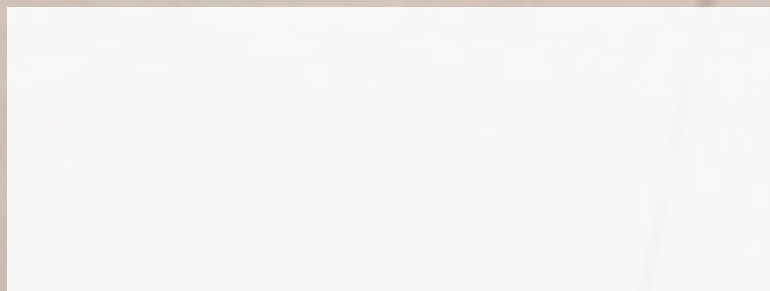


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Ground Support WORLDWIDE

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► Upcoming Events

October 8-11

interairport Europe
Munich, Germany

October 26-28

Cargo Facts Symposium 2015
Miami

November 17-19

NBAA
Las Vegas

January 19-22, 2016

NBAA Schedulers & Dispatchers
Tampa, Fla.

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BUSINESS BUZZ

► TOP NEWS

United Forms Ground Handling Subsidiary

United Airlines launched **United Ground Express** and will provide ground handling services, including customer service, station operations, and ramp and cargo services, at select airports across the United States. United Ground Express will be operated as a separate company from United Airlines.

IAEMA, Ground Support Worldwide Magazine Announce Partnership to Host Largest GSE-Only Industry Event

Ground Support Worldwide magazine, the largest global GSE publication, and the **International Airport Equipment Manufacturers Assn. (IAEMA)** have reached an agreement to jointly host the largest GSE-only industry event, the **International Airport GSE Expo**. The event is scheduled for October 18-20, 2016, at the Rio Hotel and Casino, Las Vegas. The event brings together Ground Support Worldwide's GSE Expo and IAEMA's International Airport Expo, to create the one and only ground support equipment trade show in 2016. It also marks the culmination of almost two years of discussion to address the desires for a single, equipment-focused event to serve the ground support industry.

Schiphol Airport Group Invests in GSE Tracking System

Mainport Innovation Fund (MIF) has invested in the Dutch 'Internet of Things' startup **Undagrid's** GSETrack system. This track & trace solution ensures that non-motorized objects or ones not connected to the power grid can be easily traced in an energy efficient manner. Read more about Undagrid and GSETrack in the product profile of this issue.

Iron Maiden Singer to Fly Band Through 2016 World Tour

Heavy metal band **Iron Maiden** will fly through their 2016 tour in style on a custom

painted **Boeing 747** flown, to be flown by vocalist Bruce Dickinson. Iron Maiden's 2016 world tour will take them to six of the seven continents (sorry, Antarctica), 35 countries and more than 55,000 miles.

Stertil-Koni Announces Record 2014 Sales, Southwest Deal

Heavy duty vehicle lift maker **Stertil-Koni** announced that the company has achieved record sales results for its calendar and fiscal year ending 2014 and recognized the achievements of its dedicated distributor network at the company's annual distributor meeting in San Juan, Puerto Rico. Stertil-Koni is also the new provider of lifts to **Southwest Airlines**, who recently used Stertil-Koni's **EARTH-LIFT** column lift to unload a new tow tractor shipment.

Kilfroast Opens China Plant for Asian Expansion

Kilfroast, a global manufacturer of de- and anti-icing fluids for aircrafts and runways, is manufacturing its products in China after signing an agreement with a Chinese partner to produce Type I and II fluids locally. The first batch was produced on May 21. The Chinese facility was set up to meet local demand for Kilfroast's products and will reduce lead time from six to eight weeks down to less than a week for most local customers. Raw materials and concentrates have been shipped from Kilfroast's headquarters in the United Kingdom, meaning the new facility in China will produce the exact same quality of fluid as is manufactured in the UK.

Hactl Lowers Carbon Emissions by 12 Percent, Wins Environmental Accolade

Hong Kong Air Cargo Terminals Ltd (Hactl) has received a "Carbon Reduction Certificate" from the **Environmental Campaign Committee (ECC)** in recognition of Hactl's success in reducing its carbon footprint. The ECC recognizes organisations that achieve its target of 3 percent annual carbon reduction. According to the independent assessment conducted by British Standards Institution (BSI) Pacific Limited in 2014, Hactl reduced

its carbon footprint by 12 percent during the twelve months of the survey. The carbon reduction certificate is valid for a period of three years.

SWISS Launches New Fare System

Swiss International Airlines (SWISS) became the first airline to launch **Lufthansa Group's** branded fares across the direct and indirect channels. **Amadeus Fare Families** enables the integrated deployment of SWISS' new fare structure to provide a consistent offer to both intermediaries and travelers. By branding and differentiating its products and services, SWISS will be able to show the full value of each fare family offering greater transparency on product characteristics and terms and conditions.

Saudi Ground Services Raises \$752 Million in IPO

Saudi Ground Services, with advisement from **Clifford Chance**, raised \$752 million on its IPO and listing on the Saudi Stock Exchange. Saudi Ground Services is the largest airport ground handling services provider in Saudi Arabia, and is the only ground handling services provider that operates across all the airports in Saudi Arabia. Saudi Ground Services was formed as part of the wider privatization program of Saudia, the national carrier of Saudi Arabia.

JLG Goes Live With Used GSE Website

JLG Industries, Inc., an **Oshkosh Corporation** company, introduced **JLGUsed.com**, a website where users can find, inspect and buy quality pre-owned construction equipment from JLG. The website, which initially supports equipment sales in the U.S. and Canada, features a wide variety of brands and machine types, as well as exclusive JLG factory-reconditioned machines and JLG-certified pre-owned machines. Some machines will carry warranties of up to three years, depending on condition. Payment options

include credit card, Automated Clearing House (ACH) and financing. Users are even able to arrange and pay for shipping their purchase.

Vanderlande Reaches Record Net Sales in Fiscal 2015

Vanderlande has announced a net sales figure of €988 million, a company record, for the 2015 financial year (April 1, 2014 to March 31, 2015), an increase of 25 percent from the corresponding figure in 2014. In addition, total order intake was a company record €1,035 million for the same period, representing an increase of 10 percent compared to 2014. Vanderlande credits substantial growth in Vanderlande's parcel and postal and warehouse automation (especially food retail and e-commerce) segments, life-cycle services and new orders with the record figures.

