



# Ground Ops Executive Summit 2019

## Brief





# Ground Operations Executive Summit 2019 Brief

## Objectives

The first Ground Operations Executive Summit (GOES) was held on 29 May 2019 in Madrid in parallel with the IATA Ground Handling Conference. Top executive representatives from airlines and ground handling companies got together to discuss common industry issues and to find solutions relevant to our customers and stakeholders. For participants' list, please see attachment 1.

## Discussion

The Summit focused on two topics:

1. What is on Our Radar – highlighting ground operations strategy
2. Ramp of the Future – presenting a “CEDAR Connected, Environmental, Digital, Automated Ramp” project focus on ramp innovation

Participants discussed the most current challenges and proposed answers and possible solutions for:

### What is on Our Radar?

- ✚ What are the most urgent challenges the industry is currently facing?
- ✚ How can we make our industry efficient and effective?
- ✚ What are the top three risks in your company?
- ✚ Do we ensure that our employee work in safe environment?
- ✚ How can we embrace just culture?
- ✚ Do we focus on the right things?
- ✚ What role can IATA play to assist?

### Ramp of the Future

- ✚ What do you see as the biggest challenge for the implementation of the CEDAR concept?
- ✚ Out of those four pillars which should be the highest priority and why?
- ✚ What do you see as the risks?
- ✚ What role can IATA play to assist?

## Summit Outcomes

The outcomes of the Summit has been captured as per below.

### Identified Challenges

#### People & Skills

- ✚ Attractiveness of ground handling
  - ✚ Low salaries and benefits
  - ✚ Competition from other industries
- ✚ High staff turnover
  - ✚ Staff retention beyond 18 months
  - ✚ Aircraft turnaround with less people than required
- ✚ Investment in people
- ✚ Qualification demands
- ✚ Length of training to get qualified
- ✚ Training complexity and costs
- ✚ Low retention drives training cost high

#### Management & Business Model

- ✚ Change management
- ✚ Executives accountability and follow-up on implementation
- ✚ Low airfare while cost of handling is high
- ✚ Handling charges are too low to pay staff accordingly
- ✚ Handlers' cost are continuously increasing while handling charges remain fixed by contract

#### Efficiency of Operations

- ✚ Ramp congestion
- ✚ Rapid passenger growth
- ✚ Complexity of airfields
- ✚ GSE at every stand versus moving it from stand to stand
- ✚ Lack of standardization
- ✚ Do industry leaders believe in standardization?

### Safety Management

- ✚ Understanding that safety varies in different places within the operations
- ✚ Staff do not see themselves at risk
- ✚ Effective risk assessment and report on risks
- ✚ How to guide staff through the initial period of employment without injury/incident

### Innovation

- ✚ Ground ops is typically not involved in new aircraft design or new aircraft entry to service
- ✚ Innovation in the ramp area is slow due to unwillingness of any party to pay or share costs
- ✚ Automation will not replace people or their supervision of the ramp
- ✚ Automation will not fix all problems and might cause more problems than it solves if not targeted correctly

### Data Analysis

- ✚ Availability of data
- ✚ Willingness to share data
- ✚ Data analysis and how it's used

## What industry should focus on

### People & Skills

- ✚ Review the recruitment process in ground handling
- ✚ Even with automation, keep key functions in a turnaround:
  - ✚ Pay them more
  - ✚ Keep the supervision
  - ✚ Keep the Know-how in the company
- ✚ Create a good culture and company environment
- ✚ Invest in competent people
- ✚ Focus on getting people ready for the job

### Management & Business Model

- ✚ Management should always strive to maintain expertise in "key functions" and pay well.
- ✚ Need to develop minimum standards to create barriers to entry into the ground handling services market to ensure a minimum level of competency is met:
  - ✚ Implementation of IGOM
  - ✚ Implementation of enhanced GSE
  - ✚ Use of ISAGO

### Efficiency of Operations

- ✚ Industry needs to work smarter
- ✚ Simplify the turnaround
- ✚ Simplify procedures to achieve the same with less
- ✚ Implement simplified procedures and adopt IGOM
- ✚ Invest in GSE pooling

- ✚ It might not necessarily decrease the cost or represent less equipment but it might improve safety
- ✚ It might allow each company to invest more in people rather than in GSE

