

出國人員報告書(出國類別：出國考察及訪問)

「參加 2012 Passenger Terminal
Expo」

出國報告書

服務機關：交通部桃園國際機場股份有限公司

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出國期間：101.4.16 ~ 100.4.23

報告日期：100.7.14

列印

提要表

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報告名稱：	參加2012 Passenger Terminal Expo					
計畫主辦機關：	桃園國際機場股份有限公司					
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列印

摘要

Passenger Terminal Expo 是國際上有關機場規劃、營運及相關技術發展最具規模的會展之一，今年為第 18 屆會議在奧地利維也納舉行，在為期 3 天的會展中分為研討會及展覽場兩大區域，研討會分為機場設計規劃及發展、機場商業發展、機場環保與永續發展、航空保安及相關設備系統、科技與作流程改善、顧客服務及旅客感受等多達 7 個主題會場，203 場專業簡報與 18 場討論會；而於展覽區則有許多的設備商參展，展示機場所需各項相關產品與技術，例如航廈內的座椅、行李處理、安檢設備、空橋、監控管理系統等，以及因應未來可能發展的先進系統均來參展。此外 Skytrax 對世界機場年度調查評鑑的結果，於會展中頒發，因此每年的 Passenger Terminal Expo 會展均有來自世界各地機場同業熱烈參加。

桃園國際機場自從去年參加本項會展後，接獲大會邀請於 2012 年會議中報告機場捷運，另外本公司亦整理第一航廈改善工程及空側商業發展策略等 2 個主題的簡報向大會爭取在 2012 會展中發表，2 個簡報亦獲得大會邀請，因此在本次會議中除了聆聽其他機場之經驗分享外，桃園機場首次在此類國際會議中發表 3 場簡報。

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一、目的

Passenger Terminal Expo 是國際上有關機場規劃、營運及相關技術發展最具規模的會展之一，今年為第 18 屆會議在奧地利維也納舉行，在為期 3 天的會展中分為研討會及展覽場兩大區域，研討會分為機場設計規劃及發展、機場商業發展、機場環保與永續發展、航空保安及相關設備系統、科技與作流程改善、顧客服務及旅客感受等多達 7 個主題會場，203 場專業簡報與 18 場討論會；而於展覽區則有許多的設備商參展，展示機場所需各項相關產品與技術，例如航廈內的座椅、行李處理、安檢設備、空橋、監控管理系統等，以及因應未來可能發展的先進系統均來參展。此外 Skytrax 對世界機場年度調查評鑑的結果，於會展中頒發，因此每年的 Passenger Terminal Expo 會展均有來自世界各地機場同業熱烈參加。

桃園國際機場自從去年參加本項會展後，接獲大會邀請於 2012 年會議中報告桃園機場捷運，為了積極參與國際機場業界的活動，並對外行銷桃園機場，我們也把過去辦理或進行中的計畫，如第一航廈改善工程及空側商業發展策略等 2 個主題向大會爭取在 2012 會展中發表，很榮幸的 2 個簡報亦獲得大會邀請，因此在本次會議中除了聆聽其他機場之經驗分享外，桃園機場首次在此類國際會議中發表 3 場簡報。

二、行程

利用本次前往維也納參加 passenger terminal Expo 會議之機會，搭乘華航班機經曼谷至荷蘭史基輔機場轉機至維也納，回程則是由維也納直飛台北，整理如下：

日期	行程
4/16 星期一	搭乘中華航空 CI 65 班機前往阿姆斯特丹
4/17 星期二	0915 抵達阿姆斯特丹機場，1140 KL1845 飛維也納機場
4/18~20 星期三~五	參加 Passenger Terminal Expo
4/22 星期日	搭機返台

三、Passenger Terminal Expo

3.1 Passenger Terminal EXPO 2012 會議介紹

「Passenger Terminal」是英國 UKIP 公司針對機場航廈為主題出版的期刊，報導世界各地機場航廈的新設計、設施與設備，並舉辦「Passenger Terminal Expo」航廈博覽會，今年是第 18 屆了，每年在不同城市與機場合辦，如 2011 年在哥本哈根、2012 年 4 月 18~20 日在奧地利維也納舉行、2013 年將在瑞士日內瓦舉行。在為期 3 天的博覽會中，分為設備展及研討會兩大區域，設備展的展場內由與航廈內相關的設備供應商、建築師及顧問公司設置相關攤位，介紹展示最新之產品與軟體服務；而研討會的部分則是區分主題同步進行，參加者拿著議程依想聽的主題在不同的會議室間移動。此外辦理獨立國際機場評比的 Skytrax，也與本會展結合，於會中舉行年度機場頒獎典禮。依據主辦單位統計 2012 年報名參加 Passenger terminal Expo 的人數超過 1,800 人，可算是國際間極重要及甚具影響力的機場相關專業會展。

本次 Passenger Terminal Expo 會議主題可分為下列 7 項：

1. 機場商業發展 Commercial development
2. 機場設計及規劃 Airport Design, Planning and Development
3. 機場環保及永續發展 Environment and sustainability
4. 航空保安及相關設備 Security and facilitation
5. 營運管理 Operations and management
6. 顧客服務及旅客感受 Customer Service and Passenger Experience
7. 科技發展 Technology and processing

7 大主題研討會分別在不同的會場同步展開，共 203 場簡報，18 場的小組討論 (panel discussion)，邀請了世界各機場及專業的顧問機構將他們經營的經驗與大家分享。

3.2 桃園國際機場參與研討會

桃園國際機場公司在 100 年 9 月接獲主辦單位邀請，在機場設計規劃與發展這個主題子項目「機場聯外 (Airport connection)」場次中簡報機場捷運的發展。爲了增加桃園國際機場參與國際活動，機場公司持續改善小組整理了一些主題，並經過公司內部討論後，另選定兩個主題爭取至大會簡報，經與 Passenger Terminal Expo 研討會的委員們接洽，獲得他們邀請，在「機場設計規劃與發展」場次中報告第一航廈改善工程，在「商業發展」場次中發表空側商業策略。

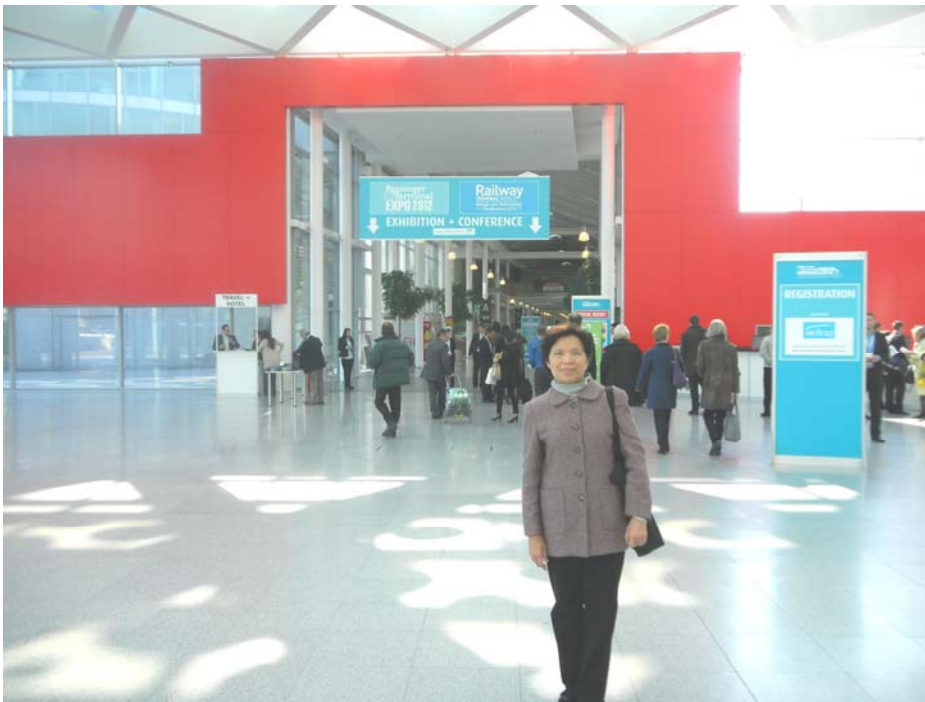
對桃園國際機場而言，是第一次在這類國際研討會中與業界分享我們的經驗，故特別由財務副總周薰蕙率持續改善小組畢金菱出席，也感謝民航局由主任秘書方志文與場站組科長張文哲參加，壯大聲勢。



2012 Passenger terminal Expo 會場



民航局張文哲科長、機場公司周薰蕙副總及民航局方志文主任秘書在會場前



周薰蕙副總在會場入口處

大會議程安排上，機場捷運及第一航廈改善工程都排在 4 月 19 日第二天議程中，上午進行了機場捷運簡報，感謝高鐵局協助提供了許多機場捷運工程相關說明與圖

片，我們主要是由機場的角度說明捷運帶來的便利，在 30 分鐘的簡報裡，介紹了未來各航廈車站及市區報到服務等，爲了說明完成後在旅行時間的差異，還以自己每天通勤往來台北住家與機場爲例，搭乘客運行經高速公路單程旅行時間約在 90 分鐘，如果遇到高速公路塞車就需要更久；捷運完成後從台北車站到機場僅 35 分鐘，旅行時間除了大幅縮短外，可靠度也增加了，可能讓在場聽眾印象深刻，因爲後來在會場內遇到不少人來打招呼，都對我說桃園機場捷運對機場的可及性幫助極大，更覺得除了能連通到台北外，還可至高鐵站轉車到西部走廊的主要城市，這種效益是其他機場捷運較少見的。

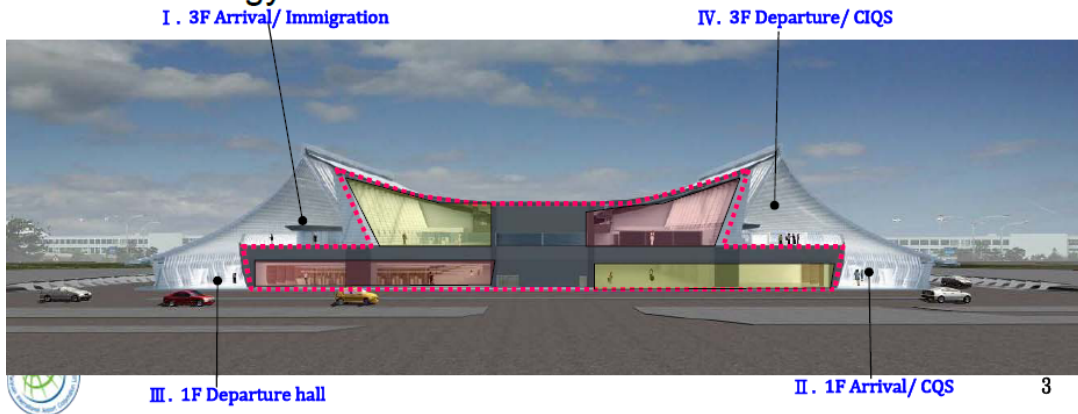


機場公司報告桃園機場捷運概況

第二天的下午則進行了第一航廈改善工程的簡報，雖然目前工程還在進行中，簡報內容的規劃以團紀彥建築師在設計上的巧思、推動過程中如何兼顧工程進行及營運爲報告主軸，強調與航廈作業之使用單位溝通協調之重要性，並整理了許多改善前後的照片與其他機場分享。會後有許多機場代表來跟我們說，這真是一件不容易的工程，尤其是同步要維持年運量 1,100 萬人次之航廈運作，難度真的很高，甚至還有一位俄羅斯機場的代表問我：「我們可以密切保持聯絡嗎？」他們正要開始類似的計畫，過程中希望可以跟桃園機場詢問更多的執行細節。

Project outline

1. Capacity expansion without adding new floor area
 - adds 13,000 m² in total to the 1st and 3rd floor.
2. After the structural reinforcement, Terminal 1 is expected to operate for more than 50 years.
3. The 'Steel Curtain Roof' demonstrate the East Asian characteristic also represent the advanced structural technology.



第一航廈改善工程簡報內容之一

航廈空側商業策略簡報則是安排在第三天議程中，針對桃園機場航廈與線型登機廊廳在建築格局有實體限制之下，調整空側商業策略，找到好的合作夥伴，也可以在旅客感受與實質商業服務上有些改變，是我們想跟國際機場業界分享的經驗。以免稅店為主的空側商業設施，在 2006 年第二航廈合約到期，有了重新規劃招商的機會，當時設計了新的招商策略將第二航廈劃分兩大區，合約設計中除商業設施外亦增加公共設施部分，換言之以 Master contract 的方式以區域為主，在合約中註明廠商營運項目，區域內公共設施執行至今其成果相當理想，尤其是在合約廠商昇恆昌及采盟的創新設計之下，將 C、D 登機廊線型又一間間被分隔的候機室規劃成主題候機室；第一航廈則在 2009 年整併為一個合約辦理招商，最顯著的改變是第一航廈轉機休息區，還有聯通主航廈與登機廊之通廊「機場之歌」與植栽牆的設置形成出境旅客拍照的焦點。非常感謝昇恆昌及采盟公司協助，提供了許多改善前後的照片，很明顯的可以看出差異，當前後比較的照片打在螢幕上時，我聽到了台下的讚嘆聲，當有系統的把成果呈現出來時，聽眾也了解各個主題候機室如何融入臺灣特色、產業發展與文化藝術的用心。簡報後也有許多與會者趨前致意，表示桃園機場周邊的機場大多是新的

建築，我們幾乎是位在全球的一級戰區內，在種種硬體限制下，我們的創新商業策略令他們佩服，也讓很多人說真想來桃園機場看看。



桃園機場公司報告桃園機場空側商業策略

在研討會中也聽到其他機場分享了他們的許多的經驗，看到許多機場單位在展場仔細的詢問廠商新的設備，在會場中也遇到了許多其他機場的老朋友，認識新朋友，在這種國際會展中把桃園機場介紹給大家，是機場公司新的嚐試，希望除了營運統計數字外，也能將機場全體工作同仁不同層面的成果，有系統的與業界分享，讓國際間知道在旅途上有個熱情的地方叫做臺灣！

3.3 機場設計規劃與發展 Airport design, planning and development

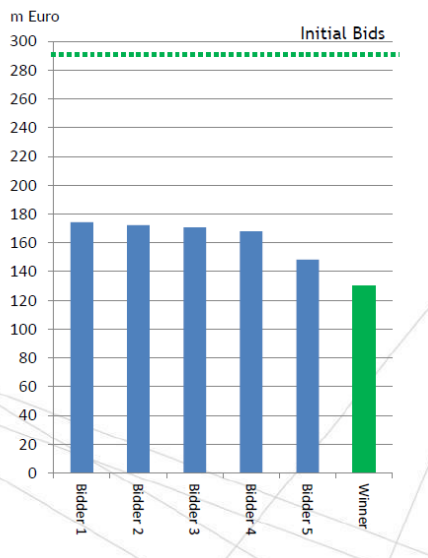
進行機場設計規劃時必須要掌握旅客的特性，及未來發展趨勢，例如way finding不僅僅是交給工程師設計後施工，也必須針對該機場旅客的特性與需求詳加分析，如果旅客組成中長者佔比高，標誌字體大小或許要特別用心、航廈內設施是否方便長者使用。如果家庭旅遊佔比高，或許針對要對攜帶孩童旅行者之需求考量。

布達佩斯機場分享了他們航廈改善工程之經驗，2007年起展開航廈改善工程，至2011年3月27日啓用，將原年容量1500萬人次擴充至5500萬人次，基地不變但是航廈容量增加3倍，工程進行時必須繼續維持營運，布達佩斯機場當局仔細的審查設計顧問的設計，將2.916億歐元的預算降到1.607億歐元，他們的結論是「建設費用是機場的，只有自己認真審查，才能確認錢花在刀口上」，業主認真確實的關注預算與工程進度，使他們的航廈改善工程能在經費合理又如期的達成。

Public Procurement Procedure

Public Procurement was run by external project team composed of construction manager and lawyer:

- Average bid price for core project was reduced from Euro 291.6m to Euro 160.7m through repeated rounds of scope review and value engineering (-45%)
- Contract was signed at a cost of Euro 130.2m
- Public Procurement Procedure remained without appeal



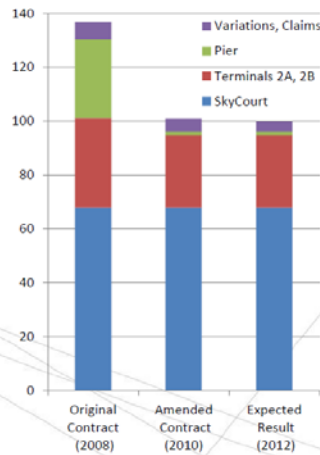
Budget Control

Project was delivered below original budget:

- Original contract foresaw cost of Euro 130.3m + 5% contingency for core project
- Contract was amended to reflect omission of pier, additional cost reduction in spite of major redesign and change of scope

Current budget situation at 98.5% physical completion:

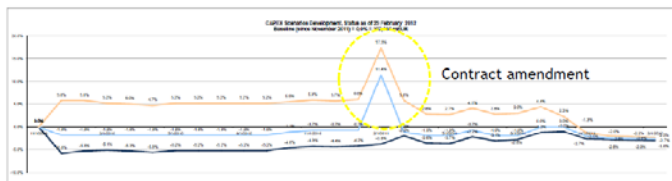
- 68 claims settled, currently no open claim
- 157 variation orders settled, 23 under settlement
- Expected final cost Euro 1.2m below budget



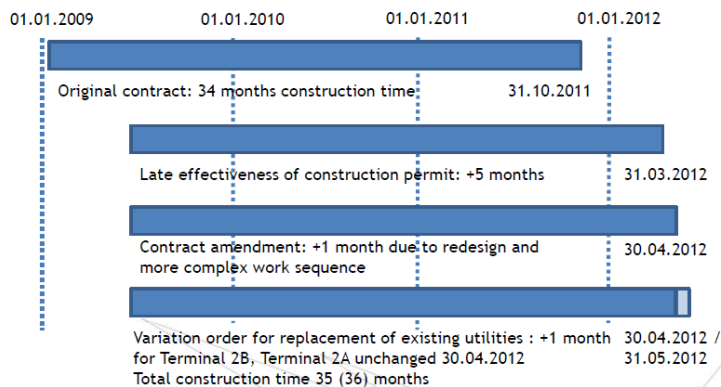
Budget Control - Tools

Monthly review of cost versus budget:

- Progress payments
- Agreed claims and variation orders
- Claims and variation orders under discussion and potential claims and variation orders in a best case / most likely / worst case assessment
- Variations to previous monthly report
- Approved budget at hand



Schedule Control



Total construction time remained stable despite:

- Appeal against construction permit and late start
- Substantial redesign of terminal floor plans after omission of pier
- Request to replace utilities within existing buildings



英國 Mike Foster先生以「如何成爲一個好的業主 (How to be an excellent aviation client?)」爲題深入剖析業主應注意事項，他提出下列主要重點：

1. Do you know what the question?
2. What do the airlines think?
3. What do all the other stakeholders think?
4. Getting a master plan in place.
5. Program management not project management.
6. Setting the requirements
7. Good governance
8. What is the best procurement route
9. Whose risk is it anyway?
10. Progressive fixity
11. Diligent trust- show me not tell me.
12. Turning a project into an operating facility
13. What did we learn?