EPIC Adds International Fuel Pricing

EPIC Aviation LLC has enhanced its international fuel program with the addition of fuel pricing for 200-plus countries now available through **FuelerLinx**. All current EPIC Card customers will see the international pricing automatically added to their FuelerLinx accounts. Powered by **UAS International Trip Support**, the new service provides EPIC Cardholders with the most up-to-date international fuel prices. In addition, EPIC Cardholders get access to preferred fuel pricing plus ancillary services with no additional transaction fees.

Vector Adds Engine Test Center to Prince Edward Island Facility

Vector Aerospace Corporation announced that it is investing in the addition of a new engine test cell at its Summerside facility in Prince Edward Island, Canada through a financing partnership with provincial and federal governments. The new cell will expand Vector's local test capacity on the turboprop engines se-

ries, thus minimizing turn-around times (TATs) for its customers and allowing further market share growth.

Goldhofer To Introduce New Towing Tractor at inter airport

Goldhofer and Schopf have announced the unveiling of their **Phoenix** tractor at **inter airport Europe**, held in Munich, Germany on October 8-11, 2016. Goldhofer touts that the Phoenix, a high-speed aircraft towing tractor, will feature new specs, "low initial costs and minimum fuel consumption." "We are deliberately not revealing any more details in advance about our latest world first," **Stefan Fuchs**, Goldhofer CEO says. "But one thing is for sure: If you come to inter airport Europe in Munich, you will not regret it."

Cryotech Deicing Expands Transit Lavatory Product Lineup

The newest addition to **Cryotech's** product portfolio, **Cryotech Glacier™ RF**, combines the deodorant package and the freeze point depressant, eliminating the need to mix, agitate and dilute separate lavatory components during field operations. Glacier RF contains a bio-based freeze point suppressant and is formulated with surfactants to prevent buildup of solid materials on pipe walls. Glacier RF was developed with extremely low electrical conductivity to protect aircraft components from corrosion.

► PEOPLE

Bill Long

Xced Aviation

Services has promoted **Bill Long** to president of the company. Long was previously the managing director at Xced, a position he held since January 2014. Long implemented a number of new services at Xced during



his time as managing director, including the industry's first cargo loader trade-in program, designed to help customers affordably obtain new cargo loader equipment for their fleet.

Lufthansa Cargo Promotes Within Product & Sales Team

Lufthansa Cargo announced the appointment of several new managers in its Product & Sales division this summer. **Frank**



Naeve has been appointed vice president for Area Management Asia/Pacific. Naeve is currently in charge of the eCargo program.

Naeve will succeed **Helge Krueger-Lorenzen**, who is to be

named vice president of the Capacity Management at Lufthansa Cargo. Krueger-Lorenzen has worked for the Lufthansa Group since



1987 and has overseen Lufthansa Cargo's business in Asia/Pacific since September 2010. He was previously in charge of Global Sales Steering. In his new position he will be responsible for Market & Network Planning as well as Revenue Management.

Dorothea von Boxberg

will head the Global Sales Management team, created this spring as part of the same reorganization in the Product & Sales division that created the Capacity Management team. Von Boxberg has been with the Lufthansa Group since September 2007 and is currently director of customer experience at Lufthansa Passenger Airlines.



Mohd Nadziruddin Mohd Basri

Malaysia Airlines

appointed **Mohd Nadziruddin Mohd Basri** as CEO of Malaysia Airlines Bhd's new subsidiary, **MAB Ground**

Handling Services Sdn Bhd, effective Sept 1, 2015. Mohd Nadziruddin has been with MAS since 2013, holding the position of CFO, before being appointed to lead the Restructuring Management Office as chief restructuring officer in 2014.



Greg Brinkman

Hawthorne Global Aviation Services

announced **Greg Brinkman** as president of **ExcelAire**, its private jet charter and management company, headquartered at MacArthur Airport. Previously, Brinkman held the position of COO at ExcelAire for more than 14 years.



Anya Getman, Ph.D.

LEKTRO is proud to announce the addition of **Anya Getman, Ph.D.**, as their director of engineering. She will lead LEKTRO's product design, certifications and technology development efforts. Her mix of education and technical experience make her the perfect leader for LEKTRO's expanding engineering department. Getman earned her doctorate in electrical engineering from Binghamton University, in New York and received her master's in Mechanical Engineering from Rensselaer Polytechnic Institute in New York. She has previously worked for Ford, Caterpillar, IBM, General Electric, and most recently as the chief engineer of Hyster-Yale's Innovation Group. In ad-



dition to being a 6 Sigma Black Belt, she owns a horse farm that breeds Holsteiner horses for Olympic competition.

Greg McDermott

Former United States Coast Guard Chief Warrant Officer **Greg McDermott** has joined **NMC-WOLLARD** as Business Development Manager.

Greg's 12+ years of experience and thorough understanding of GSE applications and technical requirements will be an asset for NMC customers and potential customers alike. A former 2012 Ground Support Worldwide Team Leader Award recipient, Greg understands the needs of military and aviation GSE managers.



Global Aviation Services Promotes Maintenance Team

Global Aviation Services

has promoted **Will Ryder** from Director of Maintenance to Director of Strategic Initiatives and Support Services.

He previously worked overseas for Qatar Airways before moving back to the states and working for Global. He now helps to implement projects and plans for Global, both for short-term and long-term goals.



LJ Marciano joined Global Aviation Services in the spring of 2015 as the Director of Supply Chain Management and Corporate Real Estate. He has over 6 years of experience in Supply Chain Management with Delta and Northwest airlines.



Wayne Ingle joined Global Aviation Services in April 2015 as Director of Maintenance - Northeast. He has over 20 years of experience in the maintenance

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field with ASIG. Over the years, he has climbed the ranks from a mechanic to his current position where he overlooks Global's shops in the Northeast.

Wayne Johnson joined Global Aviation Services in June 2015 as Director of

Maintenance – East. He came with over 20 years of mechanical experience and leadership at Ryder Trucks and First Student. With a military background and his prior management positions in maintenance, Wayne has been responsible for

maintaining a variety of equipment over the years.

Global Aviation Services promoted **Kent Ranney** to Director of Maintenance – West from National Manager. Kent has been with Global for 3 years and, prior to Global, he worked as a Manager of Maintenance for LSG SkyChefs in Minnesota.

