

# Ground Support

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There are compelling reasons to choose either approach.  
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## GROUND SERVICE PROVIDERS Ground Handling and Low-Cost Carriers

As airlines decrease fares, ground handlers are finding their own way to operate efficiently and cost-effectively.

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## INTERNATIONAL Keep It Safe

Aircraft ground handling operations in the Asia-Pacific region are aimed at improving the status quo to ensure safety performance.

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Ground Support Worldwide (USPS 0015-386), (ISSN 1934-2861 print; ISSN 2150-4016 online) is published 10 times per year in February, March, April, May, June/July, August, September, October, November and December/January by SouthComm Business Media, LLC, 1233 Janesville Ave, Fort Atkinson, WI 53538 and additional mailing offices. POSTMASTER: Send address changes to Ground Support Worldwide, PO Box 3257, Northbrook, IL 60065-3257. Canada Post PM40612608. Return undeliverable Canadian addresses to: Ground Support Worldwide PO Box 25542, London, ON N6C 6B2.

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**SOCIAL MEDIA & ONLINE CONTENT**







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# Congratulations to One of Our Own!

Even when shorthanded, a great team with a strong relationship will find success.

**M**y children are getting older and the days of long, sleepless nights and pure exhaustion are a distant memory, of which I am glad. But for one of our own his adventure has just started.

February 14, yes Valentine's Day, was an exciting day for us here at *Ground Support Worldwide*. Our Editor, Josh Smith and his wife Jenn welcomed their first child – a little girl named Paige Evelyn. She came a couple of weeks early but is a perfect, sweet, little bundle of joy and we cannot be happier for Josh and his newly expanded family.



While I knew the baby was coming, her arrival two weeks early was a little unexpected and so Josh's time away from the office came sooner than expected too. But we have a great team within the AviationPros family, and everyone pulled

together to make sure that we were able to get our magazine and digital products out on time.

Sometimes you get so caught up in your own responsibilities that you forget how many people it takes to be successful. This month could not have been successful without the help from others, so I would like to take the time to thank the entire AviationPros team, including team members with *Aircraft Maintenance Technology* and *Airport Business* magazines, for pulling together and supporting one another.

Thank you!

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**April 22-26**

**International Aviation Snow Symposium**

Buffalo, NY

**April 25-27**

**GSE & Ramp-Ops Conference**

Milan, Italy

**April 25-27**

**MRO Americas**

Orlando, FL

**May 2-4**

**NBAA Maintenance Conference**

West Palm Beach, FL

**May 7-10**

**AAAE Annual Conference & Expo**

Long Beach, CA

**May 21-24**

**IATA Ground Handling Conference**

Bangkok, Thailand

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## BUSINESS BUZZ

### ► TOP NEWS

#### **Menzies Aviation Completes Acquisition of ASIG**

Menzies Aviation's Parent Company -- John Menzies plc -- announced the completion of the acquisition of ASIG from BBA Aviation plc for \$202 million.



Agreement has been reached with the Competition and Markets Authority (CMA) to hold the ASIG operations at Aberdeen Airport separately in order to satisfy the requirements of the CMA to ultimately divest those operations and obtain UK merger clearance.

"I am delighted to announce the completion of our acquisition of ASIG," Forsyth Black, managing director of Menzies Aviation, said. "This is a truly transformational deal and I welcome all ASIG employees into the Menzies family. Whilst ground handling is at the core of our business ASIG brings exciting new product lines to the group giving us great opportunities to further strengthen the aviation business."

Also, Menzies Aviation in South Africa and Namibia has successfully concluded a three-year contract renewal with SA Airlink. Operations cover seven stations within South Africa and Namibia for ramp handling and cleaning with more than 40 narrow bodied aircraft in the fleet.

#### **Alaska Airlines Will Hire Baggage Handlers it Outsourced**

Alaska Airlines is taking its baggage-handling contract at Seattle-Tacoma International Airport away from Menzies Aviation and giving it to a new Alaska Air subsidiary, McGee Air Services.

About 900 Menzies employees -- mostly ground crew and some back office staff -- will be offered the opportunity to work for McGee and will now be unionized under the International Association of Machinists and Aerospace Workers (IAM) union. The initial wages at McGee will be unchanged, but the contract with IAM will provide better benefits and incremental pay increases over the next six years, according to Cees Verkerk, Alaska Air's managing director of station operations support.

McGee Air Services, based in Renton, was

founded a year ago by Alaska Airlines veterans, including its president, Dean DuVall. Although a wholly-owned subsidiary of the airline, McGee operates independently and bids for Alaska Airlines work against other ramp-service providers. McGee launched at its first airport in Phoenix in July, later adding San Jose, California and Portland.

Menzies workers at Sea-Tac are now paid a minimum wage of \$15.34 an hour as a result of the successful push that started in 2013 for higher wages at the airport. Baggage handlers will get a 25-cent-per-hour raise after one year, an additional 50 cents after two, plus an increase in the inflation-adjustment index. They will also get paid double time for seven holidays. With incentive pay factored in, a typical baggage handler in five years should earn between \$18.21 per hour and \$19.75 per hour.

#### **TAG Aviation Receives IS-BAH Accreditation**



TAG Aviation's Fixed-Base Operations (FBOs) based in Geneva and Sion have been awarded the International Standard for Business Aircraft Handling (IS-BAH) Stage 1 certificate of registration from the International Business Aviation Council (IBAC) for their rigorous safety and quality ground handling operations.

The IS-BAH standard, which focuses on the refueling, ground handling and storing of general aviation aircraft, is a set of global industry's best practices in safety management and risk mitigation for business aviation ground handlers.

"The IS-BAH registration process represents months of hard work for the management teams of both stations," said Ilias Ziragachi, TAG Aviation's Handling Manager for Sion. "Receipt of the IS-BAH certification is a significant milestone, and it is very important we continue to formalize our continuous improvement and build upon the safety culture."

TAG Madrid's FBO and handling station is currently working towards implementing IS-BAH accreditation.

#### **IATA Grants SriLankan Airlines ISAGO Registration**

The International Air Transport Association (IATA) awarded SriLankan Airlines the IATA






Safety Audit for Ground Operations (ISAGO) renewal registration, following the successful completion of a comprehensive audit of ground handling operations at Bandaranayake International Airport (CMB).

SriLankan Airlines is the 158th ground handling company in the world to receive this registration.

### Amazon to Bring \$1.5 Billion Hub to CVG

A \$1.5 billion Amazon  air hub at the Cincinnati/Northern Kentucky International Airport (CVG) received preliminary approval for \$40 million in Kentucky tax incentives. The air hub would serve a growing fleet of Prime Air cargo planes.

“As we considered places for the long-term home for our air hub operations,

Hebron quickly rose to the top of the list with a large, skilled workforce, centralized location with great connectivity to our nearby fulfillment locations, and an excellent quality of living for employees,” said Dave Clark, Amazon’s senior vice president of worldwide operations.

Kentucky Gov. Matt Bevin said that the state is “truly grateful for the jobs and economic impact it will bring to the commonwealth.”

The hub will include 40 aircraft over 920 acres and will eventually hire 2,000 people, including 600 full-time employees.