在執行或推動計畫前，我們是否已經明瞭問題所在，是否是在做一件對的事，如果方向不正確卻要求快速、有效率的推動，很可能會產生錯的更離譜的結果。Do the right thing is more important than do the thing right. 然而在推動大型建設時面對未來總是充滿太多不可預知的變化，在此情形下又該如何確認我們在對的方向？

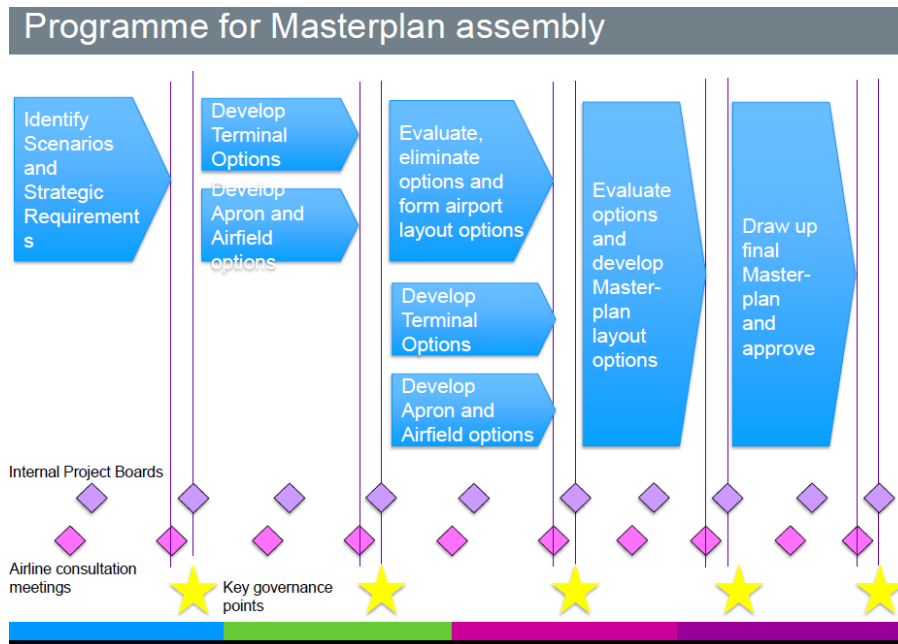
尤其是機場發展往往有超過一種以上的可能發展方式，所以先確認機場的發展願景與目標，再盡可能的了解各種發展情境：

1. 未來成長的不確定程度；成長率推估、航線與市場、航空公司發展。
2. 可能採用之策略；是不是Hub、機種組成、尖峰狀況等。
3. 經由上述分析找出最可能情境，釐清問題，但是要保持彈性因應變化。

航空公司與其他機場作業單位（利害關係人）他們的發展計畫、財務情形、作業特性，也需要納入考量。

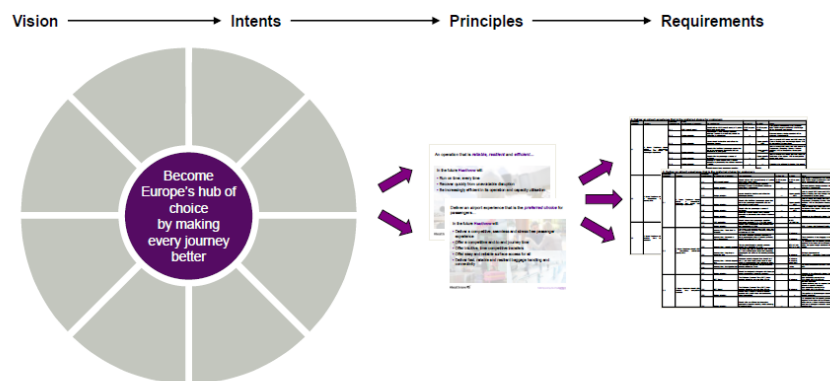
計畫執行時千萬不能見樹不見林，這也是Foster先生再三強調要先有主計

畫，主計畫規劃時要與機場發展願景及策略結合，其他計畫推動時要以「Program management not project management」的方式作業。



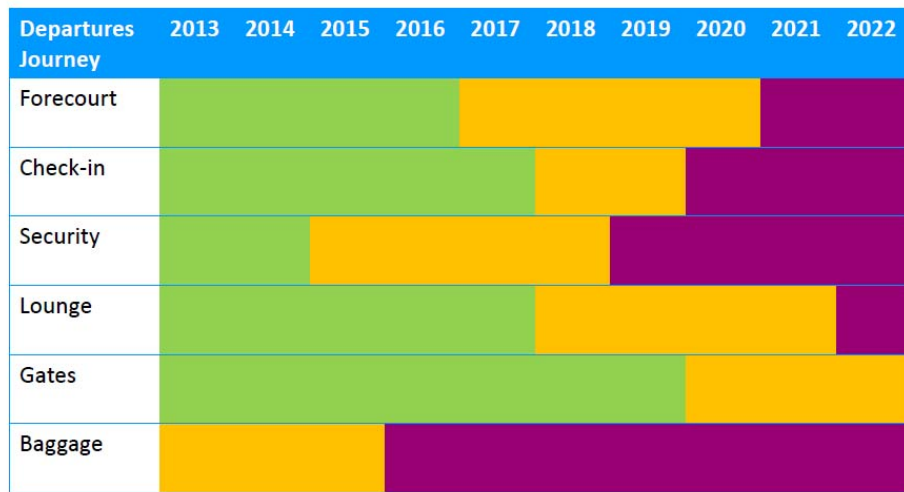
Evaluate your Masterplan through your Strategy

The vision should cascade to a set of strategic intents and principles, which in turn link to a set of airport level requirements



除了整體目標外，還要仔細確認各項設施是否能滿足需求。

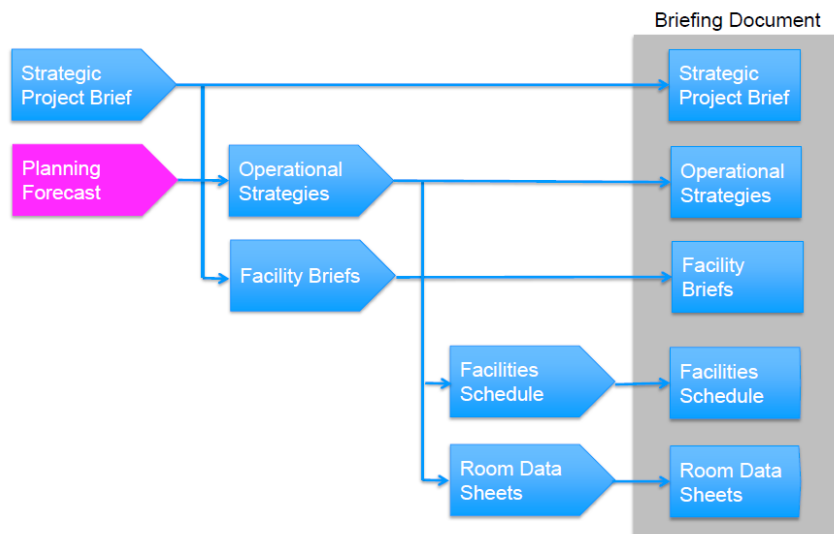
Use a Tactical Prioritisation tool



Measured against 2012 planning forecast

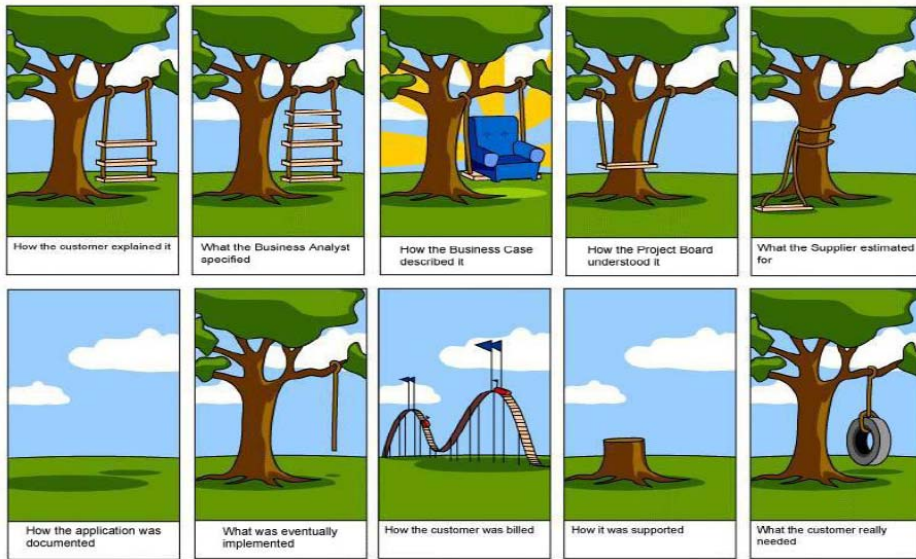
計畫執行時也必須運用妥適的工具針對不同對象製作資料，以利各單位配合辦理。

Briefing Methodology



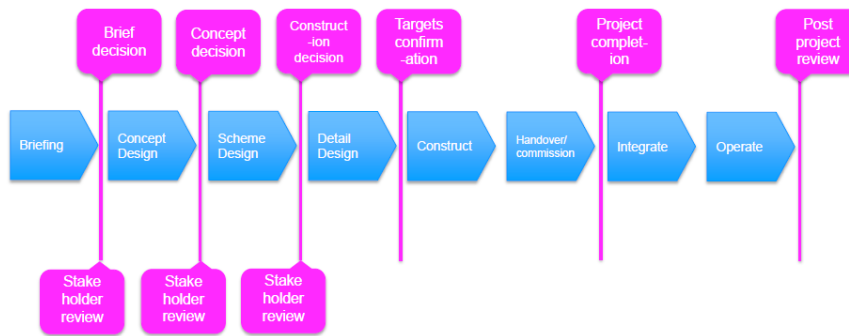
業主的需求必須充分、清楚、盡可能精準的傳達給顧問單位，執行過程中計畫管控亦非常重要，Foster先生利用一個漫畫表達當需求講不清，管控又不良的情形下，計畫執行的結果是難以想像的。例如「要在樹上搭一個鞦韆」如果這就是唯一的指令，過程中業主也沒去看執行狀況，可能就出現漫畫中10種不同解讀的執行成果。

Good governance is essential



因此在過程中必須要設定各類管控點，執行過程中業主要確實掌握計畫執行情形。

Good governance is essential



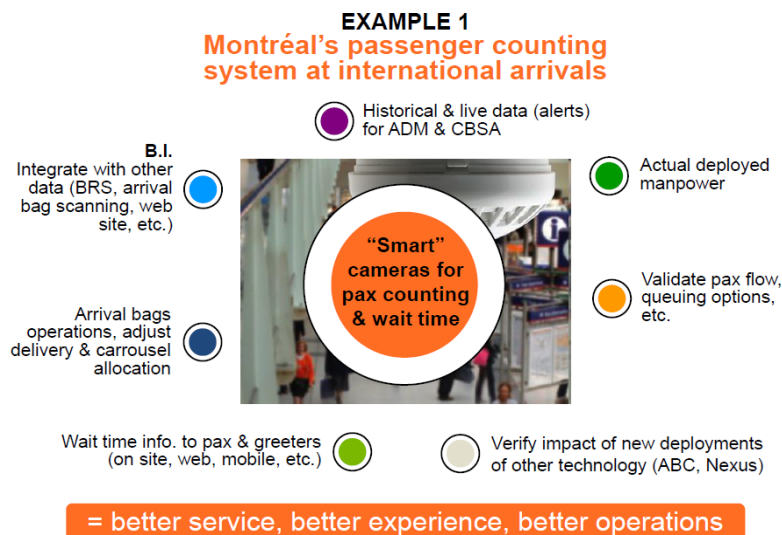
另外一個關鍵，當業主的必須謹記在心，計畫的風險是無法轉移給承商的，所有的風險永遠都會回到業主身上，是躲不掉的，所以業主千萬不能有找了顧問自己就沒事的想法，必須確實掌握可能風險，管理與監控廠商執行情形，以避免風險發生。

Whose Risk is it anyway?

- You can not contract out all the risk
- Be clear what risks you are trying to contract out and which you are managing
- Which ever way you cut it:
 - identify the critical risks
 - make sure the person nominated to manage each risk is the best qualified and best positioned to do so
 - monitor each risk closely

3.4 旅客服務與體驗 Customer service and experience

加拿大蒙特婁機場的Director Industry Relations Mr. Rostworowski 以「Integrating airport technological projects to enhance customer service and experience」（整合機場內之科技系統提升旅客服務及感受）為題說明目前蒙特婁機場之努力方向，整合機場內各單位之資訊系統進行分享，不僅可以帶給旅客更好的服務與體驗，也會因此增加了商業收益的可能性。



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MONTRÉAL

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當旅客資訊彙整出來，預先提供所有作業單位參考時，各單位可以預先規劃調度作業能量，如此一來就可以避免旅客通過各項設施時因服務能量不足，必須排隊等候產生不耐或衝突之機率。



EXAMPLE 2 Airport geo-location



⇒ operations – pax experience – revenues
⇒ airlines – airport – passengers – retail

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PASSENGER TERMINAL EXPO – 2012 # AÉROPORTS DE MONTREAL # 9

運用科技結合旅客動線導引，讓旅客可以從容安心的在航廈內消費，甚至也可記錄消費者需求，進行未來相關服務與商業設施的規劃。

Airport / Airline Process

More generic More choices Simplified

Ex. – Automatic check-in
– Common use self service bag drops

= greater opportunity to focus on
customer service & passenger experience

– Atmosphere – Activities
– Entertainment – "Tools"

Opportunity

Bring the "fun" back into
travelling
Generate more revenues



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PASSENGER TERMINAL EXPO – 2012 # AÉROPORTS DE MONTREAL # 11

如何運用科技降低旅客在機場必須經過的各個流程的不便性，即可讓他在旅程心情好，為旅客創造更多有趣的體驗與回憶，不把飛行視為一種痛苦經驗，或許可以增加其旅行頻次，也就為相關業者帶來更多收入。

在今年的旅客服務與體驗主題下，還針對年長的旅客特性開設專題研討，高齡化是世界各國皆面臨的現象，年長者不論在行動力、視力、聽力及反應上均與年輕人有很大的差別，如果航空運輸各業者不為他們多想一下，很可能這些長者會選則國內旅遊或是搭遊輪旅遊，有幾個機場甚至波音公司都注意到這個現象，在這次的會議中也發表了一些建議，其實這也是我們在機場內觀察到的現象之一，怎麼樣能更貼近旅客需求？如何設身處地為他想？如何反應在我們的硬體設施與軟體服務上。

四、機場設施概況

4.1 荷蘭史基輔機場

本次搭乘華航在荷蘭史基輔機場（Schipol airport）轉機前往維也納，在短短 2 小時的轉機時間將在航廈內所看到值得學習的部分拍照帶回來。



史基輔機場內的垃圾桶，令人感到有趣的是箱子上的字「Help us to recycle（幫我們資源回收）」



簡單的按摩椅，但是加上外罩之後一方面讓他更吸引旅客注意，5 分鐘要

2 歐元的價格也清楚的揭示，而外罩的另一個優點是使用按摩椅的旅客也有些遮敝的效果，不會被經過的旅客直接看到。在色調上用了荷蘭國家代表色橘色。



商店內販售荷蘭特色商品，如起士、鬱金香及各類花卉種子。





利用登機廊角落空間設置餐飲，販賣咖啡、啤酒等飲料，讓候機的旅客有所選擇，這個角落餐廳裝璜以航空為主，牆面上以史基輔機場歷史照片為裝飾重點，並懸掛了許多飛機模型。



如果旅客沒時間坐下來用餐或喝飲料，也可以在陳列三明治、果汁及各類飲料的賣店買了帶走。



管制區內有趣的餐廳，餐廳採用開放式設計，以此餐廳為例，在旅客主要動線上即可明顯的看到「BUBBLES」牆面，極具吸引力，本餐廳主要販售海鮮與啤酒，還在櫃檯前設置一個大型水族箱，並設置立式用餐檯方便匆忙的旅客吃點東西就走。



航廈內服務檯設置在 Pier 交會處，很醒目。



登機廊穿插在座位區中間設有充電插座，史基輔機場並未幫充電插座設置標誌，而是考量使用者需要將插座與桌子檯燈結合，在登機長廊內看到橘色檯燈就找得到插座，既貼心又美觀。

4.2 奧地利維也納機場

這次行程由維也納搭乘華航直飛班機返回台北，看到大廳萬頭鑽動的景象也滿驚人。



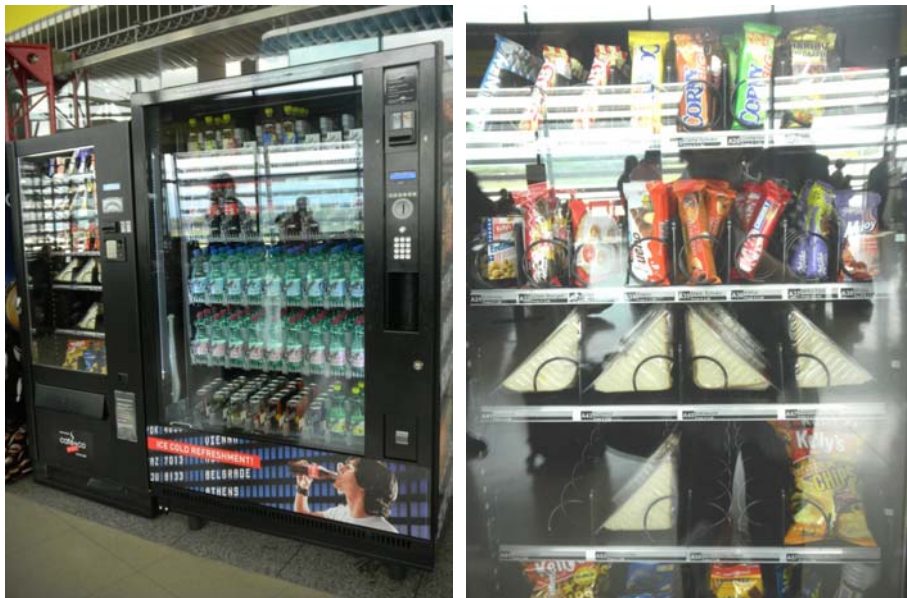
維也納機場報到大廳的自助報到機



機場內販售奧地利特產之小商店，不僅陳列方式很活潑，店員也穿著傳統服裝



在機場內旅客必須通過安檢、證照查驗或是辦理退稅，總是避免不了排隊，而 Q-Line 是維持排隊秩序的必要設備，在維也納納機場發現這個 Q-Line 底座設有小輪子，讓工作人員在移動 Q-Line 可以方便許多，極具創意巧思。



維也納機場候機室內的自動販賣機除了冷飲、咖啡機之外，還有賣三明治與零食的販賣機，可供旅客填填肚子。桃園機場主要旅客進出從早上 7 點至晚上約 11 點，除管制區外的便利商店外，機場內的商店營業時間主要從 7 點到晚上 9 或 10 點，所以營業時間外，旅客在機場內是找不到東西吃，基於對夜間離峰時段旅客服務之考量，這種設備的確不錯。

五、心得與建議

5.1 心得

1. 這次桃園國際機場公司首次整理了我們營運及改善工程等案例，於國際研討會中發表，感謝同仁、商業夥伴昇恆昌及采盟公司的協助，有機會呈現桃園機場近年努力的一部分，把機場介紹給業界，建立國際交流網絡是本次參加會議之主要目的，經過與我們分享我們的經驗及聆聽其他國際機場的報告，會發現機場業界大家面對的主要問題是類似的，而差異在於各國文化的細微部分，很容易就產生共鳴。
2. Passenger terminal Expo 會展規模愈辦愈大，在會場中我注意到新加坡樟宜機場是由 CEO 率領相當多的同仁參加，CEO 李先生在展覽會場中很仔細的與參展廠商討論，對產業新的發展非常注重；在研討會的部分每場幾乎都有 2 位記錄重點或錄影，樟宜機場每年都準備相關題目於會中發表，極為重視航空產業新知之學習及業界交流。不論臺灣社會或是政府都給予機場很高的期許，要我們與國際接軌或是成爲國際一流的機場，這也是機場公司必須努力的方向。
3. 路程中經過的機場，都將設身處地爲旅客著想的這個目標落實在設施與服務上，唯有在機場內必要的流程，能順暢、快速、確實的完成，旅客才能心情愉快的逛商業設施，不論是購物或用餐，也才能增加機場收入。

5.2 建議

1. 本次出國參加 Passenger terminal Expo 將相關心得與感想在公司主管會議及另安排向一般同仁報告，希望能將其他機場的經驗及作為介紹給同仁，以做為日常作業時也能有新的想法，此外也仔細閱讀了其他我們沒能參加的主題之簡報內容，並整理出來以「機場新知介紹」為題陸續與機場同仁分享，以發揮本次出國之最大效益。
2. 建議公司同仁應該持續將辦理的業務有系統的整理，先在公司內部介紹給其他部門，一方面可訓練同仁以專案的角度思考其工作，另一方面也可以練習表達能力，建立工作自信。
3. 隨著科技發展及旅客特性變化，機場發展與各項設施也必須要隨之改變，才能以理想的服務品質滿足顧客需求，所以積極參與國際間相關會議與展覽對機場而言極為重要，不僅可以吸收新知掌握業界發展趨勢，亦可收行銷機場之效。

附件 大會詳細議程

Wednesday 18 April

08:45 - 09:10 Welcome to Passenger Terminal CONFERENCE 2012 - Opening address and keynote speech

Julian Jäger, Chief Operating Officer (COO), Vienna International Airport, Austria
Gürthner Ofner, Chief Financial Officer (CFO), Vienna International Airport, Austria

Airport Design, Planning and Development

09:15 - 17:30

09:15 - 09:20 Introduction by Conference Chairs
Pat Askew, Senior Director, Aviation+Transportation, Gensler, USA
Ellen Crews, National Market Principal, Jacobs, USA

09:20 LAX: rebuilding for the future
Roger Johnson, Deputy Executive Director, Los Angeles World Airports, USA

The seven-year capital improvement programme is under way at LAX with the renovation and modernisation of LAX's existing terminals and the Bradley West project, which is considered to be the biggest public works project in the history of the City of Los Angeles. Costing US\$4.1 billion, it is expected to create 4,000 construction-related jobs during the four-year project schedule. The Bradley West project will provide greater capacity to the Tom Bradley International Terminal (TBIT) west side, with the addition of new gates to accommodate new-generation aircraft and a Great Hall for dining, retail shopping and passenger amenities.