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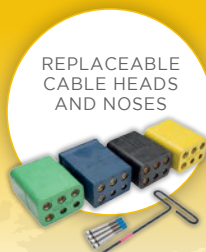
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► NEW DEALS

HABCO and Honeywell Sign Repair Deal

HABCO Industries announced a five-year agreement as an authorized repair and overhaul supplier for specific **Honeywell Ground Support Equipment (GSE)**. Within the agreement, Honeywell has licensed proprietary technical information to support the calibration, test and repair of its GSE. The five-year agreement began on March 30, 2015 and can be modified to include additional Honeywell GSE in the future.

Baltic Aviation Academy to Handle Turkish Airlines Training

Baltic Aviation Academy, aviation training provider located in Central Europe, signed a partnership agreement with the major European airline – **Turkish Airlines**. Providing a wide range of aviation training including pilot Ab Initio, Type Rating, Ground handling, and Cabin Crew training, Baltic Aviation Academy has been added to the list of training providers at Turkish Airlines.

United Moves Training Facility to Denver

United Airlines has decided to train all its pilots in Denver, moving jobs and operations from Houston to Colorado. The change means some 12,000 pilots who receive training in flight simulators will do so Denver. Both United's Houston and Chicago hubs were considered for the consolidated center.

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Vancouver Airport Upgrading Systems With AirIT

AirIT announced that the **Vancouver Airport Authority** will upgrade its **PROPworks** airport business system platform as well as implement AirIT's new Portal solution at Vancouver International Airport (YVR). YVR has been an AirIT business partner for more than ten years as a power user of the company's flagship PROPwork's® solution.

American Taps Air T for Deicing Operations

Air T, Inc. announced that its subsidiary, **Global Ground Support, LLC**, received a contract award in excess of \$32 million for the supply of Global's "Ultimate 2200" aircraft deicing vehicles to **American Airlines**. The deicers will be equipped with Global's MIDAS™ vehicle telemetry systems that will provide American Airlines with the latest in glycol fluid reduction technology. Deliveries are expected to be completed in November 2015.

CSPT to Distribute Garsite Products in Africa

CSPT Automotive Solutions has been appointed exclusive distributor for **Wabash National Corporation**, manufacturer of **Garsite** products appointed CSPT for all of Africa and South Africa. Garsite's product portfolio includes mobile aircraft refuelers, truck mounted hydrant system dispensers and towable hydrant carts as well as spare parts.

Lockheed Purchases Blackhawk Helicopter Maker for \$9 Billion

Lockheed Martin Corp. purchased **Sikorsky Aircraft** from United Technologies Corp. for \$9 billion. Lockheed plans to add the Black Hawk helicopter maker to its mission systems and training unit. United Technologies says it will use the proceeds from the sale for additional stock buybacks.

JBT Wins Miami Baggage Handling Contract

JBT was recently awarded the baggage handling system service contract for **Miami International Airport**. The ten-year contract, valued at approximately \$160

million, involves the service and maintenance of 54 baggage claim devices and 41 piers, including the conveyance lines for both automated and manual sorting on concourses F and J.



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A large cargo aircraft is parked on a tarmac under a blue sky with light clouds. The aircraft's main cargo door is open, and a ground support vehicle is positioned at the door. The aircraft has a white body with a yellow and red stripe along the bottom. The text 'The ARK at JFK:' is overlaid on the image in a large, bold, blue font. The word 'The' is in white, and 'at' is in white. 'ARK' and 'JFK' are in blue. There are two small white squares at the end of 'JFK'.

The ARK at JFK:

Keeping Animal Cargo Afloat



Starting in mid-2016, animals traveling through JFK will have a new terminal at their owner's disposal that includes short and long term boarding, veterinary services and luxurious accommodations that would be the envy of most first class travelers.

By Alex Wendland

BY THE NUMBERS: FRANKFURT ANIMAL LOUNGE

The ARK at JFK's staff haven't publicized exact capacity and volume expectations, but The ARK's executive director, Dr. Aaron Perl, compares The ARK's capabilities to that of Europe's leading animal travel hub, Lufthansa's Animal Lounge in Frankfurt. Here is the Frankfurt Animal Lounge's annual animal volume, by the numbers:

2,000
horses

14,000
dogs & cats

80,000,000
ornamental
fish

8,000
pigs

150
zoo animals

Source: <http://www.lufthansagroup.com/en/themen/animal-lounge.html>

A brand new, \$48 million cargo hangar project is underway at John F. Kennedy Airport's long-empty building 78. The ARK at JFK is the first privately owned, full-service animal terminal in the United States.

The ARK, a subsidiary of private equity firm Racebrook Capital, will serve as a hub for all animal cargo, quarantine and transportation needs going in and out of JFK. A number of different animal service providers are already signed as tenants for cargo, boarding and veterinary services, says The ARK's managing director, Dr. Aaron Perl.

"They are spending hundreds of millions of dollars over the next few years to completely upgrade the cargo infrastructure," Perl says. "One of those pieces is the import and export of animals through JFK which will happen exclusively through The Ark at JFK."

ARK Development, LLC, The ARK's development company, signed a 30 year lease to develop the then-vacant Cargo Building 78 at JFK in January. The lease came with a budget bump to \$48 million and estimations

of 180 new jobs and \$108 million in revenue over the life of the lease.

The ARK represents a new option for animal carriers coming through New York City. Animal handlers are currently using the outdated Vetport facility, built in the 1950s, to handle veterinary and boarding services during animal stops. Perl says that JFK has been looking to replace the Vetport facility for the past 10 years.



◀ **The loading platform at The ARK is raised to lessen the need for lifts, ramps and extra equipment to load and unload animal cargo that can range from race horses to zoo animals.**
ARK Development, LLC

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Loading Them Two-By-Two

The ARK's main cargo tenant and exclusive animal cargo handler, Consolidated Aviation Services (CAS) comes with a long-established animal cargo history.

"They have a great deal of experience in addition to being North America's leading cargo handler," Perl says. "They've also handled most of the animals coming in and out of JFK for the last few years."

CAS does, in fact, already handle approximately 80 percent of the horses that come through JFK, according to Phil Jensen, director of sales and marketing at CAS.

"We also operate in five large cargo buildings here," Jensen says. "We have a lot of resources, a lot of staff and a lot of experience. We handle 44 airlines at JFK."

For CAS, shipping and handling "even small animals" is "big business," according to Jensen. CAS's specialty includes working within the animal care programs in place with many airlines so that travelers can bring their pets with them.

CAS is signed on to handle 50 percent of all cargo for building 78, home of The ARK. That means that general cargo will also be unloaded there alongside animal cargo. CAS, as the main cargo tenant at The ARK, will service airlines picking up and dropping off animals at The ARK. AirFrance-KLM (AFKLM), one of the world's foremost airlines for those shipping animals, currently handles live animals at JFK in building 261 and is signed on with CAS as The ARK's main airline tenant.