### DFW To Add Refrigeration Facilities For Cargo Customers

Dallas Fort Worth International (DFW) Airport soon will begin installing a cold chain facility that

will be operated by AirLogistix USA. Expected to be operational this summer, the transfer facility will give DFW the ability to precisely control warehousing temperatures for shipments of pharmaceuticals, flowers and fresh foods.

“There are tremendous growth opportunities for domestic and international cargo customers to ship perishables through DFW to 180 markets,” said John Ackerman, executive vice president – global strategy and development at DFW. “We are very excited to partner with AirLogistix USA on a cold chain facility at DFW Airport.”

### Hactl Complying with IATA CEIV Pharma Requirements

Hong Kong Air Cargo Terminals Limited (Hactl) has been confirmed as complying with all the requirements of IATA CEIV Pharma. Hactl is the first handler in

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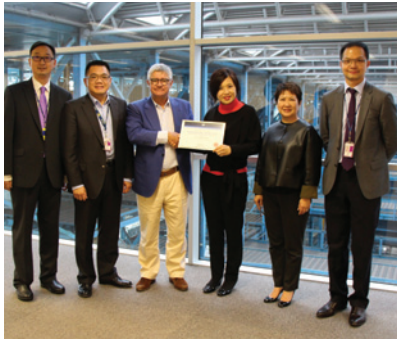


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Hong Kong to obtain the certification. IATA CEIV Pharma is designed to help the industry further develop a network of certified pharmaceutical trade lanes that meet consistent cold-chain management standards and assure product integrity.

“We are very pleased with the positive outcome of the IATA CEIV Pharma Validation, and value the cross-departmental team effort that resulted in Hactl becom-

ing the first to obtain this important certification,” said Benny Siu, Hactl’s senior manager – quality assurance.

## ► PEOPLE

### LUG Realigns Management

LUG aircargo handling GmbH has realigned its management team. Wolfgang Voigt, currently operations manager, takes over the newly created department of Strategic Product Development.



Additionally, Axel van Hees replaces Voigt as operations manager in Frankfurt, but he will remain head of aviation security. Voigt and Hees will both report directly to managing director and CEO

Patrik Tschirch. Nina Strippel remains manager sales, customer services and quality.



“I would like to thank Wolfgang Voigt sincerely for his great services in his previous position as manager operations. I look forward to laying the foundations with him for a genuine leap into a visionary future,” said Tschirch.

“Axel van Hees has been with LUG for many years and has accumulated considerable knowledge about our operational processes in this time. I am confident that this will be a smooth switch. We will not only maintain our punch but perform even more cost-effectively and powerfully in future.”



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**Leible Elected ASA Chairman**

The Board of the Airport Services Association (ASA) announced chairman, Samim Aydin, and secretary general, Martin Meyer have both stepped down after serving the association since 2010.

The Board has elected, Sally Leible -- who is currently the President and CEO of Airport Terminal Services -- as its new chairman. Aydin and Meyer both joined the Board of ASA when it transitioned from the original handlers' association that was known as IAHA - the International Airline Handlers' Association.

"On behalf of the entire Board and the members of ASA, I would like to thank them for the enormous amount of time each has dedicated to ASA, despite having

very demanding full time jobs, and wish them well in the future," said Leible.

Additionally, Jon Conway has been appointed director general of the ASA and will take up his new position March 1, 2017.

Conway began his aviation career in 1973, when he joined BOAC Cargo (which later became British Airways Cargo) based at London Heathrow.



In 1981, he joined Cathay Pacific Airways, the start of a 27-year career with the Hong Kong based carrier. Conway held a variety of senior management roles ending as director and general manager of Hong Kong Airport Services. He joined dnata as its divisional senior vice president UAE airport operations in 2008 - a post he held for eight years before stepping down at

the end of 2016.

"I am delighted to welcome Jon to the family," said Angela Gittens, director general, ACI World. "As we strive to better integrate the ground services sector into the safety standards and practices to which airports are dedicated, we see ASA as a strong partner in achieving stretch goals in this regard. We look forward to working with Jon as he takes the reins of this dedicated and conscientious organisation."

**ProFlo Adds to its Team**

ProFlo Industries, a supplier of aircraft refueling equipment, announces the addition of Gayle Mitchell and Timberly Krupp to their team in Alvada, OH.

Mitchell is joining ProFlo Industries



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with a role in finance as she has a Bachelor of Science and Accounting from the University of Mary Washington in Fredericksburg, VA.

Krupp is joining in an administrative roll focusing on customer service.

“Customer service is important to us at ProFlo, it’s what helps to set us apart in the industry, we take the time to personally update and communicate with each

customer and address all of their questions and concerns,” said Krupp. “In the end, everyone is happy.”

### TCFEF Names Bennett to its Airport Ground Support Equipment Division

TCF Equipment Finance (TCFEF), a division of TCF National Bank, announced the appointment of Neil Bennett as national finance manager for its airport ground support equipment division.

Bennett has more than 30 years of experience in the airport ground support equipment industry. Prior to joining TCFEF, Bennett was managing director of Somerset Aviation Capital and was the president of Compass eGSE for 18 years.

“Neil brings a wealth of industry knowledge and the strategic and tactical know-how to help TCFEF become a stronger leader in the airport ground support equipment industry,” said Kurt Schmitz, VP of sales at TCFEF. “I’m confident that his leadership is an exceptional asset to the division and he will contribute successfully to building a sales and service model that meets and exceeds the needs of our existing and prospective customers.”



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### ► NEW DEALS

#### Swissport Oman, flydubai Sign Ground Handling Contract

**swissport** Swissport Oman and flydubai signed a ground handling services contract for Muscat International Airport. Swissport provides flydubai passenger and ramp handling, baggage services, operations coordination and load control. The agreement with flydubai is effective from April 15, 2017.

“With up to six flights a day, Muscat is an important destination on the flydubai network,” said Hamad Obaidalla, chief commercial officer at flydubai. “We look forward to working with Swissport Oman

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in support of our ground handling operations and we know that they will continue to help enhance the efficiency of our operations.”

### CHEP Aerospace Solutions to Rebrand as Unilode

CHEP Aerospace Solutions, a provider of outsourced Unit Load Device (ULD) management as well as ULD and inflight equipment repair solutions, has been rebranded to Unilode Aviation Solutions following its acquisition by EQT Infrastructure in November 2016.

Given the scale of the business, Unilode owns and manages approximately 100,000 ULDs for more than 40 airline customers across a network of 450 airports and 48 repair and service centers. The new brand will be phased in throughout 2017 and was to be officially unveiled at the IATA World Cargo Symposium in Abu Dhabi.

“This is an incredibly exciting time for the business and our new brand will encapsulate the positive energy across our global team,” Unilode CEO and President Ludwig Bertsch said. “Accessible, memorable and true to our core values, Unilode is a name we are proud to stand behind as we continue to consolidate our position as the world’s leading provider for outsourced ULD and inflight equipment solutions.”



### BYD Secures Extra Orders from Carbridge

A major Australian airport ground transportation provider Carbridge has placed orders for 40 more pure electric buses from BYD. The contract was signed at the end of January in the presence of senior executives from BYD and Carbridge, three months after the first BYD Electric Blu bus made its commercial debut at Sydney Airport.