09:50 Keeping your terminal current through changing times

Bill Restall, President & CEO, Saskatoon Airport Authority, Canada

The presentation will focus on the continuing growth of Saskatoon Airport during the current economic boom of our province. Throughout this growth there is a need to maintain the functionality of all elements of our airport critical to the passengers' travel experience. The growth has resulted in a terminal expansion well ahead of projected timelines. The expansion is disruptive as it focuses on the core of our current building. How we deal with the disruption to maintain a positive customer experience is the challenge, as is incorporating growth opportunity in our terminal building.

10:20 Transforming DAA

Oliver Cussen, Deputy Chief Executive, Dublin Airport Authority (DAA), Ireland
An insight into the Dublin Airport Authority's journey from its creation in 2005 to the present day, focusing on how the organisation and the infrastructure that it operates were radically improved during the period.

10:50 - 11:15 Break

11:15 Philadelphia International Airport's Capacity Enhancement Program: building for the future

Mark Gale, CEO, Philadelphia International Airport, USA
PHL's Capacity Enhancement Program (CEP) is the airport's long-range plan to support the region's efforts to compete in the expanding global marketplace. Although it is primarily directed at reducing delays and enhancing capacity through significant airfield improvements, the CEP will also develop new airport facilities and modernise existing ones with the goal of improving service for domestic and international travellers. This US\$6.4 billion programme will take an estimated 15 years to complete, create over 100,000 jobs and contribute to the region's long-term economic viability, connecting Philadelphia more efficiently to the world.

11:45 Flexible airport developments and successful terminal opening

Jost Lammers, CEO, Budapest Airport, Hungary
The presentation will provide an overview of how Budapest Airport adapted its capital investment plans to cope with changing market conditions and securing stakeholder buy-in to re-phasing capital investment programmes during an economic downturn. Looking ahead, it will address how to best factor customer and market needs into development plans. An overview is also provided of how Budapest Airport successfully project managed and implemented the operational readiness of the award-winning €100 million budget SkyCourt terminal facility, which opened at the end of March 2011 as a main development for the airport, along with initial experiences.

12:15 Life of a passenger terminal and beyond

Kiran Merchant, Manager Aviation Planning Division, Port Authority of NY&NJ, USA

In 1961 TWA opened the doors to its brand-new terminal at JFK, designed by world-renowned architect Erro Sarrienen. In its first 50 years of existence this terminal saw the heydays of the airline industry and also its worst times. After almost a decade of closure this terminal is



once again ready to wow travellers in its new adaptive use to serve the JFK community. The presentation outlines the journey of a passenger terminal spanning five decades and beyond.

12:45 - 14:00 Lunch

14:00 The ambitious Brazilian airport concession programme vs. limited institutional framework

Dr Rubens Vieira, Infrastructure Director, ANAC, Brazil
Dr Henrique Gennari, Technical Advisor, GCA Group, Brazil
 The presentation will concentrate on the Brazilian air transport institutional framework related to the existing commercial airport network, as well as on the potential non-commercial airport network with an innovative approach to the real importance of such activity to a continental country such as Brazil, as related to physical accessibility and connectivity provider towards socio-economic development. The actual economic development has promoted a significant two-digit traffic growth in the last 10 years, causing constant congestion in terms of passenger and aircraft movement. Therefore the airport concession programme is the only way to provide capacity.

14:30 The redevelopment of Helsinki-Vantaa Airport

Heini Noronen-Juhola, Vice President, Helsinki Airport, Finland
 Plans for the future to increase growth, add an air-rail link and the terminal renovations to date.

15:00 Skylink Terminal at Vienna Airport: function vs. architecture

Peter Mayerhofer, Head of Operational Readiness Skylink, Vienna Airport plc, Austria
 For the Skylink terminal expansion project, Vienna Airport defined many operational requirements. Some of the most important ones were short, quick transfers, but at the same time high quality for passengers during their stay. One question was how to combine this with the architect's approach. The presentation therefore focuses on how this challenge of balancing function and architecture was mastered.

15:30 - 15:45 Break

15:45 Collaboration between airport owner and designer results in unique solutions

David Powell, Deputy Airport Director - Facility Development, Raleigh-Durham Airport Authority, USA
Thomas Theobald, AIA, LEED AP, Principal, Ferntress Architects, USA
 The presentation concerns the collaborative effort of the airport operator and designer to develop and implement creative solutions in a new terminal building, while minimising the impact on operation of an existing terminal building during construction of the new facility. The project team will review Raleigh-Durham International Airport's recently completed Terminal 2 as a study in how collaboration can provide unique, cost-effective solutions to meet many different requirements in an ever-changing airport environment.

16:15 How to be an excellent aviation client

Mike Forster, Director, Forster Associates, UK
 Airport development is complex and demanding for clients. To ensure success they have to ensure that there is the right strategy and accompanying master plan, the right project brief, the right expectations in terms of budget and timescales. They must have an ability to assess options, drive contractor performance and finally bring the completed project into operation. Many airports will only embark on a few large projects within the career of their executives. This presentation will illustrate the range of issues to be tackled and pointers for success.

16:45 - 16:50 Brief intermission for speaker changeover

16:50 - 17:30 PANEL DISCUSSION: Leaders' Forum

Bill Restall, President & CEO, Saskatoon Airport Authority, Canada
Oliver Cussen, Deputy Chief Executive, Dublin Airport Authority (DAA), Ireland
Mark Gale, CEO, Philadelphia International Airport, USA
Jost Lammers, CEO, Budapest Airport Zrt., Hungary

17:30 Wrap up, followed by Opening Day Party!

Wednesday 18 April

08:45 - 09:10 Welcome to Passenger Terminal CONFERENCE 2012 - Opening address and keynote speech

Julian Jäger, Chief Operating Officer (COO), Vienna International Airport, Austria
Günther Ofner, Chief Financial Officer (CFO), Vienna International Airport, Austria

Commercial Development

09:15 - 17:15

09:15 - 09:20 Introduction by Conference Chair

Alan Gluck, Associate Director, AirProjects, USA

09:20 Airport city planning for a regional economic asset

John Ackerman, Chief Commercial Officer, Denver International Airport, USA

The presentation will cover DEN's airport city planning efforts, with an emphasis on integrating the airport plan with regional economic development efforts. Topics:

- 1) Why plan an airport city?; 2) Building stakeholder support; 3) The planning process - land use and economics; 4) Airport city as a component of DIA's commercial strategy.



09:50 Schiphol: from airport-centric to customer-centric

Maarten de Groof, Executive Vice President & Chief Commercial Officer, Amsterdam Airport Schiphol-Schiphol Group, Netherlands

Maarten de Groof will address the further development of the airport city. Key topics will be the interrelationship between aeronautical and non-aeronautical activities, the identification and segmentation of various customer groups, value-based market positioning, and innovation and investment to secure a preferred status.

10:20 Selection process: when process trumps outcome

Deanna Zachrisson, Manager, Concessions Business, Seattle-Tacoma International Airport, Port of Seattle, USA

No one questions that restaurant and retail concessions are a key source of revenue. And nearly everyone involved in selecting concessions for an airport would say that maximising revenue is a top priority. Yet it is more common among US airports to place the emphasis on the process of selecting operators and concepts, with the assumption that process will yield the best outcome. In fact, process becomes slicing up a pie among competitors, where outcome becomes a by-product. If airports truly want to make the best choices for customer experience and revenue, it starts with the outcome.

10:50 - 11:15 Break

11:15 Aéroports de Paris: a new strategy for airport retail

Mathieu Daubert, Retail Director, Aéroports de Paris, France
Aéroports de Paris has built a new strategy for airport retail, based on five main stakes, and which aims to become the reference for travel retail in Europe. The presentation will introduce these stakes, and will be illustrated by the most recent developments put in place in 2012.

11:45 Commercial income: driving retail growth

John Holland-Kaye, Commercial Director, BAA Airports Ltd, UK

Heathrow Airport has some of the highest retail spend in the world, and has seen growth in spend per head of around 35% over the last three years. This presentation will discuss Heathrow's approach to retailing and some of the activities it has used to grow retail income.

12:15 Regional airports and customers' needs

Marco Morriale, CEO, Aerborica Spa, Italy

The presentation will look at the development of regional airports, focusing on passengers' needs, with a case study of Ancona Airport.

12:45 - 14:00 Lunch

14:00 Resource manual for in-terminal concessions

Zenola Campbell, Vice President, Concessions, Dallas/Fort Worth International Airport, USA

The presentation will introduce the new Airport Terminal Concessions Resource Manual, which is the end product of the Airport Cooperative Research Program (ACRP).

14:30 Best practices to increase retail, food and beverage sales

Karl-Heinz Dietrich, Executive Vice President, Fraport AG, Germany

Passengers are a very heterogeneous group, but you have to know them if you want to increase sales. Travel patterns, the mental attitude, personal values and retail-relevant trends are the basis for every retail concept and sales promotion.

15:00 The future of eating and drinking in travel hubs

Pat Murray, Executive Vice President, SSP America, USA

The travel hub is changing, both in air and rail. A raft of broader influences on the way people live - from socio-economic trends such as the rise in healthy eating and the consumption of Asian food to technological advances, such as the mass usage of smartphones and the use of apps - is influencing what people expect from food and beverage in travel hubs and how they consume it. SSP has uncovered a wealth of industry insights that not only provide direction for the industry right now but also indicate a vision of the airport of the future.

15:30 - 15:45 Break

15:45 Reinventing the holdroom (gate area) experience

Raymond Moore, Regional Director, Corporate Real Estate, Delta Air Lines, USA

Rick Blatstein, CEO, OTG Management, USA

In conjunction with Rick Blatstein (OTG Management), Ray will discuss the redevelopment of the Delta gate areas at JFK, LGA and MSP airports to include a new seating design with tables and counters as well as Apple iPads. The Apple iPads are for guest entertainment and dining - guests may have meals delivered to their holdroom seats. The new holdroom design has become an integral part of the Delta brand and has resulted in increased revenues and customer satisfaction.

16:15 Toronto Pearson's brand strategy: more than just a logo change!

Pamela Griffith-Jones, Chief Marketing and Commercial Officer, Greater Toronto Airports Authority, Canada

In 2010 the Greater Toronto Airports Authority developed a brand strategy that focuses on Toronto Pearson becoming North America's leading international hub. The brand strategy positions Toronto Pearson as the customer facing brand and is serving as the catalyst to transform the business practices and culture of the company as it moves from being an airport operator to a service provider. This presentation outlines how the brand strategy is serving to drive real customer change and create a focus for and alignment with its employees and many stakeholders that goes well beyond a new logo and rebranding effort.



16:45 Transforming an airport into a customer brand
Kam Jandu, Executive Director - Aviation, Budapest Airport, Hungary


Since 2009 Budapest Airport has reiterated its vision to become the best airport in the central/eastern European region in terms of quality, service and profitability. An integral part of this approach was to reposition from being a conservative corporate identity into an airport brand leader to underpin the many investments being made by the airport shareholders. The presentation will focus on where the airport has come from pre-privatisation in 2005, to the position it currently holds of being the Best European Airport as voted for by the highest airline authority for network decision makers.

 **17:15 Wrap up, followed by Opening Day Party!**

10:20 The airport metamorphosis

Arnegret Reinhardt-Lehmann, Senior Vice President, Fraport AG, Germany

Frankfurt Airport is an indispensable destination because of its central location and its high degree of connectivity. More than half of the over 50 million passengers who pass through FRA change planes here, and have a choice of which hub they use. The crucial role in the battle for transfer passengers is the quality of their airport experiences. We are committed to becoming better hosts to our passengers and truly treating them as our guests. This is why we launched the service initiative "Great to have you here!" - with numerous measures to bring back the charm of travelling.

 **10:50 - 11:15 Break**

11:15 Adopting a passenger-centric approach to service improvement at GVA

Jean-Luc Portier, Head of Airport Steering, Genève Aéroport, Switzerland

GVA is one of Europe's premier airports, handling over 12m pax annually and priding itself on delivering a superior passenger experience. A key factor, as highlighted in ACI's ASQ report, is passenger experience at security screening. To continue delivering an excellent passenger experience and reduce queue times, GVA is implementing a system that will accurately measure queue times at its Central Search Area. This system will publish live data on monitors within the terminal, ensuring passengers can make informed decisions regarding their airport journey, while allowing for demand-driven resource allocation and deployment and key process optimisation.

11:45 The change in quality management at Munich Airport

Andreas Haufe, Vice President Quality Management, Munich Airport, Germany

Compared with other airports, Munich Airport started implementation of quality management very early, in 1996. Operational and technical processes focused on the process of passenger and aircraft handling. More than 4,500 employees were integrated into the quality system, which was certified in accordance with ISO 9001. In recent years the landscape of airports has been changing. Reducing costs and improving the passenger experience should be in a sustainable balance. New approaches are necessary to find a solution for this requirement. This process is under way.

Wednesday 18 April

08:45 - 09:10 Welcome to Passenger Terminal CONFERENCE 2012 - Opening address and keynote speech

Julian Jäger, Chief Operating Officer (COO), Vienna International Airport, Austria

Gürther Ofner, Chief Financial Officer (CFO), Vienna International Airport, Austria

Customer Service and Passenger Experience

09:15 - 17:15

09:15 - 09:20 Introduction by Conference Chairs

Hosvary Muina, North America Area Manager, Copa Airlines, USA

Catherine Mayer, Vice President, SITA, USA

09:20 How to improve passenger satisfaction at Aéroports de Paris airports

François Rubichon, Deputy CEO, Aéroports de Paris, France

In 2011 Aéroports de Paris welcomed 88 Mpx at Paris-Charles de Gaulle and Paris-Orly airports. Whether passengers are departing from, arriving in or transiting through our airports, they deserve an enjoyable experience. Therefore Aéroports de Paris has implemented numerous actions to deliver high-quality services. The presentation will give an overview of Aéroports de Paris' strategy regarding passenger satisfaction.

09:50 Customer experience strategy at a regional airport

Armando Brunini, Managing Director, Aeroporto Marconi Bologna, Italy

The presentation will set the scene with key facts and figures about Bologna Airport. It will move on to outline the main issues and pressures that regional airports face and that impact on current customer experience. The key trends will be explained, along with Bologna Airport's strategy for enhancing customer experience, and examples of recent/ongoing implementations and future projects.



The 2011 conference was the best one yet; both informative and entertaining while providing valuable insight and potential new initiatives to bring back to our operation. I'm looking forward to 2012 in Vienna!

Jonathan Bear, Manager Airport Services, American Airlines, USA



12:15 Certification as a key factor for success at Portuguese airports

Ivone Lopes, Airport Quality, ANA Airport of Portugal SA, Portugal

The presentation will give an overview of the global experience of the Portuguese's Airport Authority with quality airport management, and present the processes involved with national/international certification. In 2009 Portugal's airports successfully completed the certification process. The airports (OPB, FAO, LIS and PDL) are accredited under national and international quality standards (ISO 9001, ISO 14001, OHSAS 18001 and SA 8000). ANA is the first European airport authority to successfully pass the ASQ certification audit and management review, and received the ASQ Assured certification awards. In 2010 ANA Airports of Portugal was also recognised with the Committed to Excellence award by EFQM.

12:45 - 14:00 Lunch

14:00 Driving intelligent business solutions through your customer's voice

Claudia Lin Ramsden, Group Manager Customer Care, Airports Company South Africa (ACSA), South Africa
Making sense of the chaos associated with customer communication can seem daunting. How does one use a sea of customer communication to intelligently drive business solutions? The presentation will demonstrate how ACSA uses the customer voice heard on a multitude of platforms to lead the way. Layering intelligence from a host of electronic and traditional platforms, aligning it with insights gained from airport research, creates a 360° view of your customers' reality. ACSA's communication management programme, the 'Viewing Deck', which in 2008 won the Vodacom title of Best Innovation Annual Web Application Service Providers, will also be showcased.

14:30 Engaging employees and creating a passion for achieving expectations

Beverly Lewis, Airport Station Manager (AAL & MCO), Alaska Airlines, USA
Alaska Airlines has developed some great new tools that are not only making a difference for customer service agents/vendors but are also enhancing the passenger experience. The presentation will describe working with vendors and making them feel like a valued member of the team, tools for successful team building, utilising communication tools effectively and employee recognition tips.

15:00 Valued partnership between the carrier and ground handler

Thomas Knowles, Regional Vice President, Delta Air Lines Global Services, USA
As one of the global solutions to rising fuel costs and an economic slowdown, carriers continue to outsource more and more of their airport services. This approach has seen financial benefits; however, many local operations, both small and large, struggle to find lasting positive operational performance due to the relationship between the vendor

and carrier. Finding a balance that benefits both parties and an open and honest approach to communication is essential for sustaining positive results.

15:30 - 15:45 Break

15:45 Passenger experience: passenger welfare in times of disruption

John Holland-Kaye, Commercial Director, BAA Airports Ltd, UK

Heathrow Airport was significantly impacted by a severe snowfall in December 2010, with many flights cancelled and several thousand passengers sleeping in the terminals. Since then the airport has been working with airlines, passengers and other agencies to redefine how it provides information and welfare to passengers in times of disruption. This presentation will outline the issues Heathrow faced in 2010, the approach it took to developing a welfare protocol with airlines, how airlines and Heathrow will respond in future disruption, and the experience so far of implementing the protocol.

16:15 Using social media during a crisis

Brian Belcher, Director of Marketing & Air Service Development, Yeager Airport, USA

A case study of an airport using social media during a crisis and how the airport controlled the message the media used when covering the event.

16:45 Leverage customers on disruption handling

Alicia Henares Cobo, Head of Airport Systems Unit, Iberia, Spain

Our customers and employees request the provision of more information and greater accuracy, especially when they are involved in a disruption situation. IT engagement has to be focused on effective operative data integration with customer real profile and status, but also on the complete redesign of the different channels offered to the customer. The starting point of this project was leveraging customers on self-disruption handling. Spread throughout one of the major European hubs, the planned result is the provision of a number of propositions and application rollovers: virtual assistance for customers, IBPad enhancements and overall back-office empowerment.

17:15 Wrap up, followed by Opening Day Party!