Jeff Metzelaar, AFKLM's manager of cargo for variation products including live animals, says that the current setup at JFK is being done under strenuous conditions, especially when Northeastern weather rages to the extremes in both summer and winter.

"JFK being the biggest import and export station for horses faces the disadvantages of

a long acceptance process and long transportation from the warehouse to the restricted Airport Operating Area," Metzelaar says.

The advantage of The ARK, according to Metzelaar, is that all animal handling will

be done inside the warehouse and more than makes up for the longer transport time from building 78 to JFK's terminal 4.

"The ARK will have all activities for live animals done indoors with no negative influ-



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ence of any weather condition,” Metzelaar says. “On top of it, the handling in general will be done in a more effective way resulting in a short throughput time in general. The fact that any animal will have a more suitable environment, not only for handling, but also climate-wise, makes The ARK one of the best live animal locations in the country.”

Metzelaar says that The ARK will be able to hold between 40 and 50 horses for the required five hour rest period between travel intervals.

“We have the world leading carrier of animals,” Perl says. “With North America’s leading cargo handler moving into our building as our anchor tenant.”

Sailing in First Class

The ARK’s creature comforts are planned to be second to none. The hangar is slated to house a veterinary facility for any necessary

service, but will focus on pre-travel screening. The veterinary services are provided by East End Veterinary, a New York-area animal hospital, with assistance from the Cornell University College of Veterinary Medicine and has been designed using specifications directly from the USDA. Having veterinary services available on-site means cargo handlers don’t need to worry about sources for pre-travel screenings.

Most of the buzz surrounding The ARK has, to this point, revolved around the luxurious boarding facilities that will be available for cats and dogs at staying at Paradise 4 Paws, The ARK’s boarding tenant. Other Paradise 4 Paws locations in Chicago and Denver offer bone-shaped swimming pools, play areas for both large and small dogs, training, grooming and even massage therapy. Cats staying at Paradise 4 Paws won’t exactly be slumming it either.

“The cats will have their own wing with bungalows and the Cat Adventure Jungle where they can romp around the climbing trees and stalk the fish in the aquarium,” Johanna Newcomb, chief marketing officer (not a typo) at Paradise 4 Paws says. “Aside from some layout differences due to building differences, our resort for the ARK at JFK will be very similar to our other resorts.”

The use of tenants, as opposed to operating each aspect of The ARK themselves, is a key to the project’s success, according to Perl. “We’re here to play with everyone else,” Perl says. “We are not going to put other people out of business.”

The ARK itself serves as a coordinator of services more than as a service provider. Perl calls The ARK a “turnkey” solution for all animal cargo services required by the shipping and cargo industry and says that,



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finally, all of those services will be under one rather large roof.

"The shippers will continue to be the main point of contact for the owners of horses and livestock," Perl says. "They will handle all of the processes, they will interact with the airlines, with the cargo handlers, and The ARK."

Filling The ARK

Perl compares The ARK's potential to that of Lufthansa's Animal Lounge in Frankfurt, a state of the art European facility that serves as the standard for worldwide animal shipping.

"If you take Frankfurt for example, they see 14,000 dogs and cats a year," Perl says. "We believe JFK should be able to handle that capacity."

Federal regulations require that horses rest for five hours between travels. Imported horses also must be quarantined to check for infectious disease when they arrive in the United States. In New York, that meant trucking horses over 80 miles to the nearest quarantine facility in Newburgh, NY.

The boarding facilities at The ARK meet all of the requirements necessary to reduce extra travel and stress for both animals and cargo handlers alike.

"Let's say the horse is trucked here from Chicago," Jensen says from his New York office. Before being loaded onto the plane, Jensen says, the horse has to rest for five hours, minimum. "He has to go into a care center or into a stall and be rested before he's flown to the next destination."

It's that extra care that separates animal cargo from shipping goods. Obviously, making sure your animals arrive safely isn't as easy as slapping a "fragile" sticker on the side.

"As a professional pet shipper, it is essential that I have access to an on-site veterinarian for a pet with any medical emergencies while in transit," says Sally Smith, owner of Airborne Animals and past president of the International Pet and Animal Transportation Association. "There are other facilities across the globe, but ARK will bring these luxury accommodations to John F. Kennedy International Airport, one of the country's major hubs and replace the very old, current facility."

Perl's excitement about The ARK is palpable and contagious. To be fair, the prospect of these once-disparate services being offered

in one place is exciting. Still, Perl says there's a lot of cooperation that needs to be followed through on to achieve success, but that "partners and tenants are waiting in line" to hold their spot in The ARK.

"If we wish for anything, it's to see this building become functional and operational," Perl says. "And for this model to change the face of the cargo industry and the animal transport industry in particular." **GSW**

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The Impossible Balance of Managing Ground Handling Insurance Premiums and Claims

Most aircraft ground handling processes have a successful outcome. Occasionally, however, aircraft ground damage does occur. While airlines have always had contingency plans for when an aircraft no-goes, there is less consistency in tracking the costs associated with ground damage and in managing claims with service providers and insurers.

By Mario Pierobon

Aircraft damage assessment and claim recovery may not have an influence on the overall safety performance, but they represent an opportunity for airlines to reduce the financial impact of costly events.

Most aircraft ground handling processes performed every day have a successful outcome: airlines are ready to go onto their next mission in a safe condition. Occasionally, however, aircraft ground damage does occur with the effect of negatively affecting the continuity of operations. While airlines always have contingency plans ready for when aircraft are no-goes, there is indeed less consistency in tracking the costs associated with ground damage and in managing claims with service providers and insurers.

Historically, aircraft damage assessment and claim recovery have not always been a high priority due to a legacy of bilateral agreements in air transport whereby an airline was exactly as likely to damage another airline's aircraft as it was to have its own damaged by the same other airline. Therefore no specific development and practice for aircraft damage assessment and claims recovery really exist. But all of this was before 1998 when the IATA standard ground handling agreement (SGHA) was changed at article 8, so that physical damage could be claimed. "The aim for an airline is minimizing the loss – direct as well as indirect



◀ **A Toronto Star analysis of Transport Canada data counted 5,677 incursions by aircraft, vehicles and pedestrians since 1999, averaging almost 400 a year.**

– suffered when an aircraft is damaged and, at the same time, trying to establish preventive measures to prevent re-occurrences. The last years have shown that due to the economic downturn airlines have become keener to recover from aircraft damage” says Ivar Busk, manager of insurance and former head of airside safety at SAS Scandinavian airlines.