“We are the first Chinese company to crack Australia’s electric bus market, having come a long way since the trial of our electric buses at the country’s busiest airport in Sydney in late 2014,” said Liu Xueliang, general manager of BYD’s Asia-Pacific auto sales division. “This additional order from a large transport provider like Carbridge is testimony to our quality service and state of the art technology – and was a very nice present just before the Lunar New Year.”

### Cavotec Wins Order for Dubai Airport

Cavotec won an order for its pre-conditioned air (PCA) and 400Hz power technologies for Dubai’s new gateway airport, Al Maktoum International.



Cavotec and leading contractor A&P Group of Companies are to supply, install, test and commission PCA and 400Hz systems, including underground services, for more than 60 remote aircraft parking positions at Al Maktoum. Deliveries are due to start in the second quarter of this year, with the first phase of commissioning planned for the third quarter. The project consists of a large number of Multiple Aircraft Ramp System (MARS) stands, where the supplied equipment will service all types of aircraft, including the Airbus A380.



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# Ground Handling and Low-Cost Carriers

As low-cost carriers become ultra-low-cost and legacy airlines also decrease fares, ground handlers are finding their own way to operate efficiently and cost-effectively.

By Jen Bradley

**B**udget airlines (low-cost carriers and ultra-low-cost carriers) originally had a very specific model: sell the seats cheap, and keep costs low. The first one in the United States was Southwest Airlines, which in 1971, gave the industry no-frills service and at the time, one aircraft type. This was uncommon, but it also was successful and changed the way the world travels by air.

Innovata reports that in 2014, low-cost carriers (LCCs) increased their flights to more than 136,200 a week, which overran all three major

airline alliances (Oneworld, SkyTeam Alliance and Star Alliance). The airline research group, a partner to the International Air Transport Association (IATA) and part of Flightglobal, covers more than 800 carriers worldwide. Innovata reports that LCCs now account for 22 percent of the world's airline capacity.

That said, Paul Berry, a representative from Spirit Airlines an ultra-low-cost-carrier (ULCC), says that these groups of airlines address ground handling needs with the same approach as their legacy counterparts.





“At Spirit, we are completely outsourced in almost all of our stations (with the exception of Fort Lauderdale–Hollywood International Airport), so we need all of the standard services including passenger service, ramp, aircraft cleaning, wheelchair assistance, fueling, etc.,” he says.

## Unique challenges

The increase of LCC flights has placed pressure on ground handling service providers to record faster turnaround times than legacy airlines require. Typically, a LCC flight can be turned around in a half-hour, as there are less beverages and meals offered to passengers and not as much cleaning needs to be done between flights. Also, if on shorter routes, a long fueling process is unnecessary at each stop.

Berry says that the frequency of flights at a specific location doesn't really change the cost of ground handling services, but it may affect the cost-cutting measures necessary

to continue offering low fares.

“In stations where we have higher volumes, our cost per departure for essential services would be on-par with non-ULCC carriers,” he says. “At those stations where our flight volume is low, we could be disadvantaged on a cost per departure basis.”

The majority of LCCs are also outsourcing the ground handling services they do use. In 2015, The Denver Post published an article about Frontier's change to outsource all ramp, baggage, gate and ticket-counter jobs at Denver International Airport (DEN) and more cuts at General Mitchell International Airport (MKE) in Milwaukee, WI. This has been a common trend throughout the industry and one that isn't likely to change soon.

The challenges that come with this might not either.

## The world perspective

A study was done by a student at the Ham-

burg University of Applied Sciences which reviewed ground handling for LCCs in Asia, North America and Europe. Yik Lun Tan reported that North America and Europe have more advanced facilities overall, but that the general labor cost in Asia is lower. They also then spend more on advertising.

In North America, low-cost carriers are found at every airport, while in other parts of the world, primary airports are really the prime place to find a LCC, as the population density varies greatly from the wider-spread land areas.

The other significant impact in ground handling is the availability of Internet access to passengers. Less people are needed where most of the booking, payment, promotion and even check-ins, etc., can now be done online. It's a cost-saving measure many airlines have implemented and in greater strides in recent years. He says the Asian markets have become more adept in this as well.



Photo courtesy of Spirit Airlines

Lun Tan's research shows that ground handling markets worldwide have opened up and are becoming more competitive, mostly in North America and Europe. Research and Markets says that a newer report they offer projects the Global Aircraft Ground Handling System Market is poised to grow at a compound annual growth rate (CAGR) of around 7.3 percent over the next decade to reach approximately \$7.43 billion by 2025.

### Common ground

While there are differences between legacy carriers and low-cost ones, they do share much common ground: maintaining customer service, the need to reduce costs and increase efficiency. Lower fuel costs have helped that recently, as a 34 percent decrease was recorded in the last year by Airlines for America (AAA).

Ground handlers are keeping pace by having multiple streams of revenue at a single location, and able to service more than one lower cost carrier at a time. In the Winter 2015/Spring 2016 issue of Cargo Airports & Airline Service magazine out of the United Kingdom, Mandy Dunn, communications manager for Cleveland, Ohio-based Flight Services & Systems (FSS), says that the ground service market is increasing fast, with her company anticipating 15 to 16 percent growth in coming years.

Outsourcing these services is helping the airlines stay competitive and keep that low-cost carrier status. In the Denver Post article, Frontier CEO Dave Siegel admitted that it's difficult, but that the changes allow Frontier to grow as a company. DEN was the last airport of Frontier's service to make the switch from in-house ground handling services and is now outsourced to Swissport

USA and Sitel for reservations.

The good news is the jobs don't disappear, but the CEO told the Post that these customized companies bring a new level of efficiency and workload management. While others disagree, airlines are tasked with keeping customers happy, airports full and also meeting their bottom lines.

"Swissport is the best airport operator in the U.S. and I would argue, in the world," Siegel said last year. "This is their business and they are really good at it. And they are very adept at running larger operations - it's their sweet spot."

### Keeping clients happy

Speaking of sweet spots, both ground handlers and any airlines know that it's essential to find one and stay there as long as possible.

Berry's advice for ground handlers?

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“Do consistently good work,” he notes, and explains that Spirit Airlines boasts “outstanding relationships” with most of the current large ground handling service providers.

The competition in the industry is tight, and trying to gain ground in a new location can be a challenge. From securing office space, to a leadership team and then permits, a new workforce, much time and money go into a start-up, Dunn relayed. She said FSS tries to find a key client, keep them happy and then build a business from there, a model which has worked well for them in the States.

Berry says Spirit is recognized by Swissport and DAL Global Services as being in the top five of all their customers. He offers this insight as well, from the ULCC perspective: “Spirit also looks for additional services providers in order to maintain a diversified portfolio. If there is a ground handling company out there that we are not familiar with, there is a chance we could find them before they approach us.”

### Staffed and safe

Dunn told Cargo Airports & Airline Service that in addition to keeping clients happy, staff training is essential for recruiting and retaining high-quality employees. Airlines are also looking intently at what they can do differently to save costs, but maintain a high standard of service, especially the budget, lower-cost carriers.

EasyJet, a British low-cost carrier, said that it sources everything it can, as long as that is manageable. The same article explains that this does come with risks such as security credentialing more employees, and having to cancel flights if the ground handlers go on strike, which has happened in recent years.

