlines	Airline	China
Yunnan Airlines	Airline	China
Zenith Airways	Airline	France

附件三 **2010** 與會機場單位

Company	Industry Type	Country
Abbotsford International Airport	Airport	Canada
Abu Dhabi Airports Company (ADAC)	Airport	United Arab Emirates
Adelaide Airport	Airport	Australia
Aena	Airport	Spain
Aerodom Siglo XXI	Airport	Dominican Republic
Aerodrom Ljubljana d.d.	Airport	Slovenia
Aeroport Brest Bretagne	Airport	France
Aeroport de Lleida	Airport	Spain
Aeroport De Saint John Airport	Airport	Canada
Aeroport Nantes Atlantique	Airport	France
Aeroporti di Roma	Airport	Italy
Aeroporto di Genova Spa	Airport	Italy
Aéroports de Lyon SA	Airport, Airport Management Group	France
Aéroports de Montréal	Airport	Canada
Aéroports De Paris	Airport	France
Aeropuerto Internacional Angel Albino Corzo	Airport	Mexico
Aeropuertos de Honduras	Airport	Honduras
Aeropuertos del Perú	Airport	Peru
Airplan S.A.	Airport Management Group	Colombia
Airports Authority of India	Airport, Civil Aviation Authority	India
Airports Authority of Jamaica	Airport, Airport Management Group	Jamaica
Airports Authority of Trinidad & Tobago	Airport	Trinidad and Tobago
Airports of Thailand Public Company Ltd.	Airport	Thailand
Akron-Canton Airport	Airport	USA
Aktobe International Airport	Airport Management Group	Kazakhstan
Alaska International Airport System	Airport	USA
Alentejo Airport - ANA	Airport	Portugal
Amsterdam Airport Schiphol	Airport	Netherlands
ANA - Aeroportos de Portugal S.A	Airport, Trade Association	Portugal
Anchorage International Airport	Airport	USA
Ancona Airport	Airport	Italy
Aruba Airport Authority N.V.	Airport	Aruba
ASUR - Mexico's Leading Airports	Airport	Mexico

Athens International Airport	Airport	Greece
Auckland International Airport	Airport, Airport Management Group	New Zealand
Austin - Bergstrom International Airport	Airport	USA
Azores Airports - ANA	Airport	Portugal
BAA Glasgow Airport	Airport	UK
BAA London Heathrow	Airport	UK
BAA London Stansted	Airport	UK
Baltimore/Washington International Airport	Airport	USA
Bandaranaike International Airport - Colombo	Airport	Sri Lanka
Bangalore International Airport	Airport	India
Barbados Grantley Adams International Airport Inc.	Airport	Barbados
Beijing Capital International Airport Co. Ltd.	Airport	China
Bergen Airport Flesland	Airport	Norway
Berlin Airports	Airport	Germany
Berne Airport	Airport	Switzerland
Billund Airport	Airport	Denmark
Birmingham International Airport Ltd	Airport	UK
Bogota - El Dorado International Airport	Airport	Colombia
Bologna Airport BLQ	Airport	Italy
Bordeaux Airport	Airport	France
Boryspil International Airport	Airport	Ukraine
Branson Airport, LLC	Airport	USA
Bratislava International Airport	Airport	Slovakia
Brisbane Airport Corporation (BNE)	Airport	Australia
Bristol Airport	Airport	UK
Brussels Airport	Airport	Belgium
Budapest Airport Zrt.	Airport	Hungary
Cagliari Airport - Sardinia	Airport	Italy
Cairns Airport	Airport	Australia
Cairo Airport Company	Airport	Egypt
Calgary International Airport	Airport	Canada
Cambodia International Airports	Airport Management Group	Cambodia
Canadian Rockies International Airport	Airport	Canada
Capital Airports Holding Company	Airport Management Group	China
Capital Region International Airport	Airport	USA