### Safety Management

- ✚ Human error – we are not going to engineer out the human, we need to address the process gaps
- ✚ Automation might replace the human but it will bring different challenges and new risks
- ✚ Safety implementation should be directed to senior management – how much do we sign off to improve safety environment
- ✚ Ensure that risk is assessed effectively, that risks are reported and encourage a reporting culture
- ✚ Embrace a "no punishment" regime, look at company processes rather than individual mistakes - Just Culture

### Innovation

- ✚ Automation and digitalization should be a game changer
- ✚ Automation of turnaround process
- ✚ Bring together all stakeholders including airports and manufacturers and agree on what to innovate and on who is bearing the costs
- ✚ Ramp of the Future should take into consideration:
  - ✚ Autonomous ramp without human intervention will not be able to replace a human touch
  - ✚ Climatic changes
  - ✚ Drones and their effect on aviation
  - ✚ In terms of implementation - one size does not fit all
- ✚ What change will innovation bring and mean to each individual
- ✚ Innovation has to be a gradual process
- ✚ Airports and aircraft manufacturers need to participate
- ✚ Engage with GSE manufacturers as to what they are doing to "go green"

### Data Analysis

- ✚ Analyse data and root causes, identify the gaps and prioritize based on the benefits to industry
- ✚ Provide industry with cost / benefits analysis to support IATA standards implementation
  - ✚ E.g. cost of enhanced equipment versus damage rate performance after implementation

## What IATA should drive

- ✚ Implementation of existing standards by IATA Airlines globally:
  - ✚ IGOM
  - ✚ Enhanced GSE (proximity sensors) and target
  - ✚ ISAGO
- ✚ Lobby and advocate with regulators and airport authorities for recognition of industry standards
- ✚ Roll out “CEDAR” and get industry buy-in
- ✚ Promote the ACDM implementation by all stakeholders

## Conclusion

The outcomes of this summit will serve as inputs to IATA's Ground Ops strategic direction and will guide IATA's work focus. It will also be shared with the Ground Operations Group (GOG) to update the work plan if required.

The summit participants expressed the opinion that this top level discussion was beneficial and they are interested to participate in this Summit next year.

IATA committed to provide an update on work achieved on the topics covered in this GOES during the next IGHC.

GOES participants are invited to provide further comments and feedback for the above discussed topics or any other Ground Operations initiatives directly to Head of Ground Ops Joseph Suidan at [suidani@iata.org](mailto:suidani@iata.org)





## Attachment 1 - Participants

Acciona	Victor Carballo	Managing Director
Aegean Airlines	Panos Nicolaidis	Ground Operations Director
Aeroflot	Igor Ivliev	Director Ground Handling
Air Canada	Richard Steer	Senior Vice President Operations
Air Tahiti Nui	Celine Claeys	Ground Operations Director
Atlas Air	Robert Kiss	Vice President Ground Operations
Aviapartner	Clive Sauvé-Hopkins	Group CEO
British Airways	David Anderson	Head of Ground Safety
Celebi	Dave William Dorner	Celebi Group CEO
Emirates	Bill McPherson	Vice President Airport Services
Federal Express	Bobbi Wells	VP of AOD Safety and Airworthiness
Finnair	Gabriela Hiitola	Head of Ground Operation
Flybe	Alexandra Grondin	Ground Operations Director
Iberia Handling	Angel Marcos	Chief Airport Services Officer
Icelandair	Astthor Ingason	Head of International Stations
Jardine Aviation Services	David Walker	Chief Executive
Lufthansa	Sabine Trunk	Nominated Person Ground Operations
Menzies Aviation	Mervyn Walker	Executive Vice President Operations Support
Qatar Aviation Services	Murat Nursel	Senior Vice President
Qatar Airways	Brad Moore	Senior Vice President
Romanian Airport Services	Alexandra Huzuneanu	General Manager
Singapore Airlines	Timothy Chua	Vice President Airport Operations
Swissport	Simon Messner	Executive Vice President Performance & Innovation
IATA	Nick Careen	Senior Vice President Airport, Passenger, Cargo and Security
IATA	Joseph Suidan	Head of Ground Ops.
IATA	Iva Pluhackova	Manager Ground Ops
IATA	Massimo Cicetti	Manager Standards & Safety
IATA	Caroline Odhiambo	Manager Ground Ops. Standards
IATA	Steve Savage	Senior Analyst Ground Ops.