EasyJet representatives say that two years ago, 20,000 people who worked for the airline in 140 airports were not on the company’s list of formal employees, but subcontractors. For some airlines, only crew and pilots are on payroll, and as the airlines grow, some things are brought in-house because of the need to close margins, such as engineering and fleet management.

The ground handling market is open for business and forcing low-cost carriers to

maintain their low fares, keep pace with the decreasing fares of legacy airlines, all while providing a high level of service to both customers and staff. It’s no easy feat for any airline to maneuver. **GSW**



#### ▶ ABOUT THE AUTHOR:

Jen Bradley, owner of Bradley Bylines, is an aviation writer based in Wisconsin. She may be reached via her website at [www.bradleybylines.com](http://www.bradleybylines.com).

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*The assessment of outsourcing GSE maintenance has historically been driven by a desire to lower costs; a need to see better reliability; and whether or not the service is a core competency. However, another factor to consider is the diminished talent pool could mean poorer or less maintenance threatening relationships with customers.*

*Photo courtesy of Global Aviation Services*



# SELF- PERFORMANCE *VERSUS* OUTSOURCED GSE MAINTENANCE

*By Rob Root*

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There are compelling reasons to choose either approach. One size does not fit all.

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“Do what you do best and outsource the rest” has become an internationally recognized business tagline first coined in the 1990s by Peter Drucker. Self-performance versus the outsourcing of GSE maintenance is a frequently discussed topic in the ground support industry.



## ▶ HOW OUTSOURCING CAN SIMPLIFY DAILY OPERATIONS

By Josh Smith

### ***Allowing one supplier to perform GSE maintenance can provide cost savings and increase productivity.***

As someone who has been involved with ground support equipment maintenance for decades, Dewey Kulzer of Daifuku Elite Line Services (ELS) has seen trends change.

Outsourcing GSE maintenance became more prevalent approximately 15 years ago to help offset economic pressures. Then later, carriers began performing more of their maintenance needs in-house.

Now, Kulzer says he often sees companies choosing to entrust the majority of their maintenance requirements to one company, like ELS, rather than relying on multiple parties, such as FBOs, ground handlers and other service providers, to perform specific tasks.

“Carriers might be managing tons and tons of suppliers, which takes major effort by them to manage their activities, manage their quality, manage their people – all of those functions,” Kulzer says. “Now, they are re-looking at how they’ve outsourced that, and they’re now regionalizing and pulling them under a few suppliers that are much higher quality than a lot of the other stuff they’ve found.

“It’s not driven by equipment type or equipment need, it’s driven totally by cost and ability to support,” he adds.

Using fewer maintenance providers can increase productivity and dependability. Kulzer also points out that labor is often the highest cost associated with in-house maintenance, and that expense can be reduced by outsourcing.

To deliver the appropriate level of service, maintenance providers need to have a broad, overall knowledge of the equipment they’re repairing. Additionally, mechanics receive specialized training to become experts with specific matters.

“The environment on the ramp doesn’t change that fast. They’re bringing in awesome, new equipment. But that old 1990 tractor is still out there too,” Kulzer explains. “So you’re maintaining, literally, farm-yard level technology to the latest, computer-driven stuff.

“I have guys that are much better in electric equipment and electronics and stuff like that,” he continues. “So when an average mechanic that we’ve trained can’t figure out one of those technical problems, the pro goes and helps him.”

Maintenance providers like ELS also have mobile mechanics that can be dispatched from other stations to assist when others are short-handed or having other difficulties.

Able to work within a carrier’s preventative maintenance schedules or build programs for a customer, dedicated maintenance providers also provide simplicity and dependability for customers – in addition to potential cost savings, Kulzer notes.

“With the multiple suppliers that carriers may be dealing with today, it takes multiple people on their staff to do that,” he says. “By outsourcing, all of sudden it reduces their needs to where they can utilize that staff for something else. They don’t have to devote 10 or 15 people to manage all these different functions.

“In today’s world, when they’re looking at outsourcing, they can’t look at it as a one-off type deal,” Kulzer concludes. “The greater benefits are looking at it as a more regional, holistic view. How can they get the maximum benefit?”

Full disclosure – I sell outsourcing of GSE maintenance. But before you quit reading, as a vice president of operations in a former company I “sold” our executive team on the idea of self-performing maintenance on our \$1M worth of equipment. We brought maintenance service in house. Over the past 25 years I’ve had hundreds of conversations regarding the process of deciding to self-perform or outsource a business function.

There are compelling reasons to choose either approach. One size does not fit all.

Outsourcing GSE maintenance at Newark Liberty International Airport (EWR) may be the best approach, while self-performing at San Francisco International Airport (SFO) might be best for the business unit.

What follows is the framework we are using with our customers to assess self-performance versus outsourcing.

The assessment of outsourcing has historically been driven by three key considerations:

- A desire to lower costs.
- A need to see better reliability.
- The service to be outsourced is not a core competency.

However, an emerging consideration for outsourcing is:

- The diminished talent pool means poorer or less maintenance threatening relationships with customers.

There are four phases in the assessment of self-performance versus outsourcing.

The first phase is an honest internal discussion about the current state of the self-performed maintenance program. In most cases, this discussion should be location specific and the results may be very different. The team in Miami International Airport (MIA) may have strong maintenance skills while the team in O’Hare International Airport (ORD) may not.

Key questions are:

- Are your current costs meeting expectations and/or is there a near-term, known factor that may immediately drive up those costs? Health care costs and mandated wage changes are examples.

Photo courtesy of Global Aviation Services



- Are you meeting current in-service, safety and reliability metrics?
- What would your customers say about your maintenance service and how it impacts their operation?

A corresponding requirement for completing the assessment is to know the metrics required to answer the questions above (typically defined as key performance indicators or KPIs):

- How are costs measured and what are the targets?
- How are in-service rates measured and what are the targets?
- How is customer satisfaction measured



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and/or how is the impact of maintenance on customers tracked?

Once consensus has been reached by the stakeholders regarding the current state of the maintenance program, the assessment moves to phase two: an honest internal discussion on company capabilities.

- Is GSE maintenance a core competency? Again this may be location specific.
- Are there limiting factors that could/should be removed for the team to successfully self-perform?
- If maintenance is not a core competency, does the company have the time and resources to implement the changes that would yield the targeted improvements (lower costs, better reliability and better customer satisfaction)?
- Can a service provider be identified who specializes in maintenance, or where

maintenance is a core competency, and are they definitively better today? Who are they?

- Can a service provider really deliver lower costs and better reliability than the organization?
  - The provider may propose that they can implement better processes. Is that true?
- After phases one and two are complete, the leadership team should have an understanding of how well its self-performed maintenance program is meeting cost and quality goals. The team also should have a clearer picture of GSE maintenance as a core competency and whether there are concerns about the program's impact on the company's relationship with its customers.

If the leadership team has decided to explore outsourcing the next steps create

## ▶ TRAIN TO MAINTAIN

***When performing GSE maintenance in-house, securing the proper training ensures repairs are done correctly.***

If a ground service provider chooses to perform ground support equipment maintenance in-house, it is critical that those repairs are performed correctly.

Tronair, for example, is making sure it's equipment is maintained appropriately by educating companies like e2b calibration on best practices to keep its GSE units operating at peak efficiency.

e2b calibration, based in Ohio, announced late last year that it expanded its existing aviation quality services to include on-site training for Tronair ground support equipment.