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Environment and Sustainability

09:15 - 17:30

09:15 - 09:20 Introduction by Conference Chair
Dave Tomber, Aviation Planning Program Manager, Seattle-Tacoma International Airport, USA

09:20 Sustainable airport development with high profitability
Olle Sundin, Airport Director, Swedavia, Sweden
The Swedish aviation market is one of the fastest-expanding in Europe. The secret to this success is due in part to solid economic growth in the country, but also to a large extent the increasing interest in Sweden shown by international travellers. A key stakeholder in this development is Swedavia, the operator of 11 airports across Sweden. Swedavia is also leading the way in minimising climate effect from aviation and thus developing sustainable airports. Lately this green approach has been combined with substantial investments in order to secure increasing demand as well as highlighting the traveller's experience.

09:50 US initiatives on airport environment and sustainability
Berito De Leon, Director, Office of Planning and Programming, US Department of Transportation, Federal Aviation Administration, USA

The presentation will discuss new environmental initiatives being undertaken in partnership with the US aviation industry and stakeholders, including lessons learned and best practices.

10:20 Enhancing passenger experience through facility re-living – a sustainable approach
Wayne Harvey, Director, Facility Management, San Diego International Airport, USA

Ellen Crews, National Market Principal, Jacobs, USA
Ageing constructed assets make up the bulk of most airport property portfolios. At a time when financial constraints are the norm, the question is what realistic measures can be taken to breathe new life into existing facilities without taking an asset back to its bare bones. What improvements can be made to the airport infrastructure while still exceeding passenger expectations? Airports today should consider re-living and retrofitting their passenger facilities and support buildings – giving existing assets a second life and a new chance of sustainability.

10:50 - 11:15 Break

11:15 Reuse, repositioning and achieving LEED Gold at SFO Terminal 2

Keith Thompson, Principal, Gensler, USA
Gensler was engaged under a design-build contract to undertake a major redevelopment of SFO's Terminal 2. The objective of updating this aged, abandoned international terminal was to make it suitable for use as a domestic terminal serving mainline and low-cost carriers. This presentation will focus on Gensler's design response to three goals: budget – the renovation utilised much of the original building, while adding new space where needed; passenger experience – the design reflects changing attitudes to travel by designing for specific emotional states of the traveller's experience; sustainability – T2 is the first terminal to be certified LEED Gold.

11:45 Including sustainability in major refurbishment projects

Emanuel Fleuti, Head of Environment, Flughafen Zürich AG, Switzerland
Airport terminal infrastructures are repeatedly updated, renovated or completely refurbished in the course of airport operation. Including sustainability concepts and elements helps enhance customer satisfaction and reduce costs while coping with the latest industry best practices. Terminal 2 of Zurich Airport is completely refurbished under full operation with a special emphasis on energy-saving measures. The presentation discusses the challenges and how they have been overcome.

12:15 Lighting controls in buildings

Ferran Balcells, Head of the Division of Renewable Energy and Energy Efficiency, AENA Aeropuertos, Spain
The presentation will discuss traditionally used building lighting technologies; lighting compared to the overall building energy consumption; energy saving and energy efficiency through control.

12:45 - 13:45 Lunch

13:45 Airport sustainability: do our passengers care?
Douglas Waters, Best Practice Manager, Gatwick Airport, UK
We understand that the continued success of our sustainability strategy is dependent on the airport understanding the full potential of sustainability and how the concept can be used to enhance our reputation, as well as future-proofing the airport's ability to react to change. The presentation will focus on definitions and expectations as well as the reality of how sustainability is understood at Gatwick. Does it need to be? Do passengers need to know and will it enhance their journey through our airport if they know we are trying to reduce our environmental, social and financial footprint?

14:05 Capital projects executed in alignment with the airport's overall sustainability commitment

Betsy Huigens, Airport Planner, Bechtel Aviation Group, USA
We have worked with GAL environmental, sustainability and developmental staff to develop screening tools, design checklists and procedures to develop a robust process by which capital projects are executed in alignment with the airport's overall sustainability commitment. Previous



processes focused on minimising capital costs of projects and avoiding environmental risks, whereas this new approach identifies opportunities to integrate sustainable design technologies based on their reduced lifecycle costs when compared with standard designs.

14:25 The viability of sustainable infrastructure at Gatwick and other airports

Nicola Morton, Aviation Sector Lead, HOK, UK
A presentation of the findings from a review of sustainable technologies that Gatwick Airport has commissioned. The review identifies those metrics that will help Gatwick Airport development teams decide which technologies to employ in future refurbishment and new-build projects. A summary of the most popular technologies currently being employed will be presented, together with the benefits that have been measured and achieved by numerous airport operators. The presentation will conclude with relevant strategies that can be drawn from this review, and how airport design needs to evolve to respond to the sustainable challenges that all airports currently encounter.

14:45 Airport sustainability: an international benchmarking market review of leading airports

Carol Lurie, Principal/Senior Environmental Planner, VHB/Vanasse Hangen Brustlin Inc, USA
Gatwick Airport Ltd is embarking on a major capital programme: the organisation is honing its sustainability vision, setting performance targets and formalising project development procedures. To support that effort Gatwick conducted an international market benchmarking review to learn from the best practices of 12 European and US airports, and explore how they incorporate sustainability into their capital project development process.

15:05 - 15:25 PANEL DISCUSSION: Gatwick sustainability – how it affects our business and our passengers

Douglas Waters, Best Practice Manager, Gatwick Airport, UK
Carol Lurie, Principal/senior Environmental Planner, VHB/vanasse Hangen Brustlin Inc, USA
Nicola Morton, Aviation Sector Lead, HOK, UK
Betsy Huigens, Airport Planner, Bechtel Aviation Group, USA

15:25 - 15:40 Break

15:40 Energy roadmap 2020

Patrick Janssen, Senior Manager Energy, Aéroports de Paris, France
The presentation will give information regarding the energy ambitions of Aéroports de Paris towards 2020 and energy management.

16:10 Innovative water management for airports

Talel Jaouad, Airport Environment Engineer, ADPI, France
Water management is one of the key elements of environmental management, along with energy and waste. Due to their activities, airports are large consumers and often the source of water pollution. Efficient water management is therefore crucial to reduce consumption, adapt water usage with quality required, minimise pollution before discharging, and enhance recycling. The presentation will first review all the elements required to establish a water management strategy adapted to individual airports' contexts. Then a set of adequate actions will be presented to build a successful water management strategy. Finally, the presentation will provide innovative case studies for airport water management.

16:40 - 16:50 Q&A

16:50 - 16:55 Brief intermission for speaker changeover

16:55 - 17:30 PANEL DISCUSSION: In 2050 we will produce energy with terminal buildings

Emanuel Fleuti, Head of Environment, Flughafen Zürich AG, Switzerland
Patrick Janssen, Senior Manager Energy, Aéroports de Paris, France
Carol Lurie, Principal/Senior Environmental Planner, VHB/Vanasse Hangen Brustlin Inc, USA
Ferran Balcells, Head of the Division of Renewable Energy and Energy Efficiency, AENA Aeropuertos, Spain

17:30 Opening Day Party!

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Operations and Management

09:15 - 13:45

09:15 - 09:20 Introduction by Conference Chair

Alastair Deacon, Chief Aviation Technologist, Amor Group, UK

09:20 The Next-Gen Airport: passenger processes at the centre of operations

Alastair Deacon, Chief Aviation Technologist, Amor Group, UK

Airport operators are under increasing pressure to gain competitive advantage by improving customer experience for passengers and airlines. To realise this goal, operators must achieve an integrated view of operations that joins up terminal and airside processes. Alastair will examine



the benefits of implementing a fully integrated set of operational systems, incorporating AODB, FIDS, RMS, demand forecasting and passenger tracking, providing a consolidated, real-time data source that can be made available to all stakeholders. This enhanced situational awareness provides in-depth historical, current and forecast operational data, facilitating enhanced strategic planning and tactical operational management, both terminal and airside.

09:50 Development of the Total Airport Management Concept

Peter Eriksen, Head of Unit, Eurocontrol, France

The presentation will explain how it is envisaged to integrate the airport into the future air transport network, and how performance-based airport management can be implemented.

10:20 Transparency in delays: aviation authority to airlines and back

Maximilian Ferreira, Air Traffic Controller, Federal Aviation Administration, USA

Non-transparency in delays costs airlines and aviation authorities each year. This cost isn't just measured in millions of dollars to the bottom line, but also in lost time, productivity and efficiency to the respective operations and, just as importantly, credibility of the flying public. With better transparency of delays between aviation authorities, airlines, airport operators and passengers, better decisions can be made that will lead to savings, greater efficiencies and cooperation/understanding from the flying public. Combined with targeted marketing, airlines and airport operators can achieve additional revenues through marketing to passengers experiencing delays.

10:50 Usage of advanced technologies and intelligent analytics for airport CDM

Gerald Schinagl, ICT Architect, Vienna Airport, Austria

In this presentation the concept of airport CDM is enhanced with advanced analytical functions as well as self-learning algorithms and pattern detection to demonstrate the benefits of these technical approaches. With these usage scenarios an existing airport CDM can be taken to a new level of quality and informative value without the need for new or additional data. This presentation covers the concept, technology, implementation approaches and demonstration of selected usage scenarios.

11:20 - 11:45 Break

11:45 Runway rehabilitation under full flight operation: Nuremberg Airport example

Klaus Baumgartner, Head of Airport Department, Obermeyer Planen + Beraten GmbH, Germany

Rehabilitation of the airside is an increasing focus of airports, due to lack of property for expansion and lifecycle of the infrastructure. To not lose airlines, also

for marketing reasons, flight operations need to be in full operation. Therefore several procedures need to be realised, e.g. reduction of the runway length, etc. to optimise the construction activity. The same procedure was necessary at Vienna Airport.

12:15 Resilience and business continuity - an airline emergency plan

To be announced, Virgin Atlantic Airways, UK

12:45 Stress testing of airport operations

Dr Raoul Schild, Managing Partner, Schild & Partner, Austria

A snowstorm strikes the airport. A terror warning requires tighter security measures. Every player at the airport is affected – not least the passengers. What if you could test the consequences on the complete operation (landside and airside) in one go in near real time, and collaboratively develop coordinated mitigation strategies? During the development of Skylink, Austrian Airlines and Vienna International Airport involved all critical stakeholders to do just that. This presentation explains how it was done and provides results.

13:15 The airport-community partnership for resiliency

Dr James Fielding Smith, Professor, American Public University System, USA

In disasters and catastrophes, airports may have to assume non-routine, non-traditional operational roles and may need outside assistance to recover from damage or stress at the airport. Relationships built in advance with surrounding jurisdictions, airport stakeholders and other airports can protect an airport's continuity of operations and its resiliency. This is true for airports of all sizes and in all locations. Relationship-building involves joint planning, drilling and exercising as well as resolution of such issues as liability and cost reimbursement.

13:45 - 15:00 Lunch



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Security and Facilitation

09:15 - 17:30

09:15 - 09:20 Introduction by Conference Chairs

Art Kosatha, CEO, TranSecure Inc, USA
Brian Engle, Station Manager, Southwest Airlines, USA

09:20 A vision for a checkpoint of the future

Kenneth Dunlap, Global Director Security & Travel Facilitation, IATA, USA

'One size fits all' screening has outlived its usefulness. Today's aviation security threat is both greater and more complex than security threats that existed when the current checkpoint was originally designed and deployed in the 1970s to catch hijackers with metal weapons. With growing passenger numbers and constantly changing security threats, there is a need for a new concept in passenger and cabin baggage security screening that emphasises enhanced security and more efficient throughput.

09:45 To be confirmed

10:10 A checkpoint of the future

Ronald Augustin, Deputy Senior Vice President Security Services, KLM Royal Dutch Airlines, Netherlands

Can we find a balance between security and passenger facilitation? We must be able to adapt to changing circumstances in the security environment. Indeed, the concept of mass controls due to the current one-size-fits-all approach comes to its end of being sufficient, both from an economic as well as a security point of view.

We have an obligation to explore and develop complete new principles of aviation security methodology. Walls between governments, authorities, airlines, airports and manufacturers need to be demolished. Public and private common entrepreneurship is the only road to success.

The checkpoint of the future will have to overcome many hurdles - practical and emotional, political and economical - but we have no other choice.

10:35 - 10:40 Brief intermission for speaker changeover

10:40 - 11:30 PANEL DISCUSSION: Checkpoint of the Future - moderated by Ken Dunlap

Ken Dunlap, Global Director of Security and Travel Facilitation, IATA, Canada
Ronald Augustin, Deputy Senior Vice President Security Services, KLM Royal Dutch Airlines, Netherlands
Steve Jackson, Head of Group Security & Facilitation, Qantas Airways, Australia

Johanne Müller, Head of Security, Copenhagen Airports, Denmark

Lee Kair, Regional Director - Europe/Africa, US Transportation Security Administration (TSA), Germany
Yves Duguay, Senior Vice President Operations and Customer Experience, Canadian Air Transport Security Authority (CATSA), Canada

11:30 - 11:55 Break

11:55 Aviation security: threats on the horizon

Steve Jackson, Head of Group Security and Facilitation, Qantas Airways Ltd, Australia

It is time to consider 'over-the-horizon threats' into the next decade, which could impact on the commercial aviation industry. Aviation as a 'system' is viewed as the target, rather than the more linear view of an outcome such as destroying an aircraft or maximising casualties at a place of mass gathering. This presentation will propose what these emerging threats may look like and will challenge the industry to recalibrate its frame of reference to combat them - a vitally important challenge so we are better positioned to undermine the resilience of those wishing to cause us harm.

12:25 TSA's risk-based security

Lee Kair, Regional Director - Europe/Africa, US Transportation Security Administration (TSA), Germany

This presentation will describe TSA's efforts to balance passenger risk with security. TSA has a variety of pilots under way to test various aspects of risk-based security. This session will provide detail on the strategy and early results of these pilots.

12:55 The process of implementing quality management in security

Johanne Müller, Head of Security, Copenhagen Airports AS, Denmark

All can agree that quality in the way we perform security is a paramount issue. But how do we ensure that our performance and focus are steady, reliable and always high quality? For more than a year Copenhagen Airport has worked on developing and implementing a security management system (SeMS), and is now in the final phase of implementing it. How was the process, what are the benefits expected and how does CPH see the future, using and living with SeMS?

13:25 - 14:30 Lunch

14:30 Meeting our customers' needs from a security perspective

Dr Mary Coverney, Head of Health & Safety, Security and Compliance, DAA, Ireland

As airport operators, our objective is to ensure that the experience of our passengers and our airline customers at our airports is as efficient and enjoyable as possible. However, with increasing concerns regarding security, the process of clearing security is becoming an increasingly onerous one. Are we approaching a situation where the process itself will deter potential passengers from travelling? What measures can we take to ensure that in our efforts to meet our obligations to safeguard our



passengers and airports, we don't alienate those on whom our business depends?

15:00 Creating positive values for passengers through security control

Olle Sundin, Airport Director, Swedavia AB, Sweden
The presentation will discuss ways to create positive values for passengers through security control. It will include process, acting as host and ambience in security

15:30 Better Security: a joint initiative of ACI Europe and AEA

Philipp Kriegbaum, Senior Security Coordinator, Fraport AG, Germany

Margreet Lommerts, Manager Security & Cargo, Association of European Airlines, Belgium

Security experts of the leading European airports and airlines have developed their ideas for a new approach to aviation security, beginning with the security process for passengers and carry-on baggage. Core elements are risk-based legislation, unpredictability and passenger differentiation.

15:55 The future of airport security: less is more

Marcel Plaun, Senior Executive Manager, Fraport AG, Germany

Heidrun Holin, Project Manager, Deutsche Lufthansa AG, Germany

The airport security checkpoint is the bottleneck in passenger flows at most airports in the world. Security checkpoints have changed in recent years, always reacting to new threats of terrorism and becoming more and more complex with a focus on providing better technology. It is time for a general change – less should be more! How can we create the same or even better security for flights and increase passenger convenience at the same time?

16:25 - 16:35 Q&A

16:35 - 16:50 Break

16:50 - 17:30 PANEL DISCUSSION: Airport security: stagnant or evolving?

Lee Kair, Regional Director - Europe/Africa, Transportation Security Administration (TSA), Germany

Philipp Kriegbaum, Senior Security Coordinator, Fraport, Germany

Heidrun Holin, Project Manager, Deutsche Lufthansa, Germany

Thomas Penner, Vice President, Munich Airport, Germany

Marcel Plaun, Senior Executive Manager, Fraport, Germany

17:30 Opening Day Party!

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Technology and Processing

09:15 - 17:15

09:15 - 09:20 Introduction by Conference Chairs

Al Lyons, Principal, Arup, USA
Brian Keene, Director - Worldwide Baggage Performance, United Airlines, USA

09:20 Fully automated handling of baggage on airside

Anders Nielsen, Vice President Project & Development, Billund Airport, Denmark
Airports and handling companies struggle to move tons of baggage with a manual labour force. Billund Airport, which runs the handling on-site, has overcome most of the demanding heavy lifts using low-key technology.

09:50 Fast and Secure Baggage: what you need to know

Andrew Price, Head of Baggage Services, IATA, Switzerland
The Fast and Secure Baggage project aims to enable the industry to meet the five new StB goals: distribution, passenger data, real-time information, hassle-free travel and end-to-end processes. To do this the entire baggage handling process needs to be reimagined, from a new licence plate to new ways of sharing baggage information.

10:20 Fallback schemes of the baggage handling system at Incheon Airport

Byeong-nam You, Senior Manager, Incheon International Airport Corporation, Korea
Incheon Airport's BHS performance target (KPI) is very high compared with similar-size airports worldwide. To maintain its goal, it has been equipped with physical backup lines as well as systematic emergency drills with 15 possible scenarios. The presentation will explain the hardware and software measures to handle the situation of system down or deadlock of system beyond its designed automatic mode. It will also share the basic plan and features of BHS in the new Terminal 2, which is planned to open in 2017.

10:50 - 11:15 Break

11:15 Baggage performance: accident or science?

Brian Keene, Director - Worldwide Baggage Performance, United Airlines, USA

The presentation will review a variety of baggage handling strategies and techniques currently under study or actually deployed. These creative methods will include the latest on RFID, inline



enhancements, bag kiosks, scanner arrays and resolution techniques.

11:45 Self-service baggage drop-off at Schiphol

Mariame van Scherpenzeel, Development Manager, Amsterdam Airport Schiphol, Netherlands
After several developments and pilots, Amsterdam Airport Schiphol and KLM have put self-service baggage drop-off into full operation. This presentation will offer insights into the process, technical aspects and passenger experience.

12:15 Fiumicino Airport: will I receive my baggage?

Marco Sbrenni, Head of Terminal Operations at Fiumicino-Rome, AdR - Aeroporti di Roma SpA, Italy
The presentation will explain the detailed analysis of transit baggage delivery carried out by AdR to solve the mishandled baggage issue. After an analysis of baggage flow (transit and local) concluded with IATA, at the beginning of 2010 we invested in integrated solutions such as Bag Manager, BRS and Pseudo BSM Generator, which enabled us to have full visibility of the whole airport baggage flow. We also invested in a NET 6000 automatic sorting system for transit baggage, and we totally abolished manual baggage sorting. Thanks to this great innovation, lost luggage in FCO has decreased dramatically to 11.8 per thousand.

12:45 - 14:00 Lunch

14:00 Every bag counts!

Mark van Gaalen, Strategic Advisor, Amsterdam Airport Schiphol, Netherlands
After commissioning the most modern baggage handling system in the world, Amsterdam Airport Schiphol has set out on a programme of continuous service improvement in automated baggage handling, employing techniques and methods common in the supply chain industry, such as Lean and Six Sigma. As the architect of this continuous improvement programme, Mark will share insights and key factors that will make the baggage handling mission of Amsterdam Airport Schiphol a success: reliable and hassle-free baggage handling at Amsterdam Airport Schiphol, because every bag counts!