Busk believes that, since losses will always occur, it is necessary for airlines to get the experience and the knowledge on how to minimize losses by maximizing compensation as much as possible and on how to establish the necessary preventive measures. “It is essential to have an up-to date registration system and dedicated personnel to follow up. It is well known within the industry that some airlines nearly never claim for aircraft damage even if the damage is in the range of USD 1 million, the reason can well be that there is no consistent system to handle cases in a routine way,” says Busk.

According to Busk it would be a sound practice for an airline to develop a cost model for the calculation of loss of use. “Airlines are well equipped with figures representing structured information concerning crew, maintenance, passenger interruption costs, ground operations, sales cost etc.; however, the know-how to put these figures together and present them in a convincing way has been hard to come by,” says Busk.

A professional assessment of damage and consequent claim recovery is likely to minimize losses and to have a direct financial impact on the bottom line of the company. “Any airline could suffer badly from aircraft damage if an efficient system of assessment and claim recovery is not planned and implemented properly. In particular, smaller airlines suffer more when there is an unscheduled need to take one or two aircraft out of service,” says Busk.

According to Busk, claims recovery already starts when technical or ground handling contracts are negotiated with third parties. Very often these contracts contain an indemnity clause that covers physical losses only and in part, e.g. the IATA SGHA/810 at article 8. “Also, limitations to the degree of negligence relating to the reason for or cause of damage in the operation can limit the claim to a minimum, or simply have

Ground handling service providers have an understandably **different perspective** on the topic of **extending** their **liability** with regard to aircraft ground damage, and together with it the topic of **claims recovery**.

the claim rejected. Furthermore, consequential losses arising from loss of use are very often not included at all. However, as an optional, they can be included in a contract if agreed upon,” says Busk. Clearly, extending the liability of third parties with regard to consequential losses will have the likely effect of pushing service charges up, but – according to Busk – also put focus on preventive actions.

Staking Claims

Airline insurance (the hull policy) is normally activated only if the loss is caused by the airline itself and the deductible amount (varying from USD 100,000 to USD 1 million) is exceeded. But there is also deductible insurance which covers up the hull deductible down to a minimum of USD 50,000 depending on the actual needs of the airlines. “If an indemnity clause is included – as per, e.g., the IATA SGHA – the responsible party will be held liable up to the agreed maximum compensation, normally up to USD 1.5 million depending on the aircraft type. If the damage exceeds this amount, the affected airline’s own insurance will take over, but consequential losses are normally never covered. It should be noted, however, that it is not very often that the deductibles are passed in case of ground damage,” says Busk.

Some services delivered to airlines have some acceptance of consequential losses in

▶ **Airline claims managers need to be familiar with chapter 660 of the IATA Airport Handling Manual (AHM), a recommended model that identifies elements for the assessment of aircraft ground damage costs. The model outlines the most commonly used terminology in existing insurance policies covering various costs of ground damage.**

AIRCRAFT PHYSICAL DAMAGE

- ▶ Labor costs for skilled and unskilled personnel
- ▶ Material costs
- ▶ Handling fees for all parts and materials used for repair
- ▶ Leasing/loan costs of equipment during repair
- ▶ Aircraft finance costs/cost of capital whilst aircraft is out of service
- ▶ Temporary leasing costs of aircraft spare parts that are not readily available
- ▶ Ferry costs for the damaged aircraft, either to a repair or a base station
- ▶ Extra parking fee/costs/handling service including overtime and security
- ▶ External survey/claim administrative cost

CONSEQUENTIAL DAMAGE COSTS

- ▶ Costs related to passengers and crew in respect of the damaged aircraft at the actual station incurred within 72 hours from the time of the event
- ▶ Compensation for affected non-passenger revenue (cargo, mail, etc.)
- ▶ Internal cost of investigation/claim
- ▶ Delay of services
- ▶ Revenue loss
- ▶ Aircraft delay costs including other sub-charter on flights
- ▶ Operational disruption
- ▶ Loss of priority payload due to aircraft change
- ▶ Catering costs
- ▶ Crew changes and rescheduling/interruption

the contract as well. If the entity responsible for the damage has no contract with the affected airline, strict liability will then apply, according to the laws of the country where the damage occurred. Very often this means that all costs can be compensated, including consequential losses, according to Busk.

The limitation of the liability of ground handling companies as outlined in the IATA SGHA, however, does not apply in the cases service providers actually have gross negligence and/or maintain a behavior which is technically referred to as “recklessness with knowledge.” It is indeed very unlikely that professional ground service providers actually behave so as to prevent the applicability of the IATA SGHA’s indemnity clause. Knowing that service providers’ liability is not always limited to typically a maximum of USD 1.5 million, however, is a useful piece of information, also because it paves the way to another logical, yet often overlooked, consequence of indemnity under IATA SGHA: management responsibility. “If a damage event can clearly be attributable to management responsibility there is an

opportunity for airlines to claim consequential damages. These are for example instances when there is an inconsistency, let alone lack, of quality control,” says Busk. Also the cost for using external expertise has to be considered.

According to Busk a limited number of airlines have developed competence in handling claims, because the number of cases are few and the experience difficult to obtain. If airline hull insurance is not involved, then airlines are often on their own regarding recovery.

Handling Liability

Ground handling service providers have an understandably different perspective on the topic of extending their liability with regard to aircraft ground damage, and together with it the topic of claims recovery.

A panel speech at the IATA Ground Handling Council in Kuala Lumpur in 2011 by Jon Conway, Divisional Senior Vice-President dnata – Dubai, provides a very clear view of ground handlers on the topic. “We are debating the wrong topic. Acceptance of this proposition, especially if enshrined

into future versions of the SGHA will, in my view, present a real danger that the more important issue – and the topic we should be discussing – will receive less focus, whilst the insurers and their brokers make lots of money. That topic is ‘How can we [the airlines, GHA’s and GSE manufacturers] jointly work together to reduce and prevent aircraft ground damage.’

“The ground handling industry is totally reliant upon the airline industry. If our customers are scrambling around to make a paltry 1.4 percent profit margin, they are undoubtedly going to squeeze every key supplier until they squeal. The effect on the ground handling industry, over the last 10 years or so, is for the sector to drive down its own operating costs to desperately find some black ink at the end of the financial year. I personally believe this has led to decreased investment in many ground handling businesses, creating a situation [in some markets] which has probably reduced the quality of ground handling product to the airlines. It is this topic which I also feel should be the subject of further debate.