Tronair GSE instructors tutored e2b's calibration technicians, allowing e2b representatives to then train other aviation maintenance professionals that use Tronair products in the field at maintenance repair and overhaul (MRO) facilities as well as at fixed-base operators (FBO).

Training can be tailored to the needs of the MRO or FBO, and each training session concludes with a personalized question and answer discussion between the instructor and the GSE maintenance technicians.

"Aviation equipment can be very expensive and critical to aircraft safety," explains Mike Miner, training coordinator for e2b. "With proper maintenance, ground support equipment can last for 20 plus years."

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the framework for the return on investment (ROI) discussion.

Phase three is to determine the cost of self-performing GSE maintenance. The team will need to decide what aspects of the business will be considered in the assessment.

- Direct costs such as:
  - » Direct labor performing the service.
  - » Rent and other facility costs.
  - » Vehicles, tooling, equipment and other shop operation costs.
  - » Specialized technical support (if it comes from another location).
  - » Parts inventory (including carrying cost and shrinkage).
- In-direct costs such as:
  - » Support services being provided to the operations (HR, accounting, management).
  - » Revenue potential from third-party contracts.
  - » Impact on other core competencies.
  - » Impact on customer relationships.
  - » Impact of job vacancies from shrinking labor force.

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If you are preparing to assess the **ROI of outsourcing**, be sure to consider **direct costs, in-direct costs**, and **impact on reliability**, core **competencies** and customer relationships.

---

During this phase, requests for proposal (RFP) should be sent to any potential out-source service provider that was identified in phase two as definitively better. Note that an assessment that only uses direct costs will almost always be lower than a service provider's hourly bill rate. The



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service provider has to include in-direct costs in their rate in order to assure some level of profit and to make providing the service sustainable.

The final phase is to complete the ROI assessment. The relatively easy assessment is from the financial perspective. This may require converting RFP responses and the self-performing cost assessment into a common denominator such as estimated annual spend. Then, what is the comparison of estimated annual spend, self-performance versus outsourcing? Divide the outsource number by the self-perform number to get a factor. Any resulting factor over 1 means that outsourcing provides a better financial ROI than self-performance. Factors under 1 mean that out-



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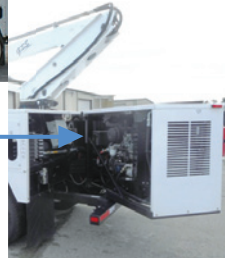


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sourcing, from the financial perspective, could be more costly.

The more challenging assessments are the financial impact of:

- Better reliability.
- More resources available for core competencies.
- Better relationships with customers.

Any of those objectives can move the ROI factor up or down. For example, if better reliability is not assured, then a factor over 1, may not be good enough to justify a change. If reliability will be consequentially better, an ROI factor of less than 1 may be acceptable.

The assessment of self-performance versus outsourcing GSE maintenance is not a one-size-fits-all proposition.

We've identified 40 factors that should be considered. And while we support Drucker's notation to "do what you do best and outsource the rest," we also recognize that a good outsource service provider must be able to say that outsourcing is not the best solution in every case.

If you are preparing to assess the ROI of outsourcing, be sure to consider direct costs, in-direct costs, and impact on reliability, core competencies and customer relationships. **GSW**



Photo courtesy of Daifuku Elite Line Services

#### ▶ ABOUT THE AUTHOR:

**Rob Root** is the VP of Business Development at Global Aviation Services, a leading GSE maintenance provider headquartered in Eagan, MN.



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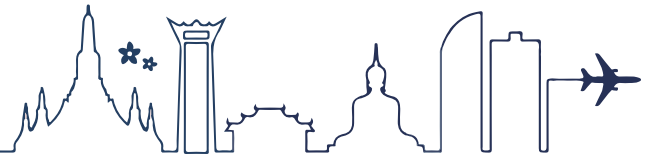
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**IGHC**  
IATA GROUND HANDLING CONFERENCE

# The IATA Ground Handling Conference Turns 30

The IGHC is the premier annual ground handling industry conference in the world. The 30th annual event will be held May 21 - 24 at Centara Grand Hotel at CentralWorld in Bangkok, Thailand.



In today's fast-paced world of ever-changing levels of service and technology improvements, three decades is quite a milestone.

The International Air Transport Association (IATA) Ground Handling Conference (IGHC), which celebrates its 30th anniversary this year, is now one of the longest continuous running industry conferences – delivering access to the heart of the ground operations industry's top decision makers. From the outset the IGHC has always been about safety, ground damage reduction and operational efficiency, and this pattern continues to this day – offering its delegates insight into industry trends, leading edge advances in ground operations technology, standards and procedures, as well as first class opportunities for networking with stakeholders from all parts of the industry.

## IGHC Changes

While it may not be apparent, the IGHC has undergone a bit of a change during 2016.

The IGHC is now firmly IATA's annual event on ground operations and is managed separately from the IATA standards setting activities, while the old IGHC membership has been restructured under the newly established Ground Handling Partner (GHP) program. The links between both

are strong, and this is mirrored in the conference program where Sunday afternoon is reserved for bringing our delegates up to date on the latest news on IATA's Ground Operations initiatives.

There is a lot more that goes on behind the scenes at IATA Ground Operations than meets the eye. Even the task of updating the Airport Handling Manual (AHM) and IATA Ground Operations Manual (IGOM) is one that involves considerable time and effort. Both these manuals are kept current with input and feedback from multiple sources that are initiated and/or considered by IATA's Ground Operations Technical Subgroups (GOTS). The GOTS comprise airline representatives, ground service providers, airports, airframe manufacturers, equipment manufacturers and solution/service providers.

The expert members in these groups provide the materials and means of ensuring that what is in IATA's manuals is representative of current industry best practices. Participation in the GOTS is drawn from members of IATA's recently established GHP program for ground service providers, airports, regulators and non-IATA airlines, as well as from the IATA Strategic Partnership program for the aviation industry's manufacturers, suppliers and solution providers.

In addition IATA also calls on similar groups that operate under other parts of the association where the content of the manuals is not directly within IATA's remit. Delegates will be able to get updates on new developments, standards and procedures at this session – including the new Load Control XML Toolkit, guidance and considerations for electric-powered GSE and the upcoming revision of the SGHA.

That Ground Operations is a “hub” function, interconnecting and impacting almost every aspect of the aviation industry, is a well-known fact. For this reason, IATA compiles its program together with industry partners from Airports Council International (ACI) and Air Services Agreement (ASA) so that it ensures it gets as many points-of-view as possible.

In line with the comments received from IATA's delegates in past years, the association continues to tailor the event to accommodate the sometimes conflicting needs to network and gather up-to-date information on the



◀ *The IGHC provides attendees multiple openings to network and gather up-to-date information on the state of the industry.*

state of the industry. At the conference, IATA has split the days up to cover specific topics so that delegates have the best opportunity to customize their program to suit their preferences.

### IGHC Day One

Business, Management and Development is

the theme of the first day, which also covers the opening and the more commercially orientated aspects in both the morning plenary sessions and the afternoon workshops.

The focus is on the economic outlook and business opportunities – globally as well as with more emphasis on Asia. The sessions also cover change management, employee

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retention programs, training, alternative payment channels and processes and what's coming for the new issue of the Standard Ground Handling Agreement in 2018.