14:30 Innovation in baggage at ANA Airports

Sérgio Miranda, Lisbon Airport Baggage Handling System Manager, ANA - Aeroportos de Portugal SA, Portugal
Isabel Gonçalves, Head of Regulatory Affairs, ANA - Aeroportos de Portugal SA, Portugal
The presentation will describe the successful introduction of RFID into the baggage process at Lisbon Airport. The development of a monitoring system for baggage terminals (SABT) has been a critical tool for managing the operation, reducing irregularities and decreasing the number of left-behind items. The joint venture between these two projects resulted in a new monitoring and managing tool: DUMB0. This tool will allow us to get information based on RFID technology and in the future use the information gathered to inform passengers about the status of their bags.

15:00 Doing more with less: increasing the capacity of an existing BHS

Soeren Eijjaer, Head of Baggage Handling, Copenhagen Airports, Denmark
Damien Breier, Vice President, BNP Associates Inc, USA
A joint presentation from Copenhagen Airport and BNP Associates, the talk will focus on a case study of the Copenhagen Airport BHS. The CPH BHS is undergoing a significant upgrade that will increase its capacity by approximately 50% within the same building footprint. Through mechanical, electrical, controls, layout modifications and operational improvements, the upgraded BHS will allow CPH to accommodate significant growth. From changing belting material to providing new load balancing conveyor lines, different enhancement methods applicable to all BHS will be described in detail. Operationally orientated improvements like increasing efficiencies of ground handler operations will also be discussed.

15:30 - 15:45 Break

15:45 Self-tagging in Canada case study: public acceptance and operational ROI

Mike Hofchuk, Director - Planning, Guest Services, WestJet, Canada
WestJet launched self-baggage tagging in one base in August 2010; today we have added 10 more bases in our domestic Canada operation. With more than 500,000 bags tagged a month, learn how WestJet operationalised the processes and worked through regulatory hurdles while still maintaining high guest satisfaction scores and working through the next steps for self-activation in a highly regulated landscape.

16:15 AdP's innovative new automatic two-step baggage drop-off project

Sebastien Pichereau, Strategy Senior Manager, Aéroports de Paris, France
The global implementation of e-services simplified the passenger check-in. But hold baggage check-in remains a major constraint for passengers, as well as airlines and airports. To meet this challenge, Aéroports de Paris has developed a simple and innovative automatic baggage drop-off solution. In order to improve baggage check-in speed and passengers' autonomy, the solution offered by Aéroports de Paris is based on a two-step baggage check-in process.

16:45 - 16:50 Brief intermission for speaker changeover

16:50 - 17:15 PANEL DISCUSSION: What does the future hold for baggage check-in?

Paul Mewett, Director, Simplified Passenger Travel, Vancouver Airport Authority, Canada
Rob Broere, VP - IT Passenger Services Systems & Passenger Experience, Emirates Group IT, United Arab Emirates
Andrew Price, Head of Baggage Services, IATA, Switzerland

17:30 Opening Day Party!



Thursday 19 April

Airport Design, Planning and Development - ASIA

09:00 - 17:35

09:00 - 09:05 Introduction by Conference Chair

Satyaki Raghunath, Managing Director, LeighFisher Limited, UK

09:05 Evolution and future possibilities of passenger terminals

Kenichi Fukaya, Senior Vice President, Narita International Airport Corporation (NAA), Japan

Narita Airport has evolved as Japan's main gateway, expanding its global aviation network under the general banner of WORLD SKY GATE_NARITA. The presentation aims to analyse the future possibilities of passenger terminals that will provide higher levels of services and convenience to its customers. For passengers this includes facilities and services based on state-of-the-art IT and security technologies. For airline users it includes possibilities to accommodate a wide range of business models to meet diverse demands.

09:35 AUH: supporting Abu Dhabi 2030 with state-of-the-art airport infrastructure

Haytham Haidar, Chief Development Officer, Abu Dhabi Airports Company (ADAC), United Arab Emirates

Within the next few years, 20 million people are expected to use Abu Dhabi International Airport as their origin, destination or transit point for international and domestic journeys. Abu Dhabi Airports Company is tasked with ensuring that the airport is able to provide world-class services that meet this demand over the coming years. This is part of the government's Plan Abu Dhabi 2030, an Emirate-wide strategy to cater for Abu Dhabi's business and tourism growth.

10:05 Aviation in India: which way forward?

Ansgar Sickert, Managing Director, Fraport India, India

The presentation will look at recent developments in the volatile Indian aviation market. Particular emphasis will be given to the glacial pace of airport infrastructure development, which has failed to take off since the privatisation of Delhi and Mumbai airports. The discussion will proceed to look at the precarious situation of India's airlines and what this means for the industry as a whole. Finally, the presentation will conclude by charting a way out of the current paralysis by proposing a number of policy changes.

10:35 - 11:00 Break

11:00 - 11:30 PANEL DISCUSSION: Planning for change in the world's fastest-growing regions – different airports, similar problems

Haytham Haidar, Chief Development Officer, Abu Dhabi Airports Company (ADAC), United Arab Emirates

Waleed Youssef, Chief Strategy Officer, TAV Airports Holding, Turkey

Ansgar Sickert, Managing Director, Fraport India, India

11:30 - 11:35 Brief intermission for speaker changeover

11:35 SP2020: overview of master plan development programme for Dubai Airports

James Robinson, Head of Strategic Planning, Dubai Airports, United Arab Emirates

The presentation will address the overall master plan development programme for Dubai Airports. Included will be an overview of demand/capacity analysis, focusing on the aggressive growth plans for Emirates airline. The presentation will include the overall terminal development programme required to address this growth, as well as other functions such as cargo and other support facilities. In addition, the phasing programme will be presented.

12:05 Planning for growth at Bengaluru International Airport, Bangalore, India

Chai Teck Phua, Senior Vice President / Head - Airport Planning, GVK, India

Passenger volumes have grown rapidly at Bengaluru International Airport (BLR) since its inception in 2008. Growth in passenger traffic at BLR is driven by the rapid development of the Indian economy, with positive implications for the propensity for air travel. The purpose of the 2011 master planning efforts centred around three primary drivers: increased passenger demand, alignment of facility needs and the reassessment of terminal facilities to improve land-use efficiencies. Planning efforts defined future airport needs and development opportunities, providing the framework for growth in line with projected demand and ensuring economic viability of the airport in the long term.


12:35 Growth strategy for Cairo Airport: MENA competition

Oliver Weiss, Chief Operations Officer Cairo Airport, Cairo/ Egypt Fraport AG, Egypt

The presentation covers the current status – since the November elections and the partial recovery of Egypt's



tourism industry – of Cairo Airport, describing mid- and long-term developments as well as strategies to cope with strong competition from fast-growing hubs in the immediate vicinity. It also indicates how Cairo is dealing with different passenger groups such as tourists, pilgrims, business and hubbing guests.

 13:05 - 14:15 **Lunch**

14:15 New Doha International Airport: from conception to completion

Bernardo Gogna, Director, New Doha International Airport, Qatar

The presentation will outline New Doha International Airport from its conception to its completion, including the vision for the 21st century by His Highness the Emir Sheikh Hamad Bin Khalifa Al Thani; the role of NDIA in Qatar's national development; the formation of the NDIA Steering Committee tasked to oversee and provide direction for the project; the project organisation; project managers, consultants and contractors; the master plan, site strategy, connectivity to the city, opening day scenario, ultimate development; design features of key facilities within NDIA; the development process, tender process, construction process; strategies for integration of NDIA into the existing fabric of the city.


14:45 The BTO of Madinah Airport in Saudi Arabia


Waleed Youssef, Chief Strategy Officer, TAV Airports Holding, Turkey

The Tibah Consortium was recently awarded a 25-year build-transfer-operate (BTO) concession for Madinah Airport, Saudi Arabia, which represents the first fully fledged airport PPP in the GCC region. Together with its local partners Saudi Oger and Al Rajhi, TAV Airports Holding will invest about US\$1.4 billion in a new state-of-the-art passenger terminal building and other ancillary facilities. Dr Waleed Youssef will present the project structure and development plans.

15:15 New terminal development programme at Male International Airport

Andrew Harrison, CEO, Male International Airport, Maldives

 15:45 - 15:55 **Q&A**

 15:55 - 16:10 **Break**

16:10 Taoyuan Airport Terminal 1 renovation

Jenny Chin-ling Pi, Deputy Manager, Taoyuan International Airport Corporation, Taiwan

Taoyuan International Airport Terminal 1 began operations in 1979. At that time its main purpose was to move passengers through the processes to reach the gates as quickly as possible. Now the airport is more than an aviation port, and terminal service limited to a mere transportation function is unacceptable to passengers. After planning and design works, renovation started in 2009. To maintain daily operation during construction work is very challenging. The whole project was divided into more than five phases and was completed in June 2011.

16:35 Construction of an aircraft bridge over a water channel


Peng Kiat Tan, Assistant Manager, Changi Airport Group (S) Pte Ltd, Singapore

Seletar Airport is currently undergoing expansion and upgrading to support aerospace-related industries in its surrounding areas. Due to the close proximity of the end of Runway 21 to a water channel, the runway end safety area could not meet the recommended distance of 240m. This issue of whether to introduce EMAS or construct a new aircraft bridge over the water channel to meet the recommended distance was discussed at length. The bridge was finally selected over the EMAS due to long-term considerations.

17:00 Innovative airport design for India

Frederic Schwartz, Principal, Frederic Schwartz Architects, USA

Frederic will discuss the design, approach, influences and collaborative strategies for international architecture and planning work, and how to get the job done. He will focus on the design of an innovative new sustainable airport for Chennai, India (nearing completion), which will handle 30 million passengers a year. The talk will also feature prototypical plans for regional airports in India and Africa.

 17:25 - 17:35 **Q&A**

 Followed by the Skytrax **WORLD AIRPORT AWARDS!**

Thursday 19 April

Airport Connections

09:00 - 17:30

09:00 - 09:05 Introduction by Conference Chairs

Steven Perliss, Principal, Lea+Elliott Inc, USA
David Holdcroft, Director of ATRA Europe, ATRA IG (Advanced Transit Association Industry Group), UK

09:05 EU Working Group Intermodality at Airports: first conclusions

Léa Bodossian, Secretary General, Airport Regions Conference, Belgium

The ARC chairs the Working Group 3 (Intermodality at Airports) of the European Commission's is active within the Community Observatory of Airport Capacity (2008-2013). This group is trying to answer questions like: does air-rail intermodality really create capacity? Is it environmentally friendly? What is needed for an efficient intermodal service? Is it applicable to any airport? WG3 members come mainly from the airline, airport, rail and transport ministries sector. External experts are regularly invited to meetings for specific presentations and discussion. The deliverable will be a document for the European Commission containing conclusions and suggestions in the field of air-rail intermodality.



09:35 Rome Airport intermodal centre

Paolo Cambula, Head of Airport Planning, Aeroporti di Roma, Italy

ADR is working not only on the development of airport subsystems but also airport accessibility improvement. In 2008 ADR initiated a study of all possible intermodal improvements to guarantee for the future an adequate level of accessibility to the new hub. The airport traffic forecast provided by ADR led to a proposal for rail, road and metro solutions to improve the current level of accessibility to serve the airport and surrounding community, including the right balance of people-mover, railway, highway and public road. The consequences in terms of environmental targets to reduce emissions will also be discussed.

10:05 Connecting Canada's busiest hubs

Kathy Haley, President, Air Rail Link, MetroInx, Canada
Kathy will explain how Canada's largest city is developing a reliable and rapid express rail link between Canada's busiest transportation hubs: Union Station in downtown Toronto and Toronto Pearson International Airport.

10:35 - 11:00 Break

11:00 Taoyuan Airport's upcoming MRT service

Jenny Chin-ling Pi, Deputy Manager, Taoyuan International Airport Corporation, Taiwan

An MRT system will connect Taoyuan International Airport with Taipei city. The total route length is 51.03km, with 22 stations. To meet the demands of different passengers, express trains and commuter trains are provided. The express train makes fewer stops; running time from Taipei Main Station to the airport will be about 35 minutes. Services will be provided with the headway of 10 minutes for one express train and one commuter train. In-town check-in and porter service will be provided at stations A1, A3 and A18, to give more convenience for passengers.

11:30 APM system operation management for Beijing International Airport

Yu Wang, Vice Manager, Beijing Capital International Airport Co Ltd, China

The APM system at Beijing Airport is the first automated people mover system to be used in a Chinese airport. The presentation will share the management experience of airport APM system operation and maintenance with the audience. The speaker will focus on factors such as operation mode, maintenance management, system failure operation mode and emergent repair, system renovation and spare parts purchase, etc. to give the audience a complete understanding of the operation of the Beijing Airport APM system.

12:00 How PRT can transform the passenger experience at your airport

David Holdcroft, Director of ATRA Europe, ATRA IG (Advanced Transit Association Industry Group), UK

The presentation will explain why the established technology of PRT can provide an economical and transformative passenger transportation experience to an existing constrained airport. It will look at the benefits of PRT with particular reference to the Heathrow pod system.

Topics covered will include integration in congested and constrained areas, potential passenger service, state of the industry, gaining further information and future passenger enhancements

12:30 - 13:45 Lunch

13:45 Connecting rail to runway at Phoenix International Airport Sky Train

James (Jim) Robert Bruce Jr, Vice President, HOK, USA

The PHX Sky Train connects Phoenix METRO light rail by an automated people mover (APM) system. The new gateway to Sky Harbor is the 44th Street Station, which connects the light rail station by moving sidewalk to the APM platform, also allowing for bus, shuttle and car drop-off. Similar services are provided at the East Economy Parking Garages followed by stations at each of the long-term terminals. The ultimate five-mile APM system will connect further west to the ConRAC after connecting a future terminal and ground transportation centre, then allowing removal of all private vehicles from terminal roadways.

14:15 Overcoming rail access challenges

Mike Noakes, Senior Consultant, Optimum Consultancy, UK

The presentation will look at the current challenges faced by an airport owner in enhancing or developing new rail services. These challenges include lack of state funding for investment in track and trains, capacity constraints on existing railways, getting the right product and service quality, and planning links to the city centre and airport correctly. The second half of the presentation will look at how to overcome the challenges. Solutions offered will include alternative funding, how to select and manage the service operation, and how and where to provide multiple products. The presentation will use case studies from around the world.

14:45 Passengers enjoy easy, seamless travel connecting between air/APM/rail

Alfred Stefan Fruehwirth, Director Operations, DCC Doppelmayr Cable Car GmbH & Co KG, Austria

Three case studies will show how an APM can provide the missing link between public transportation and air travel. These installations (Birmingham Airport, UK; Toronto Airport, Canada; and Oakland Airport, California) prove not only how passengers benefit from the seamless transport from rail to APM to air, but will also show how traffic and pollution are reduced. The introduction of such systems into an existing environment can be accomplished in a very cost- and time-efficient way.

15:15 - 15:30 Break

15:30 Bus & Fly: a new Spanish strategy intermodal product

Manuel Higuera, Operation Support & Improvement Projects Manager, Iberia Airlines (IAG Group), Spain

Guillermo Gonzalez Vallina, Business Development Director, ALSA National Express, Spain

The momentum of transport and mobility today creates the necessity to face the future of our business in other ways. Companies are forced to face these new situations



by trying to offer customers a full service, dot to dot. This is why Iberia and Alsa have developed a new bus+fly/fly+bus product, called Bus & Fly. It offers fully integrated travel, including complex airport developments to ensure the connection.

16:00 Case studies in inter- and intra-airport-rail links
Andrew Sharp, Director-General, International Air Rail Organisation, UK

This presentation will review use of rail for links within and between airports. It will briefly review automated people movers, and then look at lessons from airports where rail is used for inter-terminal transfers. There are a few airports directly connected by rail, although its use for interlinking traffic is likely to be small. The presentation will then look at proposals for new inter-airport and inter-terminal links, including PATH at Newark Liberty, the TGV link between CDG and Orly, and finally the 'Heathwick' proposal for London.

16:30 - 17:30 PANEL DISCUSSION: Creating airport connections into and around the airport for passengers and staff

Léa Bodossian, Secretary General, Airport Regions Conference, Belgium
Gregory Owens, Division Director - Real Estate Management & Development, Miami Dade Aviation Department, USA
Kathy Haley, President Air Rail Link, Metrolinx, Canada
Andrew Sharp, Director-General, International Air Rail Organisation, UK

Wrap up, followed by the Skytrax WORLD AIRPORT AWARDS!

The presentation covers MIAL's journey into Facebook and Twitter. It will explain the initial thoughts and views within the organisation about Facebook and Twitter, the changing landscape of passengers in India and usage of social media, and the kind of planning this venture requires. Is it more about processes than tools? How is it monitored? What are the benefits seen so far? Where does IT help in bringing unified communication to handle such feedback? The presentation will also describe the next steps on this journey.

10:35 - 11:00 Break

11:00 How can eCommerce and mCommerce improve passenger experience?

Dr. Marisa Silva, Online Business Manager, Aeroportos De Portugal (ANA), Portugal

11:30 Commercial challenges of airports with LCC traffic below one million passengers per year

Arijandas Stipus, General Manager, Kaunas Airport, Lithuania

The presentation will address the issues and challenges of airports with a dominance of LCC traffic and relatively small turnover.

12:00 Birmingham Airport's terminal merger from a retail perspective

Richard Gill, Head of Market Development - Commercial, Birmingham Airport, UK

The presentation outlines what is probably the biggest retail and food and beverage development ever to take place at the airport. In conjunction with the recent airport rebranding, it has taken the airport to a new level and made it ready for future passenger growth.

12:30 - 13:45 Lunch

13:45 Implementing a successful strategy to grow ANK's retail revenues

Carlos Nunes Madeira, Vice President, ANA Aeroportos de Portugal SA, Portugal

Nowadays it is almost impossible to imagine an airport without retail and the huge variety of services made available to passengers: first because passengers actually demand these services, and second because it is an important source of revenue for airports, and therefore, competition. But getting it right is difficult, so a strategic plan, involving all key stakeholders, is an essential tool for success. Our previous strategic plan in 2006 delivered a 30% growth in revenues despite an adverse economic climate, but now the bar is higher. ANA is happy to present FLIGHT 555, our new strategic plan to 2016, which reflects our ambition to become a reference in airport retailing.

14:15 Why experiential retail matters to airport concessions programmes

Douglass Tomlinson, Founder & CEO, Vino Volo, USA
 Many iconic brands today create highly experiential retail environments to win customers and drive revenues. This presentation will examine leading experiential concepts like Apple, Express Spa and Vino Volo, to explore how such

Thursday 19 April

Commercial Development

09:00 - 17:30

09:00 - 09:05 Introduction by Conference Chair
Alan Gluck, Associate Director, AirProjects, USA

09:05 Creating a loyal customer base through social media
Matthew Hall, CEO - Commercial Department, London City Airport, UK

The presentation will outline London City Airport's social media experience to date, including its development and the pitfalls. It will also explain how the airport has used social media as a platform for a digital CRM strategy for its customer base.

09:35 Social media in the marketing mix
Fergus Boyd, Head of eBusiness (acting), Virgin Atlantic, UK
 Why social media is right for Virgin Atlantic. What we have done. What we have learned.

10:05 Mumbai International Airport's experience with social media: Facebook and Twitter
Meenakshi Agrawal, Vice President, Mumbai International Airport, India



concepts drive higher revenues and present innovation opportunities for airports.

14:45 Creating the right mix – even with limited resources

Franz Svoboda, Head of Center Management, Vienna Airport plc, Austria

This presentation explains the development of non-aviation areas within the project of the new Skylink terminal at VIE. It especially highlights the difficulty in designing the designated retail areas during permanent diminutions of the building. Moreover, there was a break of several months within the tender process for the commercial concessions due to a seven-month interruption of the construction work. After the award of contracts a completely new logistic procedure was set up in order to handle the just as limited delivery zone.

15:15 - 15:30 Break

15:30 Controlling your concession programme's destiny

Mitch Nadler, Director, Concession Programs, JetBlue Airways Corporation, USA

Airport concession programmes are shaped by competing interests. The final programme is often either a compromise among different constituents or the vision of a single group or individual. In either scenario, the programme, and the customers it serves, may suffer, leaving the airport with a sub-optimal concession experience for years. This presentation will offer strategies for navigating through concession programme development to achieve a dynamic programme that exceeds customer expectations, satisfies constituents, earns industry acclaim and affords flexibility. It will explore the following topics: creating objectives, identifying stakeholders and soliciting feedback, choosing a model, developing a branding strategy and measuring success.