“A ground handler could be looking at annual premiums of up to USD 500,000 for cover between USD 150 million and USD 500 million based, of course, on the various exclusions, a limited liability and prevailing market conditions. A 25 percent increase is the conservative estimate to increase liability to cover direct, indirect or consequential loss – whether arising from an operational incident or an act of terrorism. Incidentally, on checking with a leading broker I discovered that cover for ‘consequential loss’ or ‘loss of use’ is readily available, but airlines elect not to buy it; preferring to manage such events as ‘operational expense.’

“Similarly, even though readily available, most of the world’s leading airlines do not buy hull deductible insurance and simply absorb these as operational costs – whether arising from a ground handling incident, or a bird strike. Indeed, for the more insurance savvy amongst them, buying such insurance is a mere long term check swap with insurers and clearly, passing these costs to the ground handler, whilst they continue to save on their insurance premium costs – is just not on. Many smaller independent handlers would receive a claim and their subsequent



▲ **Airlines certainly have plans for when aircraft are no-goes, but the back-up plans for when GSE goes down are often surprisingly inconsistent and sparse.**

'revised' premium could drive them out of business. The prospect of less choice for the airline purchasing manager can hardly be welcome. Many GHA's would surely reappear in a different guise, but is any of this

"If our customers are **scrambling around** to make a paltry 1.4 percent profit margin, they are undoubtedly going to squeeze every key supplier **until they squeal.**"

addressing the real issue of prevention and reduction of aircraft damage?" says Conway.

Damage assessment and claims recovery is a last resort to limit the financial impact of ground safety events on an airline company's bottom-line. If anything is actually to be substantially improved it is important to target the systemic weaknesses that characterize the aircraft ground handling system where all operators struggle to do their best. As an eminence grise in the world of aviation insurance, Busk also has a suggestion for ground handling companies,

a lesson learnt from the domain of airline insurance.

"If you look at the airlines, they often purchase insurance in pools so that insurance charges become individually cheaper for the airlines forming the pool. To my knowledge this practice is not very common in the ground handling domain of the business, yet if ground service providers did form pools they would themselves have reduced insurance charges, this of course depending on the actual situation and the risk profile." **GSW**



▶ ABOUT THE AUTHOR:

Mario Pierobon holds a Master's Degree in Air Transport Management from City University London and works in business development and project support at Great Circle Services in Lucerne, Switzerland. Mario regularly writes about aviation safety and his main professional and research interests are in the areas of air-side safety.

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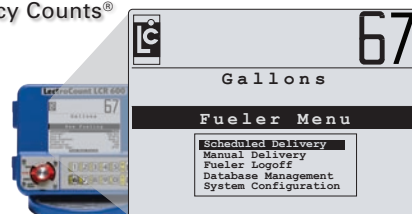
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1365937	09/27/14 14:54:04	LC	1	00	092711003	09/27/14 14:53:23
1365938	09/28/14 14:58:19	LC	1	00	092811004	09/28/14 14:57:04
1365939	09/28/14 15:24:19	LC	1	00	092811005	09/28/14 15:24:03
1365940	09/28/14 15:24:52	LC	1	00	092811006	09/28/14 15:24:25
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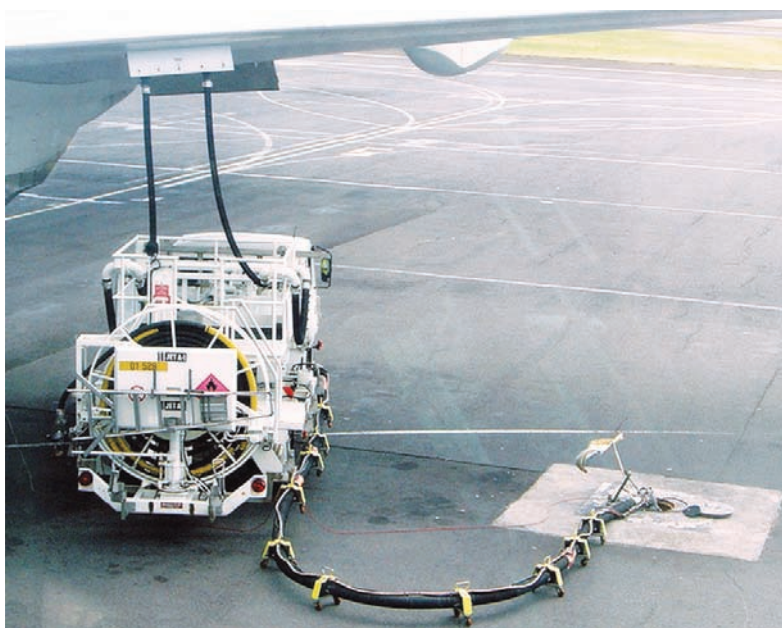
Ramp Resource Management Makes Good Safety Sense

Ground support teams can apply principles from Crew Resource Management to reduce incidents, inform decisions and promote teamwork to keep traffic moving and keep everyone as safe as possible on the ramp.

By Ian Bell

Many of us have heard of Crew Resource Management (CRM), the term was developed by John Lauber – a psychologist with NASA – in 1979 following two years of studying cockpit communications between crew members. The aim of CRM is to reduce the potential for human error in decision making. Human error is most often seen in high pressure situations where leadership, communication and decision making all needs to be optimal.

Two examples of absolutely fantastic CRM are the Qantas A380 flight QF32 out of Singapore in 2010 and US Airways flight US1549 out of La Guardia in 2009.



▲ *Managing ground support resources through good communication and ramp resource management ensures that a last-minute reshuffling of resources doesn't create more gaps in ground support coverage.*

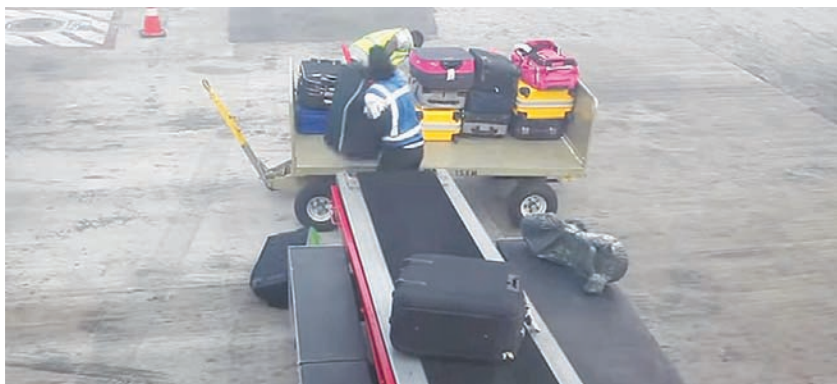
In the former, an engine failure on Qantas A380 flight QF32 placed the flight crew under enormous pressures to make the right decisions and effectively communicate amongst themselves with ground resources and with the passengers while still managing a largely stricken aircraft with numerous system failures. The pressures must have been enormous, yet they managed to coax the aircraft back to Singapore without loss of life.