### IGHC Day Two

The second day deals with the theme of Enhanced Operations in which the focus is extensively on ISAGO's new model.

The ISAGO program has become highly respected in the industry to the extent that it has had to evolve to cater to more audits than the original model could accommodate. In the sessions, the New Operational Audit Model and its implications and benefits for the industry will be examined.

IGOM implementation is another program, which IATA introduced recently. It has been gaining global acceptance and is being adopted around the world – the opportunity is offered to hear the latest developments and meet with people who have implemented the program. From the safety perspective, it will be debated whether safety comes first when handling services are contracted out. In addition, a look at the issues and challenges facing cargo security and the transportation of lithium batteries will be offered.

### IGHC Day Three

New Technology is a term that is often abused, but IATA's innovation-themed day has got



▲ *The IATA Ground Handling Conference will offer opportunities for attendees to explore various industry topics such as business, management and development, enhanced operations and new technology.*

this covered when the questions of whether or not the industry is ready to manage and implement new technologies is explored.

The recently included requirements for enhanced GSE into the AHM help address the serious matter of ground damage, and there is an ongoing project looking at aircraft fuselage markings that can be used by GSE and passenger boarding bridges for more consistent and non-damaging docking at

aircraft. But how ready is the industry for the next steps?

Do driverless vehicles have a place on the ramp? Can robots practically replace manpower in the baggage halls? The third day's program addresses these issues and gets the ball rolling on what needs to be done to ensure that what the industry ultimately comes up with as solutions can perform consistently and efficiently.



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### Training

What would the IGHC be without training? In 2017, IATA offers two training sessions at the end of the IGHC Conference:

- The Standard Ground Handling Agreement training course, which is particularly relevant given that the new issue of the SGHA will be released in 2018.
- The IGOM Implementation and Standardization Procedures course. With well over 50 IATA airlines having adopted IGOM, together with a considerable number of ground service providers, this is an opportunity to learn and experience what is needed to implement IGOM.

Another key feature of the IGHC is the exhibition. Companies from all different aspects of the ground handling industry have the opportunity to showcase their products and services at our event. The exhibition is integrated with the program and the meeting points to provide delegates with a smooth flow between all the different facets of the conference. To keep up to date on who is exhibiting please see <https://shows.map-dynamics.com/ighc2017>.

None of this would be possible without the help and support of IATA's sponsors, who have contributed over the years to making the IGHC the premiere annual ground handling event.

For the latest news on the IGHC, please go to <http://www.iata.org/events/ighc>. **GSW**

*This article was provided by IATA Ground Operations*

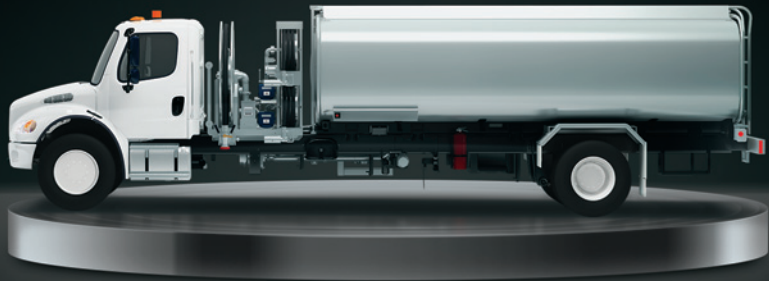
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# Keep It Safe

Aircraft ground handling operations in the Asia-Pacific region are aimed at improving the status quo to ensure safety performance.

By Mario Pierobon

**A**ircraft ground handling safety performance depends very much on what aircraft ground handling companies can do by themselves to improve their operational status quo.

In the remittal of individual service providers, there are many initiatives that can be implemented and other initiatives that ground handling companies worldwide are already implementing. These include the delivery of more effective forms of training, the adoption of common industry operational standards, the analysis of safety reports to identify operational safety issues and the development of the soft skills of operatives to improve the quality of the ramp as a work environment.

Yet, ground handling safety performance also depends on factors that ground handling com-

panies do not influence directly, and one of these is airport design. In this month's regional update on aircraft ground handling in the Asia-Pacific region, we will look at some infrastructural developments that are going on at many airports in the Asia-Pacific region to cope with the booming aviation industry and specifically with how the aircraft ground handling infrastructure is being catered for.

One of the main design criteria that airports in the Asia-Pacific region are following is an attempt to prevent the constraints that exist at many older, large airports and contribute to make ground damage more likely, such as close stands.

"Hong Kong International Airport (HKIA) is committed to upholding high standards in operational safety. To achieve this, we strictly follow all



Photo courtesy of HKIA



Photo courtesy of HKIA

aviation safety regulations and procedures, which cover all parts of HKIA's operations on the airfield and on the apron. Airport design should include the early installation of infrastructure that encourages ground equipment pooling amongst ground handling agents. For example, provision of charging units at parking stands to facilitate electric ground equipment pooling will significantly reduce the ramp vehicular and equipment traffic and contribute to a greener airport. Meanwhile, the designs of HKIA not only consider the ICAO requirements, but also the flexibility to cater for different new aircraft types such as A380, B747-8, A350 and B787," a spokesperson for HKIA says.

"For example, in the Midfield Concourse, which has been fully operational since March 2016, sufficient space is provided at each parking stand for a wide range of aircraft types and also for equipment maneuvering and aircraft servicing. There are also strict and long-standing guidelines for operators to observe when maneuvering their ground service equipment to ensure the safety."

HKIA's Midfield Concourse is located west of Terminal 1 between the two existing runways, and it has an area of 410,000 square meters. The Midfield Concourse has the capacity to serve an additional 10 million passengers every year. With an area of 105,000 square meters, it provides 20 parking stands and connects with Terminal 1 via an extension of the automated people mover system.

HKIA also aims to build a third runway to handle future traffic demands estimated at 102 million passengers, 8.9 million tons of cargo and 607,000 aircraft movements per year by 2030. The project will see the reclamation of approximately 650 hectares (roughly 1,600 acres) of land north of the existing airport island, bounded by approximately 13.4 km (8.4 miles) of seawall.

"The safety and security of staff, stakeholders and infrastructure is Perth Airport's top priority. This has resulted in the implementation of ground support activities that create and maintain a safe environment on Perth Airport operated aprons. New aircraft stands have been designed to alleviate the risk of damage to aircrafts and ground sup-

port equipment (GSE). They include fixed ground power units and pre-conditioned air systems, which are underslung on aerobridges to reduce ground-based equipment requirements on bays. The stands adhere to International Civil Aviation Organization and Civil Aviation Safety Authority Manual of Standards Part 139 clearance standards. By adhering to these standards, Perth Airport has the necessary space to store GSE that is required to service all aircraft types. Apron drive aerobridges also facilitate the efficient use of space at the bay," says a spokesperson for Perth Airport, which is the fourth largest domestic and international airport in Australia and is serviced by more than 30 international, domestic and regional airlines.

In FY16, 13.8 million passengers passed through Perth Airport, with this figure set to rise to 28.5 million by 2034.

New Zealand's Auckland Airport also takes the airport design issue very seriously.