16:00 Narita Airport's digital signage Sky Gate Vision
Bungo Nishiura, Manager, Narita International Airport Corporation, Japan

A project is under way at Narita Airport aimed at using digital signage to efficiently provide highly visible information in appropriate locations. We have three perspectives in the incorporation of signage: provide information more effectively, provide more information to promote sales and make and improve the atmosphere in the terminals. Our objective is to use signage as a medium to expand the airport's advertising business. The presentation will focus on the Sky Gate Vision initiatives for digital signage at Narita Airport.

16:30 PANEL DISCUSSION: Latest, greatest ideas in making money in airports: new/different and helps increase non-aviation revenue

- Food service • Retail (non duty-free) • Retail (duty-free) • In-terminal passenger services • Ground transportation/parking • Advertising

Panelists to be announced

17:30 Wrap up, followed by the Skytrax WORLD AIRPORT AWARDS!

Thursday 19 April

Customer Service and Passenger Experience

09:00 - 13:15

09:00 - 09:05 Introduction by Conference Chairs

Hiosvany Muina, North America Area Manager, Copa Airlines, USA

Beverly Lewis, Airport Station Manager (AII & MCO), Alaska Airlines, USA

09:05 Passenger first: the key to YQB's success

Gaëtan Gagné, CEO, Aéroport de Québec Inc, Canada

Québec City Jean-Lesage International Airport is one of the fastest-growing airports in North America, with an increase in traffic of 75% in the last five years. This success story is defined by a devoted team, and most especially by the concept of Passenger First. More than just a motto, it's a philosophy that guides us in everything we do. Passenger traffic has increased significantly in the last few years, and the level of satisfaction of passengers using our services has reached new heights, making us the Best Regional Airport in North America according to ASQ 2010.

09:35 Olympic preparations at LCY

Richard Gooding, Chief Executive, London City Airport, UK

Issues covered in this presentation will include dealing with a change in passenger profile and ensuring consistent passenger service (shift from very regular business travellers to many first-time leisure travellers); engaging with other bodies and their volunteer/information systems (Boris's London Ambassadors); encouraging visitors onto public transport (new Stratford DLR link); security, including airspace/overflying venues, licences, private aircraft, heads of state.

10:05 World Airport VIP Forum

Thomas Penner, Vice President, Munich Airport, Germany

Thirty-five airports have cooperated to ensure very best service and top performance for the most important travellers on the ground. This presentation will provide facts and figures, examples and a case study.

10:35 How caring and kindness can strengthen your airport's bottom line

Peter Spurway, Vice President, Airport Experience, Halifax International Airport Authority, Canada

Too many airports rely too heavily on facilities and technology, thinking these will solve their customer-service issues. Although these elements are important, they are only a small part of the formula to winning over your passengers' and visitors' hearts, minds – and wallets. Airports can use genuine, heartfelt caring and kindness to reach out to their passengers and visitors, to create a more positive – and profitable – airport experience. Learn from Halifax Stanfield International Airport's comprehensive, collaborative, customer-centric approach to making its airport experience one of the best in the world.

11:05 - 11:25 Break



Thursday 19 April

Customer Service and Passenger Experience - Ageing Passengers

14:15 - 17:40

Introduction by Conference Chair

Steve Wareham, Director of MSP Operations, Metropolitan Airports Commission, USA

14:15 Ageing travellers: an opportunity? A challenge? (Or both?)

Steve Wareham, Director of MSP Operations, Metropolitan Airports Commission, USA

The demographics of many western countries show a generally ageing population on the horizon. In the US this group is known as the Baby Boomers, and they make up about 40% of today's airline passengers. Relatively tech savvy with discretionary income, these folks will want to travel well into their retirement years. But subject to the oncoming physiological challenges of getting older, some may find it is just too difficult to continue to fly. Airports, airlines and aircraft manufacturers must begin planning today to meet the needs of this group, or passenger numbers and resulting revenues will eventually suffer.

14:40 The costs associated with an ageing population at US airports

Amy Weaver, Manager - Properties, Southwest Airlines Co, USA

As part of a larger panel discussion, Amy will present the airline perspective on how to deal with the needs of an ageing population of travellers at US airports. Possible accommodation solutions may include facility modifications and/or providing service enhancements, both of which will increase operating costs for airlines. Higher costs could compromise air service levels and cause air fares to increase. Amy will discuss some ideas and give examples of how airlines can avoid these undesirable outcomes and take care of their customers at the same time.

15:05 Global ageing: understanding the future passenger

Vicki Curtis, Senior Engineer, The Boeing Company, USA

The world is experiencing a demographic shift. People are living longer and having fewer children, leading to an ageing society. By 2050, approximately 25% of the population will be over 60 in the United States, Asia and Oceania; 33% in Europe and China; 40% in Japan. Globally, there will be more senior citizens than children. Ageing brings inevitable physical, sensory and psychological changes, making travel more difficult. This increase in older travellers will affect our products and services. We need to have an understanding of who these future travellers are, and how to keep them flying.

11:25 Evolution of the passenger experience

John Trupiano, Vice President, Corgan Associates Inc, USA

In today's fast-paced world, many passengers view flying as just another hassle. The anxiety and stress that a typical passenger experiences not only affects their well-being but leaves them with a less than favourable impression of their travel experience. As airports look to provide an increasingly exceptional passenger experience, the modern terminal strives to positively impact the passenger through the terminal's design and amenities provided. The case study will discuss how the terminal experience can be enhanced through the combination of the building design and passenger amenities.

11:50 Passenger experience and on-time performance at Gatwick

Neil Harvey, Airfield Improvement Manager, Gatwick Airport Limited, UK

The presentation will demonstrate and explain what activity has occurred at London Gatwick (since purchase by Global Infrastructure Partners) to enhance the passenger experience. In particular we will examine our current Airfield Performance Programme and detail how we are breaking down historical and cultural barriers to improve the passenger experience here at London Gatwick.

12:15 New passenger experience (gangways and aerobridges) at Singapore Changi Airport

Zhi Wen Seah, Manager, Changi Airport Group (Singapore) Pte Ltd, Singapore

Changi Airport is currently replacing some fixed gangways and aerobridges in Terminal 2. Besides redesigning the new fixed gangways to be wider to provide a more pleasant and welcoming experience, Changi Airport has taken a step further to bring the 'Changi Experience' to a greater height by incorporating interior design features to the fixed gangways and aerobridges. Additional advertising spaces were blended with the futuristic interior design to bring an enhanced travelling experience to passengers embarking/disembarking. In this project we have also taken the opportunity to introduce Changi Airport's first multiple-aircraft receiving stands (MARS) to optimise capacity.

12:40 - 13:15 Q&A + PANEL DISCUSSION: Collaboration for a better customer experience – creative ways of reducing customer stress prior to travelling with a variety of strategies in our environment

Douglas Stolls, Station Manager, Virgin America, USA

Gaëtan Gagné, CEO, Aéroport de Québec Inc, Canada

Richard Gooding, Chief Executive, London City Airport, UK

Neil Harvey, Airfield Improvement Manager, Gatwick Airport Limited, UK

Zhi Wen Seah, Manager, Changi Airport Group (Singapore) Pte Ltd, Singapore

John Trupiano, Vice President, Corgan Associates Inc, USA

13:15 - 14:15 Lunch



15:30 - 16:00 PANEL DISCUSSION: The future is today! Industry impacts from the next wave of ageing travellers!

Amy Weaver, Manager - Properties, Southwest Airlines Co, USA
Wicki Curtis, Senior Engineer, The Boeing Company, USA
Rick Feltner, Corporate Director - Airport Services, Delta Air Lines, USA
John Mok, Principal, Jacobs, USA
Jana Vaughn, Executive Director, Airport Foundation MSP, USA

16:00 - 16:15 Break

16:15 Ageing travellers. An opportunity? A challenge? (Or both?)

John Mok, Principal, Jacobs, USA
The speaker will present a case study on the challenges faced by CVG in serving the needs of ageing and mobility-impaired passengers. CVG's terminal and parking facilities were commissioned in the 1970s, 1980s and 1990s. The challenges confronting each successive generation of facility design are different, and so too are the customer service solutions to be implemented.

16:40 Providing great customer service to ageing flyers

Rick Feltner, Corporate Director - Airport Services, Delta Air Lines, USA
Economic prosperity coupled with living longer, healthier lives means that the demographics of airline customers will continue to shift to a more senior population. Airlines need to recognise the unique needs of this important customer base and find innovative ways to ensure air travel remains a pleasant, safe and sought-after means of transportation for everyone. The entire travel ribbon, including booking reservations, checking in, navigating airports and connecting flights, onboard experience and luggage retrieval needs to be considered and optimised for more elderly travellers. Now is the time to consider the options and opportunities available.

17:05 Airport Foundation MSP

Jana Vaughn, Executive Director, Airport Foundation MSP, USA
Listeners will learn of the 30+ year history of the Airport Foundation at MSP, and will get a draft template as to how to introduce this concept in their own airports.

17:30 - 17:40 Q&A

Followed by the Skytrax WORLD AIRPORT AWARDS!

Thursday 19 April

Environment and Sustainability

09:00 - 17:15

09:00 - 09:05 Introduction by Conference Chair

Etienne Rouverand, Head of Sustainable Design, ADPI, France

09:05 AENA Aeropuertos environmental action plan

Jose Manuel Hesse Martin, Director of Environment, AENA Aeropuertos, Spain
AENA Aeropuertos has launched an action plan to minimise the impact of the airport operations on the environment.

09:35 Sea-Tac Airports Environmental Strategy Plan/A Vision 2014 and Beyond

Dave Tomber, Aviation Planning Program Manager, Seattle-Tacoma International Airport, USA
In 2009 Sea-Tac developed a plan to define the airport's environmental leadership strategy by identifying environmental goals to be achieved by 2014. The plan included performance metrics for key environmental indicator areas, which has allowed Sea-Tac to quantitatively measure environmental performance across time and against its goals. This endeavour has become an annual undertaking that generates a score card of achievements and re-envisions the goals and strategies needed to keep the plan relevant. Sea-Tac's Environmental Strategy Plan is, in large part, aspirational. However, it identifies specific actions and strategies to allow for success.

10:05 How to improve ecological standards in a short space of time

Michael Eggenschwiler, Chief Executive Officer, Hamburg Airport, Germany
Using Hamburg Airport as an example, the presentation demonstrates how airport environmental issues could be assessed, addressed and subsequently reduced in a systematic and regular way. It shows the necessity of environmental targets or goals as well as of a systematic approach when developing environmental programmes. The presentation explains which persons within the airport are to be integrated into this process, to secure that those goals are acknowledged throughout the entire company. This is the most important prerequisite for improving airport environmental standards. Furthermore, the presentation gives practical examples to gain quick results for improvements in energy consumption, greenhouse gas emissions, water quality levels, waste reduction, etc.

10:35 - 11:00 Break

11:00 Obtaining sensible environmental solutions

Arders Nielsen, Vice President Project & Development, Billund Airport, Denmark
How can commercial development shake hands with environmental solutions and close cooperation with the surrounding society? As a partner in Green Sustainable Airport, a EU cooperation project between a number of airports around the North Sea, Billund Airport aims at improving the environmental solutions and minimising its carbon footprint.

11:30 Terminal development strategies for low and net zero energy use

Dave Tomber, Aviation Planning Program Manager, Seattle-Tacoma International Airport, USA
Norman Strong, Partner, The Miller-Hull Partnership, USA
Airports and airlines are seeking ways to improve



environmental and financial performance. Low and net zero energy strategies for development and renewal of airport terminal concourses represent an excellent way to meet these goals. Buildings are currently a major contributor to carbon emissions and a source of energy use. It is likely that airport terminals will be designed to generate electricity in the future. Seattle-Tacoma International Airport will be used as an example of strategies for a business case for low and net zero energy terminal design for new concourse expansion and renewal of the existing terminal.

12:00 Environmental benefits of public transportation to airports

Emanuel Fleuti, Head of Environment, Flughafen Zürich AG, Switzerland

Public transportation is an important element for surface access to airports in the current environmental discussions. In this context it is important that public access means not only having a bus or train accessing the airport, but actually developing an intermodal hub that serves airport users and commuters alike. Zurich Airport is a prime example of an intermodal hub. This in turn supports efforts to reduce environmental impacts from road traffic and enhances passenger comfort at the same time.

12:30 - 13:30 Lunch

13:30 Chicago leads the Airports Going Green movement

Rosemarie Andolino, Commissioner, Chicago Department of Aviation, USA

O'Hare and Midway International Airports are internationally recognised leaders for sustainability. The presentation will cover how the Chicago Department of Aviation implements the Sustainable Airport Manual (SAM) across all aspects of Chicago's airports. It will provide an overview of the CDA's recent and future sustainability initiatives including the creation of green roof space and LEED-certified buildings; reuse of construction materials; energy efficiency and renewable energy initiatives; food waste composting; and beekeeping and aeroponic gardening at O'Hare. Andolino will also discuss how Chicago collaborates with other airports, governmental agencies and organisations across the globe to promote the Airports Going Green movement.

14:00 Changing operational culture to deliver environmental efficiency and sustainability

Hetal Gokal, Business Improvement Manager, British Airways, UK

There is increasing pressure for the airline industry to reduce its carbon footprint. Environmental experts see emerging aircraft and fuel technologies as the primary means of reducing aviation-related carbon emissions over the coming few decades. However, operational process improvement and culture change can potentially deliver massive benefits in the short to medium term while new technologies are developed and scaled up. In order to achieve operational efficiencies, traditional approaches to process improvement and culture change need to be augmented with strategies to implement practices that take

environmental targets/incentives into consideration while protecting the customer proposition and health and safety.

14:30 The importance of corporate responsibility reporting for community engagement

Sandra Anani, Senior Manager Corporate Responsibility and International Affairs, Abu Dhabi Airports Company, United Arab Emirates

Airports have a critical role in the local community, as links to the world and as economic engines for growth. Corporate responsibility reporting and disclosure demonstrates the level of maturity attained by airport operators. Reporting and disclosing targets and achievements, as well as any failures to achieve elements of targets, engenders trust and promotes continuous improvement through open dialogue with the community. Materiality and transparent communication through regular reporting lead to agreed areas for focus and improvement that are critical for an airport to tackle. In the long term, reporting will support the delivery of a sustainable airport operation.

15:00 - 15:15 Break

15:15 - 16:15

PANEL DISCUSSION: Sustainable airports: how to make it work with all stakeholders (governments, airport authority, passengers, airlines, tenants, employees, local communities)

Benito De Leon, Director, Office of Planning and Programming, US Department of Transportation, Federal Aviation Administration, USA

Jose Manuel Hesse Martin, Director of Environment, AENA Aeropuertos, Spain

Rosemarie Andolino, Commissioner, Chicago Department of Aviation, USA

16:15 Airports, landscape and sustainability: towards an ecological airport urbanism

Dr. Laura Cipriani, Marie Curie Researcher, Architect specialized in landscape urbanism, University of Trento, Superlandscape, Italy

Airports have an increasingly important role in cities and in regional development. Aviation itself generates social and economic benefits to the territory it serves, but also brings with it considerable environmental and social costs. Starting with case studies, the presentation seeks to address multiple issues related to urban and environmental airport impacts, and to identify possible interventions to achieve an 'eco-airport system' - an infrastructure model with reduced landscape and environmental impact to be applied in regional contexts. The aim is to propose a working methodology and strategic-planning proposal to guide the planning and design of an ecological airport system.

16:45 AIRCLIP - airports and climate preservation Manfred Schrenk, Managing Director, CEIT Alanova, Austria

The research project AIRCLIP focused on potential international best practices related to land-based activities introduced at airports (including all possible



airside and landside activities), which reduce the airport's environmental impact in terms of CO2 emissions. The project consisted of an online survey/questionnaire, the quantitative and qualitative description of best practices, and concluded with recommendations that could be applied to the operations of Vienna International Airport (VIE) as well as to other airports in Austria. Through such measures, the main goal of AIRCLIP is to help VIE and other Austrian airports become more environmentally friendly in terms of CO2 emissions.

 17:15 **Wrap up, followed by the Skytrax WORLD AIRPORT AWARDS!**

Thursday 19 April

Security and Facilitation

09:00 - 17:15

09:00 - 09:05 Introduction by Conference Chairs: A collective approach to aviation security and border management

*Dr Jean Salomon, Principal, JSCP, France
Alan Craig, Specialist Adviser, Augmentiq, UK*

09:05 Trends in leveraging biometrics towards improvements in border control tallying

Dr Frank Paul, Head of Unit, European Commission (tentative), Belgium

Biometrics are being incorporated more than ever in the European Union's Integrated Border Management policy, beginning with e-passports and residence permits to the second-generation Schengen Information System to the Visa Information System and beyond. Biometrics, in particular fingerprints, will feature in the European Commission's proposals in the Smart Borders package, consisting of a Europe-wide Entry/Exit System and Registered Traveller Programme. Ensuring data integrity, high quality of fingerprints and data protection and privacy is key to the acceptance and usability of biometrics in border control applications.


09:30 Pros and cons of third-generation travel documents: bridge to exit/entry systems, or else?


Dr Detlef Houdeau, Senior Director Business Development, Infineon Technologies AG, Germany

CY 2010: ICAO defines the second standard on eMRTD, with ICAO_SAC (third generation for EU). CY 2012: It is expected that ICAO will define LDS2.0 with extended data set and extended application. CY 2014: Deadline for 27 EU member states to change from MRTD/2G to eMRTD/3G. CY 2016: EU has 100% eMRPs in use. CY 2017: Exit/Entry Schengen could be implemented.

09:55 NL experiences with private-public cooperation in international border crossing projects

Marty Messerschmidt, Programme Manager - Innovation Border Management, Ministry of the Interior and Kingdom Relations, Netherlands

 10:20 - 10:35 **Q&A**

 10:35 - 11:00 **Break**

11:00 Assessing threats and managing emerging risks

*Andy Blackwell, Head of Security and Resilience, Virgin Atlantic Airways, UK
Ally Shearer, Manager, Border Security and Facilitation, Virgin Atlantic Airways, UK*

Identifying the real potential risks to aviation security from the high volume of threats that are currently out there. How Virgin Atlantic takes steps to manage those risks and what are the challenges in doing so. Future thinking - how and why Virgin Atlantic is embracing the move towards outcome-focused risk-based security.

11:30 CATSA's commitment to securing a greater passenger experience - one passenger at a time - in collaboration with partners

Ives Duguay, Senior Vice President, Operations and Customer Experience, Canadian Air Transport Security Authority, Canada

The Canadian Air Transport Security Authority's (CATSA) vision is to excel as a world leader in air transport security by delivering and creating more value for passengers. To achieve this, CATSA is building programmes, services and alliances focused on collaboration, learning and innovation to create a service approach that effectively and efficiently balances the need to secure passengers, facilitate their journey and improve their overall end-to-end experience. From the NEXUS pre-qualified traveller lanes and the new wait-time displays for passengers travelling through major Canadian airports, to the new security screening contracts recently launched at 89 airports, CATSA has a number of tools and services designed to ensure a more consistent national approach for airport security screening and to 'secure a great passenger experience - one passenger at a time - in collaboration with partners'.

11:55 Automating the border

Paul Mewett, Director, Simplified Passenger Travel, Vancouver Airport Authority, Canada

Working in close collaboration with Canada Border Services Agency (CBSA), YVR led an industry-leading initiative, whereby all returning residents have the option to use self-service kiosks inside the arrivals hall in lieu of traditional processing. To maintain national security levels, a brief interaction with a CBSA officer still validates the individual and the transaction. However, wait times have been drastically reduced and satisfaction levels are at an all-time high. This presentation will focus on the process of getting from concept to implementation and the challenges along the way.

12:20 Aviation Security Operation Center in Israel

Dvir Rubinshtein, Aviation Security Operation Center Manager, ASOC, Israeli Ministry of Transport, Israel

The presentation will discuss how to implement high-tech security measures and technologies, the role of the Aviation Security Operation Center, security code system procedures, and how to manage security information for all the aircraft, flights, crews and passengers.