In the latter, the US Airways A320 suffered total engine failure following a bird strike while climbing out of La Guardia and needed an airfield to make an emergency landing. As the crew worked frantically to find an airfield at which they could put the aircraft down, they effectively ran out of options and realised that they had to perform a water landing on the Hudson River if they were to avoid fatalities. Again, a fantastic effort under absolutely adverse conditions.

CRM still respects the command hierarchy, but encourages other crew members to speak up and question the captain if they observe the captain making a mistake, a potentially fallible decision or find themselves in a situation in which they need to understand more about the reason for a particular decision rather than just blindly agreeing to the direction of a more senior figure.

Why do I talk about CRM in a magazine destined largely for ground personnel? Because we can learn from CRM and apply the same techniques in ground support operations equally effectively and with similar results to reduce incidents and better inform decisions.

United Airlines now trains flight attendants in CRM because attendants interact with pilots and have to make decisions in the cabin of the aircraft. Their communication, decision making and teamwork all benefit from CRM principles. Surely ground support teams can also benefit from similar training.



For ground staff, this is known as Ramp Resource Management (RRM), and it focuses on the same elements as CRM: effective communication, the willingness to question decisions, the welcoming of such questioning and additional inputs to critical decisions to provide increased safety on the ramp.

Ground operations are every bit as critical as inflight operations in getting people and freight from one place to another. We are often under time pressures to get aircraft turned around in less time than is scheduled, to get them fuelled, catered, cleaned, unloaded and reloaded, and sometimes with limited resources.

The aim of RRM training is to **improve the preventative barriers** by recognizing the effects that **human factors** have in ground operations.

So what would RRM look like at an airport? RRM would optimize the safety of personnel and equipment to turn an aircraft around as efficiently as we can.

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Under **RRM**, the discussion should have started with knowing **where** all the resources were and **how** they could be juggled to manage **all** flights.

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an understanding of what's possible and the resulting decisions made and, finally, support of those decisions.

Take the following scenario as an example, Refueler A would do anything for anyone on the ramp because his priority is to see the aircraft turned around and ready to depart as fast as it can be:

- ▶ Refueler B advises that he has a clash of flights due to flights running late. He has two on the ground together and cannot fuel them both.
- ▶ Refueler A says he can pick up one of the aircraft for his mate and all is well.
- ▶ No-one thinks any more about it until 10 minutes before one of the aircraft is due to depart, the airline is calling and asking where the fuel is. The supervisor calls Refueler A on the radio and he advises he is on his way but is running late because his last refuel took longer than expected.

There is now no time to recover, and the flight is going to be late.

The discussion, after all has settled down, is around why he didn't call when he first realized he would not make the second aircraft in time. The ground support staff could have either told the airline or shuffled refuelers again, but this is not really the discussion that should have been happening at all. There is now no time to recover and the flight is going to be late.

Under RRM, the discussion should have started with knowing where all the resources were and how they could be juggled to manage all flights.



▲ **Training ground support teams in the principles of Crew Resource Management can give the ramp the tools they need to make sure passenger's bags make their connection with their rightful owners.**

Additionally, the ground crew should have started to talk to the airlines about allocation of resources and departure priorities to avoid passengers sitting on aircraft unnecessarily and to avoid people having to rush from one aircraft to another, increasing the potential for collision with aircraft or other ground equipment, speeding, checking the paperwork, checking that the fuel asked for was actually delivered and a myriad of other potential incidents. There were a number of fallible decisions made here, and a high risk of incident as a consequence. All could have been resolved with the use of RRM.

The Supervisor should have challenged the decision of Refueler A to pick up another flight and how he was going to arrange himself. What were the fuel loads? Could he physically uplift the fuel load in time? What other options were there for refuelers and trucks? Or, if there was no option, then phone the airline and tell them the issue and the potential delay so that everyone else could react accordingly.

The aim of RRM training is to improve the preventative barriers by recognizing the effects that human factors have in ground operations.

It also ensures that there is a cohesive and efficient team rather than every person operating alone. It empowers employees to speak up when they feel something may be wrong without risk of criticism or retribution for doing so.

The ultimate aim of RRM is to reduce safety incidents and create a safer work environment. Conveniently, it makes operations more efficient which leads to lower resources and cost savings so, with a little bit of RRM training,

companies can make significant savings in operational spending, have a more engaged workforce and a safety record second to none.

A Shell Oil facility had a phrase that helped encourage people to speak up when they felt

something was not quite right and it is one I frequently use in human factors training: "have the courage to intervene and have the character to accept interventions." **GSW**



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▶ ABOUT THE AUTHOR:

Ian Bell, director of Global Safety Partners, has a long history in the aviation industry first with Trans Australian Airlines and Australian Airlines (the forerunners to Qantas). He spent 11 years in airline operational roles before joining the Shell Company of Australia where he spent 23 years in a range of senior management roles including having primary operational responsibility for the Shell Aviation operations throughout Australia and Papua New Guinea. Ian has also been involved with the Australian Aviation Ground Safety Council, which is focused on improving ground safety performance in airports across the Australasian region. He can be contacted at globalsafetypartners@gmail.com.

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Very, Very Verde

Verde GSE, relative newcomers to the industry in name only, bring decades of experience in both GSE and sustainability to airports nationwide.

by Alex Wendland

When you first meet Ty Newell, a partner in Verde GSE with more than 35 years of experience in sustainable environmental engineering, his easy confidence in explaining even the most complicated systems is immediately evident. Newell spent 27 years as a mechanical engineering professor at

the University of Illinois at Urbana-Champaign and has been Professor Emeritus at U of I for the past seven years.

Newell's bona fides are clear, and that made him a perfect fit for Rick Hansen when he was looking for a partner.

Newell and Hansen, along with Newell's son



► Verde GSE's 10,000 sq. ft. production facility in Palmetto, Florida is home to the manufacturing that doesn't come from Ty Newell's Newell Industries facility in Illinois. Verde plans to add jobs at the Palmetto facility as the company grows.