Cardiff Airport	Airport	UK
Cartagena - Rafael Nunez Airport	Airport	Colombia
Castellón Airport	Airport, Airport Management Group	Spain
Cayman Islands Airports Authority	Airport	Cayman Islands
Changi Airport Group	Airport, Government Authority	Singapore
Charlottetown Airport Authority	Airport	Canada
Chelyabinsk Balandino Airport	Airport	Russia
Chicago O' Hare International Airport	Airport	USA
Chisinau International Airport	Airport	Moldova
Chongqing Airport Group Co.,Ltd	Airport	China
Chubu Centrair International Airport(NGO)	Airport	Japan
Cincinnati Northern Kentucky International Airport (CVG)	Airport	USA
Cleveland Hopkins International Airport	Airport	USA
Cochin International Airport Ltd.	Airport	India
Cologne Bonn Airport	Airport	Germany
Comox Valley Airport	Airport	Canada
Copenhagen Airports A/S (CPH)	Airport	Denmark
Cork Airport	Airport	Ireland
Curacao-Hato International Airport	Airport Management Group	Netherlands Antilles
Dalian Zhoushuizi International Airport	Airport	China
Dallas/Fort Worth International Airport	Airport	USA
Delhi International Airport Pvt Ltd (DEL)	Airport	India
Denver International Airport	Airport	USA
Detroit International Airport	Airport	USA
Dirección General De Aeronáutica Civil	Airport, Civil Aviation Authority	Guatemala
Dortmund Airport	Airport	Germany
Dresden Airport	Airport	Germany
Dubai Airports	Airport	United Arab Emirates
Dubai Aviation City Corporation	Airport	United Arab Emirates
Dubai World Central	Airport	United Arab Emirates
Dublin Airport	Airport	Ireland
Dubrovnik Airport	Airport	Croatia
Durban-King Shaka International Airport	Airport	South Africa
Düsseldorf International Airport	Airport	Germany
East Midlands Airport	Airport	UK

Nottingham-Leicester-Derby		
Edinburgh Airport	Airport	UK
Edmonton International Airport	Airport	Canada
Egyptian Airports Company	Airport	Egypt
Eindhoven Airport	Airport	Netherlands
Ekaterinburg Koltsovo Airport	Airport	Russia
Enfidha Zine El Abidine Ben Ali International Airport	Airport	Tunisia
Erfurt Airport	Airport	Germany
Faro Airport - ANA	Airport	Portugal
Florence - Amerigo Vespucci Airport	Airport	Italy
Fort St. John Airport	Airport	Canada
Frankfurt Airport	Airport, Trade Association	Germany
Frankfurt-Hahn Airport	Airport	Germany
Fraport Twin Star Management AD	Airport Management Group	Bulgaria
Fredericton International Airport Authority	Airport	Canada
Gander International Airport	Airport	Canada
Geneva International Airport	Airport	Switzerland
Ghana Airports Company Limited	Airport, Trade Association	Ghana
Glasgow Prestwick Airport - Infratil	Airport	UK
GMR Group	Airport Management Group, Industry Supplier	India
GMR Hyderabad International Airport	Airport	India
Grande Prairie Airport	Airport	Canada
Greater Moncton International Airport	Airport	Canada
Grupo Aeroportuario Centro Norte	Airport	Mexico
Grupo Aeroportuario del Pacifico (GAP)	Airport	Mexico
Guangdong Airport Management Corp.	Airport	China
Guangzhou Baiyun International Airport Co., Ltd.	Airport	China
Haikou Meilan International Airport Co. Ltd	Airport	China
Hainan Airport Group (HNA)	Airport Management Group	China
Halifax International Airport Authority	Airport	Canada
Hamburg Airport	Airport	Germany
Hangzhou Airport	Airport	China
Hannover Airport	Airport	Germany
Hartford Bradley International Airport	Airport	USA
Helsinki Airport - Finavia	Airport	Finland