12:45 - 13:00 Q&A

13:00 - 14:10 Lunch

14:10 Securing the border and securing aviation: a concerted way forward

Matthew Finn, Managing Director, Augmentiq, UK
The presentation will look at the work being undertaken on the IATA Checkpoint of the Future initiative, which seeks to transform the current aviation security screening checkpoint in order to enhance the passenger experience and deliver higher levels of security. Aligning some of the risk-based approaches undertaken at the border with aviation security interests should mean both authorities working more closely together. The challenges and opportunities such an approach presents will be discussed in some detail, with examples taken from the latest initiatives both at the border and at security screening.

14:35 Checkpoint of the future: getting into the details

Steve Wolff, President, Wolff Consulting Services, USA
In the past year the Checkpoint of the Future vision outlined by IATA has been widely circulated and has received extensive worldwide support from virtually all aviation security stakeholders. As one of the co-authors and inventors of the IATA vision, the presenter will dig more deeply into the developments and challenges needed to implement it. He will explore the make-up of the different lanes, why specific technologies have been selected, and discuss critical processes that are crucial to make the system not only more convenient for passengers, but also provide better security.

15:00 The future of ABC in Schengen: human factors aspects

Dr Monica Gariup, Research Officer, Frontex, Poland
New technologies and the human factor in a border control operational environment: changing the job of border guards?

15:25 Managing major events: the UKBA London 2012 Olympic Programme

Tony Smith, Senior Director, UK Border Agency, UK
This presentation sets out the challenges facing the UK Border Agency in hosting the biggest sporting event in the world. In particular: the scale and profile of the Olympic Games; the challenges in managing the conflict between facilitation and security; meeting the requirements of the host city contract in the context of border and immigration controls; establishing a secure and effective accreditation system; managing identities, including biometrics; managing international arrivals and departures, including dignitary management; identifying links between border security systems, accreditation systems, identity systems and special lanes at the border.

15:50 - 16:05 Q&A

16:05 - 16:20 Break

16:20 - 17:15 PANEL DISCUSSION: A collective approach to aviation security and border management

Tony Smith, Senior Director, UK Border Agency, UK
Dvir Rubinshtein, Aviation Security Operation Center Manager, ASOC - State of Israel Security Department, Israel
Marty Messerschmidt, Programme Manager - Innovation Border Management, Ministry of the Interior and Kingdom Relations, Netherlands
Dr Frank Paul, Head of Unit, European Commission (tentative), Belgium
Dr Monica Gariup, Research Officer, Frontex, Poland

Thursday 19 April

Technology and Processing

09:00 - 17:00

09:00 - 09:05 Introduction by Conference Chairs

Brian Keene, Director - Worldwide Baggage Performance, United Airlines, USA
All Lyons, Principal, Arup, US

09:05 Enhancing passenger experience at DXB through real-time process monitoring

Sujata Suri, Vice President of Service Development, Dubai Airports, United Arab Emirates
Based on current pace of growth, Dubai International will become the world's busiest airport for international passenger traffic as early as 2015, when passenger numbers are expected to exceed 75 million. With such rapid expansion, it is hugely important to Dubai Airports to deliver a premier customer experience that contributes positively to the overall perception of Dubai. The presentation will outline how Dubai Airports has embarked on the world's largest service delivery measurement project, monitoring critical passenger processes across the airport with the aim of driving innovation, operational efficiency and, ultimately, an enhanced airport experience through a passenger-centric approach.

09:35 Comprehensive passenger flow management at Frankfurt Airport

Dr Rolf Felkel, Senior Executive Manager Airside Landside and Security Applications, Fraport, Germany
Laurentiu Mariu, Business Unit Manager, ACP-IT Ag, Germany
In designing the comprehensive passenger flow management programme, Fraport followed the basic insight that 'you cannot control what you cannot measure!'. At this starting point, a number of projects covering three basic disciplines were launched. From the very beginning they have covered the disciplines of measuring, forecasting and controlling the passenger flow. It turned out that forecasting is one of the key success factors. To achieve high-quality forecast information for passenger demand at process points in the terminal buildings, Fraport cooperated successfully with acp-it, a supplier of high-performing and state-of-the-art simulation solutions.



10:05 Use of technology in passenger processing
Dr Perry Hatley, Technology Lead, Gatwick Airport Ltd, UK
 How the use of technology is assisting the processing of passengers through Gatwick Airport.

10:35 - 11:00 Break

11:00 Fast Travel Initiative

Stephan Copart, Project Manager, Fast Travel Programme, IATA, Switzerland

11:30 Copenhagen Airport: meeting our passengers' expectations for the future, today!

Steve Tarbuck, Business Development Manager, Copenhagen Airports AS, Denmark

Understanding Copenhagen Airport's strategic challenge, by focusing on operational efficiency and solutions for the digital traveller.

12:00 One platform, many advantages: why airports are adopting common-use technology

Paul Behan, Head of Passenger Experience, IATA, Switzerland

Tyler Craig, Vice President and General Manager, Travel, NCR Corporation, USA

With passenger loads on the rise and airport real estate at a premium, airports of all sizes are beginning to take the lead on adopting a common-use strategy to quickly adapt to the changing needs of airlines, optimise non-aviation revenue and improve the experience for their travellers. Get the latest update on CJPPS from IATA and learn how Orange County/John Wayne Airport in California is implementing a common-use infrastructure to address these challenges and transform the passenger experience.

12:30 - 13:45 Lunch

13:45 Self-service check-in evolution in Vancouver

Paul Mewett, Director, Simplified Passenger Travel, Vancouver Airport Authority, Canada

An overview of the history behind the world's first CUSS airport and how check-in evolved to include both self-tagging and, separately, a common-use bag drop for passengers departing on pre-cleared US-destined flights. Discussion will surround some of the hurdles and challenges along the way and current plans for the next-generation check-in currently being contemplated.

14:15 All stakeholders must join together to service the travelling customer

Rob Broere, VP - IT Passenger Services Systems & Passenger Experience, Emirates Group IT, United Arab Emirates

In today's world the travel journey from A to B (via C) has so many stakeholders: travel agents, airlines, hotels, airports, transport providers, immigration, customs,

security, to name just a few of them. The customer interacts with nearly all of these touch-points on a regular trip. But there is not much working together. This leads to duplication, frustrating experiences and cost. What is needed is a joined-up approach where all stakeholders work together much more closely for the benefit of the customer and themselves as well.

14:45 Less is more: optimisation through technology

Derwin Cady, Manager, Airport Technology & Product Development, Air Canada, Canada

Utilising technology to streamline and reduce processing at airports. The reduction goal is not only targeted at processing times, but also a reduction in equipment and footprint traditionally used for airport processes.

15:15 - 15:30 Break

15:30 Airline and airport: working together to improve passengers' experience

Bronwen Jones, Change Leader, Gatwick Airport Limited, UK

Norwegian Airlines and Gatwick Airport Ltd have been working closely together on a number of initiatives to improve the passenger experience at Gatwick. The adoption of self-tagging of baggage and a fast bag drop have significantly reduced transaction times at check-in and eliminated queues.

16:00 What's next for self-service with Fraport and Vienna Airport?

Dirk Klann, Senior Executive Manager Information and Punctuality Management, Fraport, Germany

Peter Mayerhofer, Head of Operational Readiness Skylink, Vienna Airport plc, Austria

Cathy Stam, Director Strategy & Market Intelligence, SITA, Switzerland

With over half of all interviewed passengers now carrying a smartphone, travellers are starting to use handheld devices to manage their journey, and they expect WiFi access at the airport, as well as a flow of information from airlines and airports. Discover how passenger mobile adoption is becoming an integral part of passenger self-service at Fraport and Vienna Airport.

16:30 - 16:35 Brief intermission for speaker changeover

16:35 - 17:00

PANEL DISCUSSION: Predicting and capitalising on passenger trends

Steve Tarbuck, Business Development Manager, Copenhagen Airports AS, Denmark

Paul Behan, Head of Passenger Experience, IATA, Switzerland

Peter Mayerhofer, Head of Operational Readiness Skylink, Vienna Airport plc, Austria

Wrap up, followed by the Skytrax WORLD AIRPORT AWARDS!



Friday 20 April

Airport Design, Planning and Development

09:00 - 13:25

09:00 - 09:05 Introduction by Conference Chair
Pat Askew, Senior Director, Aviation+Transportation, Gensler, USA
Ellen Crews, National Market Principal, Jacobs, USA

09:05 Redevelopment of Birmingham Airport for future growth
William Heynes, Development Director, Birmingham Airport, UK

This presentation will cover the recent redevelopment of the main terminal site at the airport with a new pier construction, the combination of passenger terminal facilities, introduction of new passenger facilities and further development of new passenger lounges. In addition there will be a detailed explanation of the proposed runway extension project with reference to the development and implementation phases of the scheme. The presentation will conclude with a description of the development of the new air traffic control facilities at Birmingham Airport.

09:35 Warp speed: the future requirements and trends of airport occupiers

James Berry, Principal - Director of Public, Institutional and Transportation, Woods Bagot, UK
This talk analyses the global research undertaken by leading airport designers Woods Bagot into the future requirements of key airline and retail tenants, to give an insight into what will make the most effective airport of the future. For many years the commercial real estate market has made a substantial investment in understanding the future requirements and trends of their customers: the workplace tenants. The very best developers have used this as a significant commercial advantage to ensure their buildings meet the future needs of the market. The Woods Bagot Airport Research Programme builds on two decades of tenant research

10:05 The airport of the future: an airline perspective
Dimitris Bountolos Montabes, Head of Coordination & Hub, Iberia Airlines (IAG Group), Spain

The momentum of the aviation sector raises the necessity to face the future of our business in other ways. Technology and the social media mode of work have dramatically changed the previous paradigms. We have been called to rebuild the airport of the future, and this future is nearer than ever before. This presentation gathers all Iberia's

vision of which path to take, and the core opportunities to capture from a hub perspective. Technology trends and new services to be provided will be scanned through the entire customer added-value chain.

10:35 The airport restroom of the future
Doug Cooley, Executive Vice President, Michaud Cooley Erickson, USA
Eric Peterson, Principal, Architectural Alliance International, Inc, USA

Based on the latest design for Minneapolis St. Paul (MSP) International, this presentation will focus on what the restrooms of the future need to look like in airports. This design was developed over the last 18 months and involved input from multiple sources and the community including passenger surveys, meetings with advocacy groups for blind, deaf and mobility-challenged travellers, and inventory of staff, feedback from the police department, our energy management group, maintenance staff and outside consultants.

11:05 - 11:25 Break

11:25 Bergamo International Airport: redesigning and rebuilding a fast-growing terminal
Emilio Bellingardi, COO, SACBO SpA, Italy

Rapid traffic growth makes Bergamo Airport a case study at a European level, with an increased volume of traffic of 333% in eight years. This outstanding increase in passengers made necessary significant changes to the structure of the terminal, keeping the airport always operating and especially managing the traffic picks, specific of the LCC. This included larger spaces, an upgrade of the level of services and a general rethink of the travel experience for passengers: new retail and food court, higher ceilings and wider window that allow vistas to Bergamo historic city centre and natural light to flow in.

11:55 Status report on current trial operations at Vienna Airport's Skylink terminal
Romana Hasler, Project Manager - Operational Readiness Skylink, Vienna Airport plc, Austria

The Skylink terminal expansion project is in its final phase. To be prepared for the opening in June 2012, Vienna Airport has set up a wide operational readiness project. More than 3,700 employees will take part in a training programme to get to know the new environment with the support of modern multimedia tools. Trial operations with all operational units have also been taking place since December 2011. This presentation will provide some insight into the status of the final phase of Vienna's biggest project.



12:25 Stepping up as hub and all-round aviation growth readiness

Anu Gupta, Executive, GMR Delhi International Airport (P) Ltd, India

GMR Delhi International Airport has service and operational readiness as a global hub. The underlying growth strategy of the airport hub business model is all-round development in Indian aviation. Vital factors for success include a local qualified workforce, political stability and a strategic location in a lucrative economy to foreign investors and airlines seeking business and space for expansion. Unique challenges faced include other airports, a young and underdeveloped airline industry, and seasonal issues like fog, high traffic and government aviation policies. Readiness with service, on-time performance and network connections reduce passenger ground time.

12:55 Perspectives in delivering excellent aviation projects

Michael O'Callaghan, Director of Aviation, Morgan Sindall, UK

In spite of a variety of approaches to capital works at airports for many years, it still seems that many organisations delivering projects miss the mark. Projects run the risk of being late, over budget, disruptive or simply not meeting the original requirements or specification. Sometimes project experiences can be painful for the airport as a customer, and for passengers travelling through the airport. What can be done to prevent this? Speaking from a construction and engineering perspective, this presentation will reflect on where things have gone wrong and right, and what actions we all might consider to improve.

🕒 13:25 - 14:40 Lunch

Friday 20 April

Airport Connections

09:00 - 13:25

09:00 - 09:05 Introduction by Conference Chairs

David Little, Principal, Lea+Elliot Inc, USA
David Holdcroft, Director of ATRA Europe, ATRA IG (Advanced Transit Association Industry Group), UK

09:05 More than just increasing public transport

Elisabeth Landrichtner, Managing Director, City Air Terminal Betriebsgesellschaft mbH, Austria
City Airport Train is offering a 16-minute non-stop connection to Vienna city centre. The introduction of this high-quality service has brought a significant increase in public transport to the airport together with a remarkable reduction of carbon dioxide. CAT has also acquired the exclusive rights for the use of RailwayPower zero emission for 2011. Furthermore, Vienna Airport has come to the city with the City Check-In at the CAT station - a service unique in Europe.

09:35 High-speed rail at airports

Wayne Harvey, Director, Facility Management, San Diego International Airport, USA

For many in the air transportation field, high-speed rail (HSR) is viewed as a business competitor in serving various city pairs. Although there are advantages to this method of travel as it relates to air travel competition, there are also many complementary aspects of high-speed rail. As planners begin to embrace a more regional transportation network they are beginning to see advantages to the mixing of various transportation types. No longer a direct competitor to air travel, HSR can complement and even enhance the overall air travel experience.

10:05 Creating a master plan with airport connections for the world's largest airport

Paul Wessels, Senior Airport Planner/Architect, NACO, Netherlands Airport Consultants BV, Netherlands

The current airport, Beijing Capital International Airport, will be reaching its design capacity within a few years, making the need for a new airport imminent. The Beijing New International Airport (BNIA) will be built near the Chinese capital of Beijing in the Daxing district. Since the new airport will predominantly handle domestic traffic, the BNIA team was faced with the challenge of fitting in 100 million passenger movements to the landside areas of the new airport. It was important for the design to have the right balance between airside and landside. Incorporated into the design are all modes of public transport (including high-speed trains, metro and inter-airport trains), which will be processed in a Ground Transportation Center in front of the new terminals.

10:35 Conception to reality: the Miami International Airport Rental Car Center

Gregory Owens, Division Director - Real Estate Management & Development, Miami Dade Aviation Department, USA

Discussion will focus on the origins of the concept to have a rental car facility to the formation of a financing mechanism created towards realisation of the project. The presentation will also examine the challenges associated with identifying the car rental companies that would occupy the facility, and will discuss the features and benefits of the facility including the people-mover connecting the facility to the terminal.

🕒 11:05 - 11:25 Break

11:25 Linate airport: how intermodality improves the quality of the terminal

Giampaolo Pirani, Head of Planning and Design Department, SEA SpA, Italy

Giulio De Carli, Managing Partner, One Works, Italy
Linate is part of the Milan Airports system, within which it plays the role of the City Airport, with a forecast capacity that will remain stable around 12 MAP. Located 8km from downtown, it is currently accessible only by road. Thanks to the airport-city metro link that has been planned, Linate will become the preferred access door to the city, which is why SEA, the airport operating company, decided to invest in the refurbishment of part of the PT and the landside areas, in order to upgrade the level of services offered to the passengers and the surrounding territory.



11:55 The design of T5: the ultimate multi-modal interchange

Alan Lamond, Aviation Director, Pascal+Watson architects, UK

Terminal 5 at Heathrow is the largest terminal at the world's largest international airport. A key aspect of the design considerations has been the desire to create the 'world's most refreshing interchange', embracing aviation transfers and also rail and road interchange requirements. London Heathrow has recognised that a key component of its environmental strategy must be to maximise the use of public transport. This presentation will explore the implications of such complex interchange requirements.

12:25 Passenger feedback on the Heathrow pod PRT system

Fraser Brown, Head of Travel Services/Managing Director, BAA/Ultra Global PRT, UK

For the Heathrow pod system to be a success, passenger focus has been the constant goal, with considerable effort concentrated on ensuring that it meets passengers' needs. Customer response shows we've got that right and passengers love it: the design of the vehicle; the interior layout; the touchscreen planner; the in-car communications; the service that waits for you rather than you for it, and only goes where you want; takes all of five minutes to reach your destination; the sleek stations; the funky, stylish and futuristic vehicles.

12:55 Intra-airport mobility modes

David Little, Principal, Lea+Elliot, USA

There are a range of transit modes that meet the rigorous mobility demands of major airports around the world. There are also a number of different assessment factors that airports consider when determining the most appropriate transit mode to meet their particular mobility needs. This presentation will describe the state of the art in intra-airport transport modes and how those modes perform in meeting intra-airport mobility demands.

13:25 - 14:25 Lunch

Friday 20 April

Capacity Development

09:00 - 13:30

09:00 - 09:05 Introduction by Conference Chair

Graham Bolton, Director, Aviation, Arup, UK

09:05 Strategies to enhance capacity and service within the constraints of Heathrow

Sean Horkan, Master Plan and Capacity Director, BAA Heathrow, UK

Heathrow has been improving its standing as Europe's leading hub airport, but there is a long way to go. Looking ahead, creative strategies are required to meet the considerable challenges of the next 10 years. Rising airline and passenger service expectations, the need to minimise increases in airport charges, increasing airline consolidation

and major physical constraints are a few of the challenges. This presentation will explain the strategies that Heathrow is investigating to meet the challenge of the next 10 years.

09:30 Strategies for accommodating airline growth, increased capacity and passenger convenience

Dave Tomber, Aviation Planning Program Manager, Seattle-Tacoma International Airport, USA

Airports and airlines are seeking ways to strengthen alliances, increase efficiency and capacity, and improve passenger convenience. Seattle-Tacoma International Airport will be used as a case study for a major realignment of airlines that affects virtually all 100 aircraft contact gates in the terminal complex. The realignment, spurred by the airport's dominant carrier, includes strategies for increasing airline financial performance, collocating recently merged airlines, facilitating airline alliances, improving passenger convenience, increasing flexibility for industry change, and integrating technology. The overall strategic approach optimises the existing terminal footprint prior to expansion for aircraft gates and a new international arrivals facility.

09:55 Lost in perfection: passengers in the maze of airport facilities

Michael Spors, Vice President Infrastructure Development, Deutsche Lufthansa AG, Germany

An increasing number of economic, legal and functional requirements for airport terminal infrastructure are in conflict with passengers' expectations for seamless, speedy and convenient ground service.

10:20 Guidelines for terminal refurbishment vs. rebuilding

Kiran Merchant, Manager Aviation Planning Division, Port Authority of NY&NJ, USA

Airport operators and airlines are challenged to present alternatives to strictly cost-driven approaches to evaluate options for refurbishing or replacing the terminal. The presentation covers the methodologies for making an educated decision.

10:45 - 11:15 Q&A + PANEL DISCUSSION: Balancing priorities: airline and airport views

Sean Horkan, Master Plan and Capacity Director, BAA Heathrow, UK

Dave Tomber, Aviation Planning Program Manager, Seattle-Tacoma International Airport, USA

Michael Spors, Vice President Infrastructure Development, Deutsche Lufthansa AG, Germany

Kiran Merchant, Manager Aviation Planning Division, Port Authority of NY&NJ, USA

11:15 - 11:30 Break

11:30 Enhancing airside capacity at Dubai International Airport

James Robinson, Head of Strategic Planning, Dubai Airports, United Arab Emirates

The presentation will address airside optimisation initiatives to increase airside capacity. These initiatives include airside road simulation modelling, vehicle routing strategies, stakeholder management initiatives and other innovative technologies.