"The approach varies greatly as to how to remove these constraints, and it includes predominantly a mixture of innovation, IT and infrastructure development as well as



changes in operational practice. We are seeing a significant growth in the adoption of technology such as common use self-service check-in to relieve the footprint of check-in development and enhance the passengers experience at the same time, allowing operational resources to be refocussed on customer centric activities," says Darrell Abbott, Auckland Airport aeronautical planning and performance manager.

Auckland Airport's 30-year vision is to build a world-class airport that supports airlines and aviation-related businesses to be economically successful and to boost Auckland's and New Zealand's economies. This vision foresees the building of a second runway.

In airport design, efforts are being committed to avoid a mixed aircraft and GSE traffic on the apron, e.g. with lanes for ground support vehicles that do not cross taxiways. This is a key consideration of the future proofed design for Auckland Airport, according to Abbott.

"Taxiway crossings should be avoided to prevent conflict between aircraft and ground equipment. If appropriate, traffic lanes that underpass taxiways should be considered to facilitate vehicular and equipment traffic between aprons. For example, there are cross-field taxiways between the Midfield Concourse and passenger apron at HKIA. A



Photo courtesy of HKIA

tunnel under the taxiways is therefore built for airside vehicles and ground equipment," the spokesperson for HKIA says.

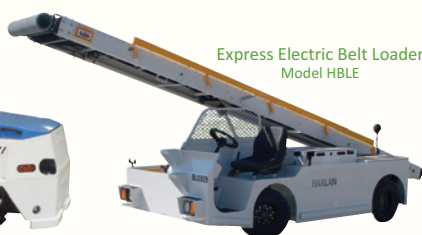
"Through regular interaction with stakeholders, Perth Airport has a thorough understanding of the risks associated with GSE and aircraft servicing. These risks are always considered by operational and planning teams when designing or reconfiguring aprons. Where practical, the interaction

between vehicles and aircraft is minimized through the use of apron marked roadways," the spokesperson for Perth Airport says. "New aprons are designed with a preference for head of stand roadways, a design which has been incorporated in Perth Airport's planned new International Terminal. Perth Airport also imposes strict speed limits and minimum distances from aircraft and fueling equipment. In addition, Perth

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Airport has an advanced and robust Airside Driving Program to prevent aircraft damage on the apron and most importantly, ensure the safety of all individuals. The program is undertaken by every person who drives a vehicle airside and is complemented by stringent road rules and safety promotions.”

Newer aircraft stands are being developed with fixed ground support installations that reduce GSE movements around aircraft and thus the likelihood of damage.

“Auckland Airport is very proud to be one of the few airports in the world to offer its Boeing 787-900 customers the capability to utilize mains power, instead of their APUs, to run their aircraft whilst on stand and to actually run up their engines,” says Abbott.

Fixed ground power system and pre-conditioned air systems are also provided at parking stands at HKIA to reduce the need of corresponding ground equipment to move around aircraft.

Fixed ground support installations surely have a safety benefit but may require a more significant capital expenditure and longer time horizons to reach break-even.

“The improvement in ramp traffic efficiency in turn enhances customer experience such as quicker baggage delivery. Besides, it contributes a lot to a greener airport by significant reduction of carbon emission from the aircraft auxiliary power units, ground power units and air-condition units powered by fossil fuel,” the spokesperson for HKIA says.

“The benefits are more than financial from an airport’s perspective and safety

is our primary concern, not only for passengers but our entire airport community. There are environmental benefits, and we have always seen a commercial benefit, not

necessarily in direct revenue but in reducing the need for further future capital expenditure,” says Abbott.

Other considerations that should drive airport design to make the system more resilient, namely less prone to aircraft damage on the apron are a focus on the behavior and operational procedures of system management is paramount. A world-class operation realizes less risk, concludes Abbott. **GSW**



#### ▶ ABOUT THE AUTHOR:

**Mario Pierobon** is a safety management consultant and content producer. He currently is working on a research project investigating aircraft

ground handling safety. You may reach him at [marioprnb@gmail.com](mailto:marioprnb@gmail.com).

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# Lifting Safety Standards in the Shop

The Collision Avoidance System supplied by Bailey Specialty Cranes & Aerials protect aircraft and lifts from damage while keeping the operator safe.

By Josh Smith

**D**amage to aircraft caused by ground support equipment and other maintenance vehicles is costly. Plus, when there is a collision, it may mean the equipment operator is in harm's way.

With that in mind, Bailey Specialty Cranes & Aerials has developed its Collision Avoidance System that can be installed on maintenance platforms.

"We have it on scissors. We have it on boom lifts - anything from a 40- to a 125-foot boom lift - to protect the basket and protect the operator,"

says Jeff Bailey, the company's president and CEO.

Bailey's collision avoidance kits have been available for two years, and they are a stark improvement over other safety systems that utilize padded bumper systems, the company says.

"Existing systems have bars, and different things, that after the operator is hit, it's going to push him into this bar and the bar shuts the machine off," explains Bailey. "It's something, more than nothing."

Rather, his company has worked with manufacturers like JLG, Genie and SkyJack to develop col-

Photo courtesy of Bailey Specialty Cranes & Aerials



# Leaders of the Year



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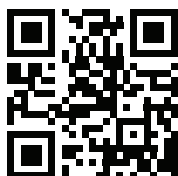
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lision avoidance technology for a number of different scissor lifts.

Primarily, the company's anti-collision kits are made up of two to four sensors as well as an override switch.

"They're laser scanners. That's the core technology," says Bailey.

The lasers project a plane, which is programmed graphically with computer software to suit a customer's parameters. When an object enters that predetermined plane, the laser recognizes it and sends a signal to the vehicle and operator.

"These sensors go into a little controller. The controller then turns the buzzer on, switches the machine into slow speed, etc.," says Bailey. "We can have multiple zones. You can have it so that in Zone 1, the lift starts slowing down, and it slows down more when it gets a little closer. Then when it gets too close, it comes to a stop."

Sticking with this example, if the scissor lift comes too close to the aircraft and stops completely, the operator can use the override switch to turn the machine back on and safely drive away.

Bailey's collision avoidance systems can use laser technology or radar detection to sense objects.

"They have different purposes," Bailey points out. "The laser scanner puts out a plane and that plane can be adjusted. Dimen-



Photo courtesy of Bailey Specialty Cranes & Aerials

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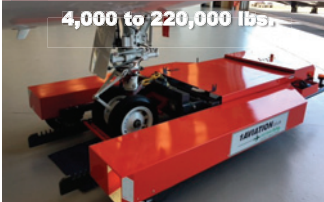
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sionally, you can fix whatever size of platform or shape you want to have. It's really clean and easy to program that, and you can do multiple planes with the laser.

"The other technology, radar, shoots out a cone. It has better feedback on exactly how far things are away," he continues. "But it only gives you an area of a cone, where the laser gives you a big broader area."

Bailey says both technologies – which are comparable in cost – have their advantages, noting ideally the most accurate system would utilize a combination of both.

This technology can help satisfy the upcoming requirements stipulated by the American National Standards Institute (ANSI) for maintenance lifts.

ANSI Standard A92.6 for scissors lifts and A92.5 for boom lifts will require some form of protection for the equipment operator.

Bailey's laser technology can be programmed to create safety zones around the operator.

"This would protect the operator's head – stop motion before he's hit," Bailey notes.