Hermes Airports - Larnaca/Paphos	Airport Management Group	Cyprus
Houston Airports	Airport	USA
ICF Airports - Antalya Airport	Airport	Turkey
Incheon International Airport	Airport	Republic of Korea
Indianapolis International Airport	Airport	USA
Istanbul Sabiha Gökçen International Airport	Airport	Turkey
Jacksonville Aviation Authority	Airport	USA
Jakarta International Airport	Airport	Indonesia
JFK International Air Terminal LLC	Airport	USA
Jilin Civil Airports Group Company	Airport	China
Jomo Kenyatta International Airport Nairobi	Airport	Kenya
Jönköping Airport	Airport	Sweden
Julius Nyerere International Airport	Airport	Tanzania
Kamloops Airport	Airport	Canada
Kansai International Airport	Airport	Japan
Kansas City International Airport	Airport	USA
Karagandy International Airport "Sary-Arka"	Airport	Republic of Kazakhstan
Katowice International Airport	Airport	Poland
Keflavik International Airport - Isavia Ltd.	Airport	Iceland
Kelowna International Airport	Airport	Canada
Kent International Airport - Infratil	Airport	UK
Kenya Tourist Board	Airport, Tourism Authority	Kenya
Keolis Airports	Airport	France
Khabarovsk Airport	Airport	Russia
Kilimanjaro International Airport	Airport	Tanzania
King Abdulaziz International Airport - Jeddah	Airport	Saudi Arabia
King Fahd International Airport	Airport	Saudi Arabia
King Hussein International Airport	Airport	Jordan
King Khaled International Airport, Riyadh	Airport	Saudi Arabia
Krakow Airport	Airport	Poland
Lambert-St. Louis International Airport	Airport	USA
Las Vegas/McCarran International Airport	Airport	USA
Leeds Bradford International Airport	Airport	UK
Leipzig/Halle Airport	Airport	Germany
Lethbridge Airport	Airport	Canada
Libreville Airport	Airport	Gabon
Liege Airport	Airport	Belgium

Lille Airport	Airport	France
Lima Airport Partners	Airport	Peru
Lisbon Airport - ANA (LIS)	Airport	Portugal
Lodz Wladyslaw Reymont Airport	Airport	Poland
London City Airport	Airport	UK
London Gatwick Airport	Airport	UK
London International Airport	Airport	Canada
Los Angeles World Airports	Airport	USA
Louis Armstrong New Orleans International Airport	Airport	USA
Lublin Airport	Airport	Poland
Macau International Airport Company Ltd	Airport	China
Madeira Airports - ANAM	Airport	Portugal
Malaysia Airports Holdings Berhad	Airport, Airport Management Group	Malaysia
Malmö Airport	Airport	Sweden
Malta International Airport	Airport	Malta
Manchester Airport	Airport	UK
Marseille Provence Airport	Airport	France
Massport - Boston Logan International Airport	Airport	USA
Melbourne Airport	Airport	Australia
Metropolitan Airports Commission (MSP)	Airport	USA
Metropolitan Washington Airports Authority	Airport	USA
Miami International Airport (MIA)	Airport	USA
Milan Airports SEA spa (MXP)	Airport	Italy
Milan Bergamo Airport	Airport	Italy
Minsk National Airport	Airport	Belarus
Mombasa Moi International Airport	Airport	Kenya
Montego Bay International	Airport	Jamaica
Montpellier Mediterranee Airport	Airport	France
Moscow Domodedovo Airport	Airport	Russia
Mumbai International Airport Pvt Ltd	Airport	India
Munich Airport	Airport	Germany
Mwanza Airport	Airport	Tanzania
Nanaimo Airport	Airport	Canada
Nanjing Lukou International Airport Co., Ltd	Airport	China
Naples Airport	Airport	Italy

Narita International Airport Corporation	Airport	Japan
Nashville International Airport	Airport	USA
Nassau Airport Development Company	Airport	Bahamas
National Airports Corporation Ltd.	Airport	Zambia
Newcastle International Airport	Airport	UK
Niagara Falls International Airport	Airport	USA
Northern Territory Airports (Darwin)	Airport	Australia
Novosibirsk International Airport Tolmachevo	Airport	Russia
Nuremberg International Airport	Airport	Germany
Oakland International Airport	Airport	USA
Oman Airports Management Company S.A.O.C.	Airport	Oman
Orlando International Airport	Airport	USA
Orlando Sanford International Airport	Airport	USA
Orlando/Melbourne International Airport	Airport	USA
Oslo Airport	Airport	Norway
Ottawa International Airport	Airport	Canada
Paderborn/Lippstadt Airport	Airport	Germany
Palm Beach International Airport	Airport	USA
Paris Vatry Airport	Airport	France
Peel Airports Limited	Airport	UK
Perpignan Rivesaltes Airport	Airport	France
Philadelphia International Airport (PHL)	Airport	USA
Philip Goldson International Airport	Airport	Belize
Phoenix Sky Harbor International Airport(PHX)	Airport	USA
Pisa Galileo Galilei Airport	Airport	Italy
Pittsburgh International Airport	Airport	USA
Plovdiv International Airport	Airport	Bulgaria
Polish Airports State Enterprise	Airport	Poland
Port Authority of New York & New Jersey	Airport	USA
Porto Airport - ANA	Airport	Portugal
Portsmouth International Airport at Pease	Airport	USA
Poznan-Lawica Airport	Airport	Poland
Prague Airport (PRG)	Airport	Czech Republic
Prince George Airport Authority	Airport	Canada
Pula Airport	Airport	Croatia
Punta Cana International Airport	Airport	Dominican Republic
Quebec City Jean Lesage International Airport	Airport	Canada