11:55 A new approach to airport passenger terminal capacity

Claudia Sobreira, Landside Analysis Coordinator, Infraero, Brazil

The success of demand management depends on an accurate and reliable determination of airport arrival and departure capacity. However, the determination of passenger terminal capacity is a complex task. The processes are continuously changing and should be measured taking several performance indicators into account. Simulation is useful, but under certain conditions it is not worth all the efforts needed. We present a method to estimate passenger terminal capacity that can be adjusted to different operational conditions. The method is conceived to avoid long periods of under-utilisation of the airport resources, as well as extended periods of excessive delays.

12:20 Baggage handling system capacity enhancement at Hong Kong International Airport

Ricky Leung, General Manger, Technical Services, Airport Authority Hong Kong, Hong Kong

To cope with the growth in passenger throughput, Hong Kong International Airport (HKIA) embarked on a BHS capacity enhancement project in 2006 to increase the capacity of the existing system from 8,000 bags per hour to 16,000 bags per hour. The project was divided into more than 10 design, procurement and works contract packages and was completed in 2011. In this session, Ricky Leung would like to share with the audience his experience in managing the system integration among these works packages, all of which were carried out on the existing life operating system within the existing building footprint.

12:45 Delivering capacity and improved service through operational process improvement

Sergei Likharev, CEO, Basel Aero, Russia

Basel Aero is Russia's leading airport group, managing five airports: Krasnodar, Sochi, Gelendzhik, Anapa and Yeisk. Cumulative passenger flow exceeded 5.3 million in 2011. Since 2008 the focus of management has been on increasing the commercial and operational efficiency of the group. With the implementation of Lean Manufacturing principals we have increased labour efficiency by 49%, revenue by 146%, EBITDA by 277% and net income by 338%.

13:10 - 13:30 Q&A

13:30 - 14:30 Lunch

“It is networking, it is benchmarking, it is controversy, it is friendly chatter and it is information exchange altogether. But most of all it is inspirational”
Michael Rumpf, Senior Consultant Baggage Operations, Munich Airport – Flughafen München GmbH - Oman Branch, Oman

Friday 20 April

Commercial Development

09:00 - 13:25

09:00 - 09:05 Introduction by the Conference Chair
Alan Gluck, Associate Director, AirProjects, USA

09:05 Non-airline revenue and its effect on your costs
Kerit George, Director of Aviation, Broward County Aviation Department, USA

The running of a large airport is expensive and the cost of doing so is generally believed to be borne by the airlines that operate at that airport. Besides the airlines, an airport has many other options for generating money from its facilities and should take advantage of them to offset/reduce the cost of operations. This presentation will explore the various other sources of revenue that are utilised to affect/reduce the costs of operations to the aviation users of an airport.

09:35 The privatisation of infrastructures and other forms of ownership: performances

Giulio Leucci, Development Analyst, Business Developer, SAGAT, Turin Airport (presented independently), Italy

The type of ownership has a direct impact on the performance of an airport. Currently there are various forms of ownership for airport infrastructures. The United States is home to the largest privatised airline market, but its airports are mostly public entities. Europe, on the other hand, has the largest portion of privatised airports, with more being privatised recently. The most dynamic and upcoming aviation markets (China, India, Brazil, Middle East) show a combination of solutions for airport ownership.

10:05 Transforming Florida state's capital city airport into an economic powerhouse

Sunil Harman, Director of Aviation, Tallahassee Regional Airport, USA

Tallahassee Regional Airport is embarking on a commercial, non-aeronautical economic development master plan to transform surplus land into a business hub. The purpose is to diversify the lines of business and revenue to transform the airport into a resilient enterprise that underpins the cost of operating a 2,750 acre commercial airport.

10:35 Reinventing the airport commercial model

Ibrahim Ibrahim, Managing Director, Portland, UK

The presentation will examine how we can reinvent the airport commercial model – not just from a business perspective but also from the passenger perspective. It will show why it's important to shift from high street to high engagement. What is the new model? Historically the model has been about duty and free. Now the lines have been blurred and it's more about luxury, travel essentials and entertainment. We will look at some different models and why airports need to think and act more like shopping-centre landlords.

11:05 - 11:25 Break



11:25 Handling feathers (and droppings) from the golden goose of concessions

Steve Wareham, Director of MSP Operations, Metropolitan Airports Commission, USA

Airport concession programmes are meant to be eye-catching and attractive for the travelling public. But woe betide the facility that places all of its attention on the glamorous aspects of this 'golden goose'. MSP went behind the scenes and crafted a unique approach to the areas of concession cleaning, logistics, grease handling, deliveries, utility management and activities that generally divert the concessionaire from its primary tasks (making and serving great food, retail selling, etc.). As a result, we have an award-winning programme that offers vendor efficiencies and results in smart terminal decisions regarding the use of space and resources.

11:55 Creating commercial opportunities: finding space/creative ideas for older terminals

Randy Goodman, General Manager - Concessions, Houston Airport System, USA

The presentation will discuss ways of identifying opportunities to increase revenues through picking the 'low-hanging fruit', expanding seating areas, building the nooks, and filling gaps with advertising.

12:25 How to turn airside disadvantages to advantages: a commercial strategy

Jenny Chin-ling Pi, Deputy Manager, Taoyuan International Airport Corporation, Taiwan

Due to the configuration of terminal concourses, passengers passing immigration have to turn right or left into the linear type concourse. These linear concourses were built in 1979, without considering the commercial facilities at that time. The presentation will describe the introduction of a private commercial expert by ROT contract to organise the duty free, retail, books and local products. The contractor was also required to provide the public service facilities in their area. It brought many innovative concepts combined with activities to make the waiting area very different and also increase revenue.

12:55 How design maximises the commercial revenue of airports worldwide

David Holm, Director Architect, Cox Architecture, Australia
Design maximises commercial revenue of airports in three areas: 1) Urban catalysts - 'airport cities' are long-term catalysts for urban growth and job stimulation, capturing a city's aspirations; 2) Egalitarian passenger travel - 21st-century air travel belongs to every person. Low-cost carriers and increasing affluence mean air travel is commonplace, making passenger focus and customer experience paramount; 3) The airport business model - airports were originally government-owned processing centres serving public duty. They are now complexes of businesses in unison, creating a sum greater than their constituent parts. The successful design of these three elements maximises commercial revenues.

13:25 - 14:25 Lunch

Friday 20 April

Customer Service and Passenger Experience

09:00 - 13:25

Conference Chair: *Catherine Mayer, Vice President, SITA, USA*

Conference Chair: *Eliosvany Muina, North America Area Manager, Copa Airlines, USA*

09:00 - 09:05 Introduction by Conference Chairs

09:05 Service improvement journey at Dubai Airport
Mazhar Butt, Head of Service Development, Dubai Airports, United Arab Emirates

Improving the customer experience at an airport is a challenging proposition at the best of times, but attempting to improve this during sustained growth and infrastructure constraints brings a new dimension of challenges. Dubai Airport has experienced unparalleled passenger growth over the past decade, but compromised on its service offerings. This presentation demonstrates how and why this happened, and what has been done to address this and to ensure its corporate objective of being the biggest and best that can be achieved.

09:35 Walls Fall: self-service and mobile solutions in the airport

Sandra Stelling, Managing Director, Airport Services, Alaska Airlines, USA

Traditionally website/mobile solutions originate in marketing departments, while airport solutions are typically developed by operations departments. This approach can and has delivered competing, instead of complementary, strategies. In addition, these divergent efforts tend to deliver unintended negative consequences for employees and customers. Alaska decided to change the playbook and took this challenge head on. The most critical finding: this is a people business; the relationship must come first. Subsequent benefits of this approach include achieving alignment, addressing resource constraints, developing breakthrough ideas and results.

10:05 Delivering the next-generation passenger experience

Paul Behan, Head of Passenger Experience, IATA, Switzerland

Over the last 10 years the passenger process has changed radically from mainly agent based, to self-managed travel. However, simply asking passengers to do more themselves does not translate to a good experience. Learn how the next-generation passenger experience is not only adding value to the passenger, but creating a better experience throughout the journey.

10:35 Integrating airport technological projects to enhance customer service and experience

Antoine Rostworowski, Director, Industry Relations, Aéroports de Montréal, Canada

Several technologies are being deployed at airports to enhance operational efficiency and process. These technologies can often also be integrated and adapted to



directly improve customer service and passenger experience. They include things such as wait time information (on-site, web, mobile), passenger and baggage tracking tools, airport information data available through smart mobile devices, such as directional, transactional or promotional functionalities. Most new technological airport projects aim at improving operations for airport and airlines, but they can now often also offer new customer-service tools placed at the disposal of passengers and greeters.

11:05 - 11:25 Break

11:25 It's all about me! The me-centric passenger

Catherine Mayer, Vice President, SITA, USA

Passengers are increasingly managing their own journeys: from destination research through airport processes. Now truly at the centre of the journey, passengers expect up-to-the minute, customised information at their fingertips through an ever-growing number of portals and devices. As this game-changing shift of control takes place, airports, airlines and service providers are increasingly vying to grab the attention of the 'me-centric' passenger – creating completely new customer service challenges. This 'me-centric' presentation will examine anticipated trends (i.e. passenger demographics, economy); passenger expectations; and how access to continuous, customised, digital information is changing the notion of customer service.

11:55 Smart solutions for a smooth passenger experience at Helsinki Airport

Heini Noronen-Juhola, Vice President, Helsinki Airport, Finland

Helsinki Airport has worked for a long time on user-friendly layout of the terminal and interior design. However, just as Finland has been a leading country in many technological innovations, Helsinki Airport has also tested and piloted new technological systems in order to improve the smoothness of travelling as well as ensure that flights can operate with minimum delays. Helsinki Airport is implementing several solutions that are especially critical for transferring passengers. However, strong leadership is still the key to make new innovations successful.

12:25 MyWay: an indoor-positioning mobile application to enhance passengers' orientation

Bernard Cathelain, Executive Director & Chief Development Officer, Aéroports de Paris, France

Orientation is a key topic for ADP while thousands of passengers journey daily in CDG terminals. As GPS signals are not usable inside terminal buildings, ADP has been testing different technologies to provide a reliable positioning solution. The presentation will go over these tests. After a trial period, the MyWay mobile application was released for Android smartphone users in July 2011. Using WiFi signals, MyWay provides multiple services such as accurate positioning, navigation inside terminals, information on services and much more. The presentation will discuss in detail the capabilities of ADP's application and give an insight into future developments.

12:55 InfoGate: new ways in passenger guidance and information services

Manfred Zöhl, Manager InfoGate, Munich Airport, Germany

In February 2011 Munich Airport put a new system in operation: InfoGate was introduced as an innovative solution for passenger guidance and cost-effective information services. Now, after one year in operation, Munich Airport allows a look behind the scenes.

13:25 - 14:25 Lunch

Friday 20 April

Security and Facilitation

09:00 - 13:30

09:00 - 09:05 Introduction by Conference Chairs

Art Kosatka, CEO, TranSecure Inc, USA

Brian Engle, Station Manager, Southwest Airlines, USA

09:05 Effective mitigation of threats to landside

Patricia Reverdy, Deputy Executive Secretary of ECAC, European Civil Aviation Conference (ECAC), France

The aim of this presentation is to describe the threats to landside areas of airports, and likely methods of attack. The use of vulnerability assessments enables states and operators to identify any gaps in their landside security arrangements and put in place effective mitigation, as part of their risk management.

09:30 Building an information security framework for a European international airport

George Delikouras, Head Information Security, Athens International Airport, Greece

Athens International Airport was a greenfield construction project. The security framework for information technologies and telecommunications at the airport has been developed with an innovative approach combining existing regulations, international standards, best business practices and business needs. The methodology, challenges, lessons learned and the operational results are presented here.

10:05 Implementation of integrated PIDS/CCTV for Changi Airport perimeter protection

Gobinath Thangaveloo, Senior Manager, Changi Airport Group, Singapore

The presentation provides a case study of Changi Airport's decision-making process, which included technology scan, actual field trials and cost-benefit analysis, and resulted in Changi Airport's decision to deploy the AgilFence PIDS solution based on Fibre Bragg Grating technology for perimeter protection – the first of its kind in the world.

“ Well organised conference and best vendor show floor I've seen at any conference ”
 Richard Kolodner, TSA Representative to the EU, TSA, Belgium



10:30 Airport-in-a-Box: interactive simulation for multi-person, multi-level crisis management training
Ricardo Patela, Head of Fire and Emergency Service, ANA - Aeroportos de Portugal, Portugal

Ensuring operational readiness of airport crisis managers and first responders and their commanders through frequent training is difficult, costly and can cause significant passenger disruption if carried out with the frequency needed to ensure competent trained response during actual crises. The project will develop a competency to simulation tool-chain for taking training scenarios from concept to system configuration to target key competencies such as assessing risk, communication, coordination and information flows. The project will teach end users to train with the system and will assess if and how the CRISIS ABX advances the quality of crisis management at airports.

10:55 - 11:05 Q&A

11:05 - 11:20 Break

11:20 Security staff performance: the importance of risk awareness

Dan Larsson, Security Manager, Swedavia, Sweden
 Security staff performance is, of course, affected by motivation. Risk awareness is one of the most important factors when it comes to motivation of security staff. To motivate staff, communication is the most important tool available.

11:45 Canines in public areas

Eleena Yegorova, AvSec Manager, Aeroflot - Russian Airlines, Russia

SU uses a unique breed of dogs named after its creator – Soviet professor Klim I. Soulimov ('Soulimov's dogs') – which is a hybrid of the laika (Siberian version of the husky) and the jackal. Professor Soulimov is scientific leader of the SU K9 project, and his younger colleagues are continuing to work on the development of the breed.

12:10 Police and airport partnership – effective security method that airlines and airports can adopt

Neville Hoy, Detective Sergeant, Sussex Police, UK
 Delegates will learn how a simple community engagement programme can enhance their own security and create a true partnership approach to the threat of terrorist attacks and crime at airports: terrorist pre-attack planning and hostile reconnaissance. The adoption of a project such as Griffin will provide the opportunity for those who work at an airport to get a better understanding of the relevant threats our airports currently face. There will be a sharing of terrorism, crime and local intelligence at a greater level,

and an increased knowledge and understanding of possible terrorist behaviour, which will heighten the chance of interdiction.

12:35 To be confirmed

13:00 - 13:30 Q&A + PANEL DISCUSSION: Airport security: are we meeting the challenge? Security planning for the day before, not the day after

Patricia Reverdy, Deputy Executive Secretary of ECAC, European Civil Aviation Conference, France
Dan Larsson, Security Manager, Swedavia, Sweden
Eleena Yegorova, AvSec Manager, Aeroflot - Russian Airlines, Russia
Dvir Rubinshtein, Aviation Security Operation Center Manager, ASOC, Israeli Ministry of Transport, Israel
Neville Hoy, Detective Sergeant, Sussex Police, UK

13:30 - 14:30 Lunch

Friday 20 April

Technology and Processing

09:00 - 13:00

09:00 - 09:05 Introduction by Conference Chairs

Al Lyons, Principal, Arup, USA
Brian Keene, Director - Worldwide Baggage Performance, United Airlines, USA

09:05 Enhancing passenger experience using IT systems at small commercial airports

John Cable, Information Systems Manager, Melbourne International Airport, USA
 The presentation will describe the IT systems used at MLB, a small commercial airport, and how many of the same systems used at larger hub airports are scalable and not exclusive. Taking advantage of this concept allows small commercial airports the ability to offer a better passenger experience by offering the same modern conveniences they have become accustomed to at larger hub airports, while providing a less congested and much less stressful travel experience. Creating a pleasant, stress-free environment where passengers can actually enjoy their journeys should be the goal.

09:30 IT outsourcing as a mechanism to drive organisational change

Dale Rooney, Chief Information Officer, Toronto Pearson International Airport, Canada
 This presentation presents Toronto Pearson's outsourcing journey and focuses on how this mechanism drove organisational change within the airport's IT organisation and airport business areas. The presentation describes the alignment of the outsourcing with the corporate strategy at the airport, and the challenges that IT needed to address. Given the complexity of the outsourcing, we will highlight key success factors in executing the outsourcing, and how we used seven organisational change 'levers' to mitigate transition risk and adoption of the changes the outsourcing imposed. Finally, we will look at how successful the outsourcing has been in meeting its objectives.

Well organized and interesting speakers. Moreover a great opportunity to network with like minds. Here you have the only opportunity to experience all aspects of aviation.

Ronald Augustin, Deputy Senior Vice President Security Services, KLM Royal Dutch Airlines, The Netherlands



10:00 An integrated approach towards improving ground-handling efficiency and on-time performance
Sourav Sinha, Senior Vice President & CIO, Kingfisher Airlines, India

The various activities contributing to scheduled airlines operations at airports are key events, timely action of which enables airlines to maintain their operational schedules and provide their passengers with a pleasurable experience throughout their journey, through enhanced services and timely updates at various passenger touchpoints within airports such as airport check-in counters, lounges, boarding gates, transit/transfer airports, destination arrival airports as well as while onboard. The airlines will benefit from data analytics from the near real-time capture of events; real-time availability of information at various passenger touchpoints; improved causal factor analysis towards OTP.

10:30 - 10:50 Break

10:50 Implementing technologies (IT and security) in airport capital development programmes

Karim Taher Fadlallah, Director of Technology, Abu Dhabi Airports Company (ADAC), United Arab Emirates
 The presentation will cover ADAC and its capital programme overview; aligning IT and security with organisation structure, budgets and processes; choosing the 'right' technologies; and governance and control ensuring delivery of systems.

11:20 Visionair: real-time data visualisation at Vienna Airport

Dr Andreas Singer, CIO, Vienna International Airport, Austria
 The goal of the presentation is to introduce the new Visionair visualisation system, which monitors the key airport processes in real time on an airport map built by Vienna Airport II. The user interaction model will be presented in a live demonstration with touchscreens.

11:50 Effective integration of physical construction with ITC systems implementation

Ryan Marzullo, Deputy Program Director - JFK Redevelopment, Delta Air Lines, USA
 The presentation will discuss management methods and risk mitigation measures to integrate physical construction with ITC systems implementation to successfully deliver large terminal projects. It will discuss the design and construction process from project inception to project handover, with the focus being on the end-user operation; assigning management resources as well as developing and using the project schedule to bridge the gap between physical construction and ITC systems implementation; and using the ITC systems delivery to more efficiently phase and drive the construction schedule, all to protect the testing, commissioning, integration and operational readiness phases to ensure a successful project transition.

12:20 - 12:25 Brief intermission for speaker changeover

12:25 - 13:00 PANEL DISCUSSION: Working together -



how airports, airlines and government agencies create partnerships

Dale Rooney, Chief Information Officer, Toronto Pearson International Airport, Canada
Sourav Sinha, Senior Vice President & CIO, Kingfisher Airlines, India
Stephan Copart, Project Manager Fast Travel Programme, IATA, Switzerland
Ryan Marzullo, Deputy Program Director - JFK Redevelopment, Delta Air Lines, USA

13:00 - 14:00 Lunch

“First of all the number of attending delegates inspires – you have a lot of people attending your conferences. The wide range of representatives from all over the world gives you a wide range of views on the different subjects at airports. That gives you a big opportunity to take in other airports’ concepts or ideas and add them or reshape them a little bit for your own airport. That’s business development!”
Olle Sundin, Managing Director, Swedavia AB, Sweden

“Very interesting items in the conference and very well structured”
Birgit Karl, Senior Manager IT-Development, Deutsche Lufthansa, Germany

“It has been a fantastic show, full of great conferences to attend. A very positive experience, lot of different subjects and topics are very important for the industry both for airline and airport authorities. It’s been great to see the exhibition, a lot of interesting products and new technology for the industry and I recommend any airport or airline personnel to come to this show and I look forward to Vienna”
Allen Lainez, Director Service Excellence, Copa Airlines, Panama