It also can reduce damage to aircraft, many of which are made of carbon fiber, which can make visually spotting damage difficult. Eschewing collisions altogether lessens associated costs and decreases liability.

Bailey Specialty Cranes & Aerials provides other enhanced safety features for lifts, including omni-directional steering to provide improved maneuverability around objects like aircraft. What's more, pothole protection senses changes in terrain to avoid tipping the lift.

"We have added our Safety Scissor. It's just a little sensor right in front of all four wheels. It's checking for a significant change

in the ground profile. We monitor that, and if there is a change, it stops the machine before you drive in the hole," says Bailey.

This also can be useful when large cords are laying on the maintenance floor, he adds, explaining the cords can upset a scissor lift trying to drive over them.

Bailey says the biggest challenge regarding adoption of anti-collision technology, like the sensors his company produces, is getting the price point low enough to interest the industrial market.

"We're testing and tuning lower cost systems," he says. "It's an evolving technology and an emerging technology that's just going to get better."

With that in mind, Bailey believes different safety packages can be created to suit different customers – in terms of both cost and need. **GSW**

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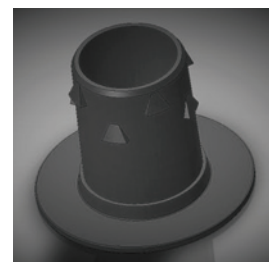
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Liftsafe Fall Protection's Aircraft Maintenance Stand 6X is designed to allow safe access to all cowlings, pylons and disconnect zones on PW, GE and RR engines on a multitude of aircraft installations. This design provides a safe working solution to many of the traditionally difficult under-cowling maintenance locations. The hydraulic pitch and height adjustment allows for diverse angle and height variables; with the flexibility for use on Boeing wide body, B757, Airbus A320 family, and Airbus wide body aircraft. The stand incorporates safety features for both the aircraft technicians and the aircraft.

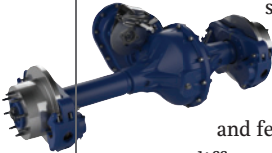


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## TA277 GSE DRIVETRAIN AXLE

### AxleTech International

The AxleTech TA277 is a rigid axle for baggage and cargo tractors with short wheel bases.



The TA277 axle is a replacement for the TA267 axle model and features a quieter and stronger differential, full-floating axle shafts, and a new wheel-end design. The TA277 is the next generation axle of an industry standard with the intent to raise market expectations by reducing downtime and total cost of ownership.

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## HYDRAULIC PASSENGER STAIRS/MAINTENANCE PLATFORMS

### Tronair Inc.

Tronair's Hydraulic Passenger Stairs/Maintenance Platforms range from 7' to 19' to fit most aircraft. The hydraulic cylinder has 11 locking positions to ensure safe operation. The double acting pump allows quick and easy raising and lowering. The stairs/stand have removable guardrails, non-slip grating, bumpers and a detachable towbar.



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## ADJUSTABLE MAINTENANCE PLATFORM

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Scissor Deck height adjustable aluminum maintenance platforms fold flat to 10" with 4', 5' or 6' deck lengths. Deployable models have removable lower leg frames for even tighter cargo holds. Five model sizes with stand or wheeled units are available. Height adjustability to 30" with max deck heights to 9', 8". OSHA compliant with 500-pound rating for two workers. Designed, safety certified, developed and manufactured in Canada.

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 95 Crooked Hill Road, Commack, NY 11725

**This Month's Featured Equipment:**

- (1) 2014 JBT, Model B250 pushback tractor, 27,000 lb GVW, 22,000 lb DBP, with cab.
- (1) 1996 NMC-Wollard, Model 140-F-12, Ford 300 gas, Allison trans, 12,000 DBP.
- (1) 2003 Navistar 4300, DT466 diesel, with Smith, 22-ft high-lift cabin service body.
- (1) 2014 TUG, Model GPU400/90/III 90 KVA with 28.5 VDC rectifier, 600 hours.
- (3) 2000 NMC-Wollard, Model TC-888-D, beltloaders, Deutz F4M1011, Ford C-6.
- (2) 2015 NMC-Wollard, Model 60DC baggage/cargo tractors, 3.3 Cummins tier 3, 5K DBP.

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# It's Always the Right Time to Develop Talent

In addition to their many other contributions, GSE and ground handling experts can shape the industry by encouraging the next wave of leaders.

Beginning with the April issue, *Ground Support Worldwide* will be announcing the 2017 Leaders of the Year.

We have received many excellent nominations (and, don't forget, there is still a little time remaining to nominate someone for the Lifetime Achievement Award). The vast number of nominations that we received makes our job to select a winner more challenging. But what is abundantly clear is there are a ton of experienced people devoted to this industry.

While we do our best to recognize the people who deserve praise for their contributions to ground support, it is important that companies are taking steps to prepare the next wave of industry leaders, too.

What better way for ground support industry fledglings to learn than by working with established experts?

Successful companies bridge the gap between age. Veteran managers advise young professionals; and those new to the field seek advice and shape their methods based on the experiences of industry lifers.

Companies should invest in leadership training and develop mentorship opportunities for the next crop of GSE and ground handling decision-makers.

Provide opportunities for young employees to make a difference. Hands-on experience is invaluable. Guide younger workers from a distance. Allow them to experience some trial and error, and coach them through challenges.

And make sure information is shared in both directions. Listen to ideas proposed by the next generation. A different perspective can do wonders for problem solving.

Some companies are moving away from a seniority-based system to promote employees and are instead using a merit-based process in order to encourage young employees to strive for supervisory positions. Is this something your company could find useful? Have you already implemented this type of process?

On the other hand, it is important that established employees do not feel like they are being pushed aside or left out of organizational transition. They are leading authorities for a reason. Communicate clearly, and make sure everyone understands their role in furthering innovation and progress within a company.

In short, the ground support industry will thrive if everyone works together. Much like the people and equipment on the ramp, every role is unique but critical to a positive end result.

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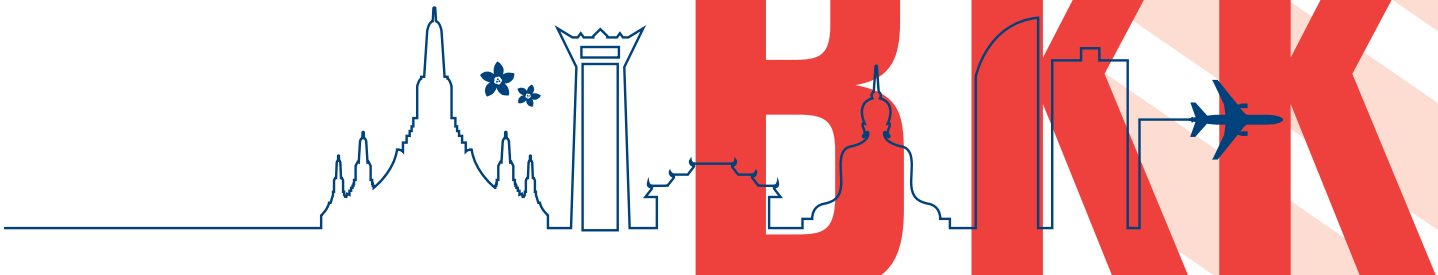
#### Why should I attend?

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