Queen Alia International Airport	Airport	Jordan
Quito International Airport	Airport	Ecuador
Ras Al Khaimah International Airport	Airport	United Arab Emirates
Región De Murcia International Airport	Airport	Spain
Reno-Tahoe Airport Authority	Airport	USA
Riga International Airport	Airport	Latvia
Rijeka Airport	Airport	Croatia
Rostov-on-Don International Airport	Airport	Russia
Rzeszow Airport	Airport	Poland
Saint Petersburg International Pulkovo Airport	Airport	Russia
San Antonio International Airport	Airport	USA
San Diego International Airport (SDCRAA)	Airport	USA
San Francisco International Airport	Airport	USA
San Jose - Silicon Valley International Airport	Airport	USA
Sanya Phoenix International Airport	Airport, Civil Aviation Authority	China
Sarasota Bradenton International Airport	Airport	USA
Saskatoon International Airport	Airport	Canada
Seattle-Tacoma International Airport	Airport	USA
Shanghai Airport Authority	Airport	China
Shanghai International Airport Co.,ltd	Airport	China
Shannon Airport	Airport	Ireland
Shantou Airport	Airport	China
Sharjah Airport Authority	Airport	United Arab Emirates
Shenzhen Bao'an International Airport(SZX)	Airport	China
Sheremetyevo International Airport, Moscow	Airport	Russia
Sichuan Province Airport Group Co, Ltd.	Airport	China
Sikhuphe International Airport	Airport	Swaziland
Skopje Alexander The Great Airport	Airport	Macedonia
Soekarno - Hatta International Airport	Airport	Indonesia
Sofia Airport	Airport	Bulgaria
	Airport, Airport Management	
Southwest Florida International Airport	Group	USA
St John's International Airport Authority Inc.	Airport	Canada
St. Petersburg-Clearwater International Airport	Airport	USA
Stockholm Arlanda Airport	Airport	Sweden
Stuttgart Airport	Airport	Germany
Swedavia	Airport Management Group	Sweden

Sydney Airport Corporation Limited	Airport	Australia
T.F. Green Airport (PVD)	Airport	USA
Tallinn Airport	Airport	Estonia
Tampa International Airport	Airport	USA
Taoyuan International Airport	Airport	Taiwan
TAV Airports	Airport	Turkey
Tbilisi International Airport	Airport	Georgia
Telluride Montrose Regional Airport	Airport	USA
Tianjin Binhai International Airport	Airport	China
Tirana International Airport	Airport	Albania
Tocumen International Airport - Panama City	Airport	Panama
Toluca International Airport	Airport	Mexico
Toronto Pearson International Airport	Airport	Canada
Toronto-Hamilton International Airport	Airport	Canada
Toulouse Airport	Airport	France
Trieste Airport	Airport	Italy
Trondheim Airport Værnes	Airport	Norway
Turin Airport	Airport	Italy
Turks and Caicos Airports Authority	Airport	Turks and Caicos Islands, BWI
Vancouver Airport Authority	Airport, Conference Centre	Canada
Vancouver Airport Services (YVRAS)	Airport	Canada
Venice Marco Polo Airport	Airport	Italy
Verona Airport System	Airport	Italy
Victoria Airport Authority	Airport	Canada
Vienna International Airport	Airport	Austria
Vilnius International Airport	Airport	Lithuania
Vnukovo Airport Moscow	Airport	Russia
Warsaw Chopin Airport	Airport	Poland
Westralia Airports Corporation	Airport	Australia
Windsor International Airport - YQG	Airport	Canada
Winnipeg Airports Authority	Airport	Canada
Wroclaw Airport	Airport	Poland
Yunnan Airport Group Co. Ltd	Airport	China
Zagreb Airport Ltd	Airport	Croatia
Zurich Airport	Airport	Switzerland
Zvartnots International Airport	Airport	Armenia