Rick Hansen

Ben and Alex Long, formed Verde (for the uno-lingual, “verde” is Spanish for “green”) in January 2014 under the principles of clean air and sustainable energy. The company designs and manufactures military grade pre-conditioned air units using sustainably sourced materials and zero-waste manufacturing. Newell says the team saw a gap in the market when ITW-Hobart pulled out of the PCA market and Newell’s firm’s expertise in sustainable engineering fit with the developing “green business” trend.

“We view ourselves as a green company from the basis of providing fresh air to keep us healthy and comfortable in aircraft,” Newell says. “Our unit is to be the most efficient, and a technology leader in the PC Air business. We’ll strive for a zero waste manufacturing facility, in which everything has a place where it can go and hopefully be of value again.”

“We’ll strive for a **zero waste** manufacturing facility, in which **everything** has a place where it can go and hopefully **be of value again.**”

— Ty Newell

Going green is well and good, but can be for naught if you don’t have the experience in your industry. Thankfully for Verde, Hansen has been in GSE for 11 years and was most recently vice president and general manager at J&B Aviation, Hobart and ITW-Military. He was also an officer in the United States Air Force.

Yet, because Verde’s technology hasn’t been in the market for at least five years, Hansen says the barriers to entry remain high.

“We get blocked sometimes from bidding because we have not been supplying these systems for five years,” Hansen says. “I

recently reviewed one specification that called out ten years. You wouldn’t buy a 5- or 10-year-old house air conditioning technology or, for that matter, a computer.”

The requirements create a chilling

effect – pun fully intended – on PCA units. Airport and airline managers looking to replace equipment don’t know about new technology, Verde’s or otherwise, if they’re only looking at the old guard.

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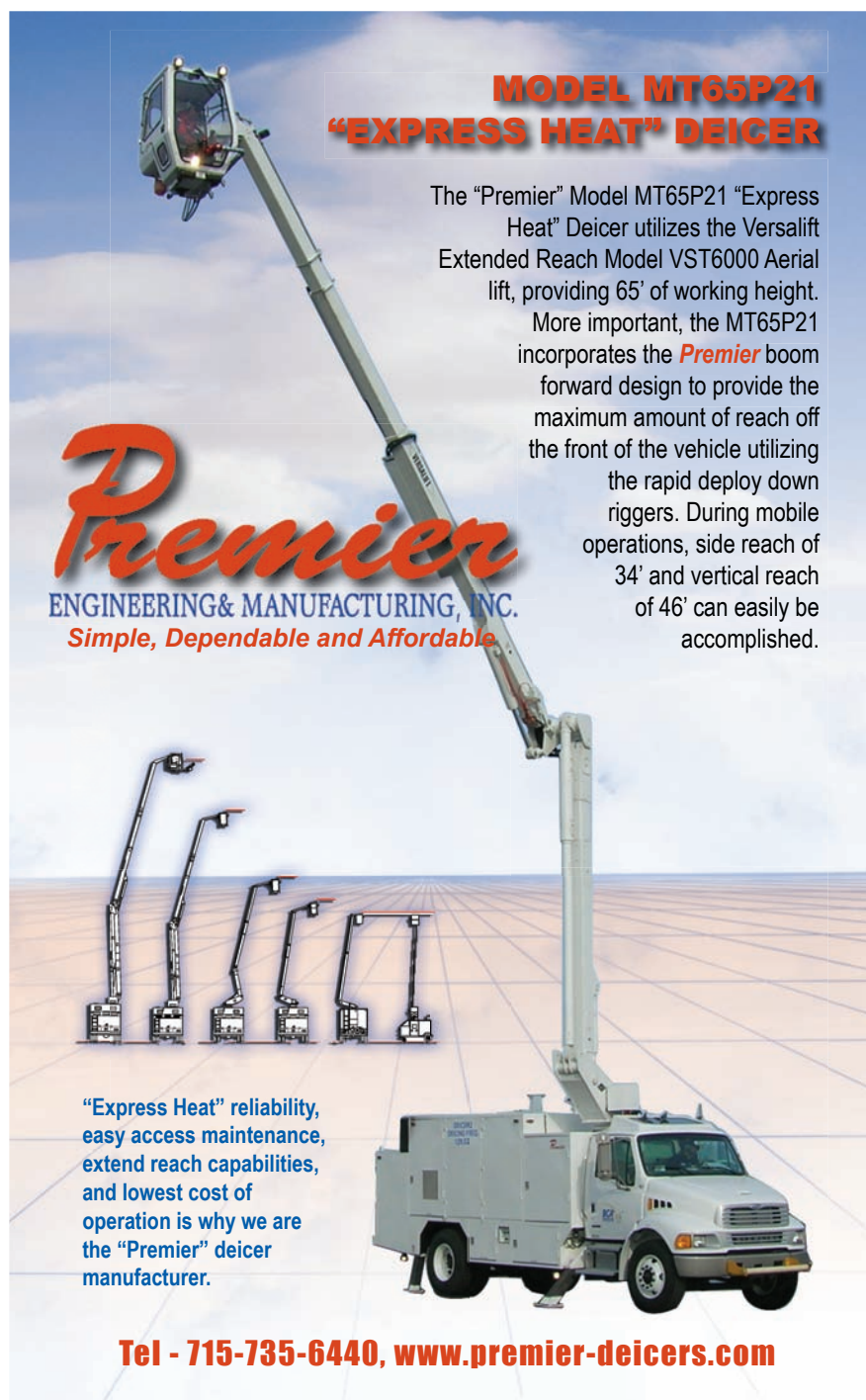
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In Hansen's experience, he says that maintenance contacts have been interested and impressed, but the decision makers haven't been offered the same information. "The management of the airports and air-

lines need to understand that such language will ensure they never see innovative products," Hansen says. "What they get is the same old technology. This is big in an industry that so needs updating."

Not all doors are closed, however, and the message is beginning to get out. Verde has units working in some exceptionally harsh climates for air conditioning, including Orlando International Airport and Louis Armstrong International Airport in New Orleans. "Because of the experience that Rick has in the market and that people know him and he knows what's needed, that's opening doors," Newell says. "Our units are starting to move into some good active airports."

To set themselves apart, the Verde team have had to put themselves in front of the right people – those who understand the economic and environmental benefits of sustainable technology – who are "tucked away" according to Newell.



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The requirements create a **chilling effect** on PCA units. Airport and airline managers **looking to replace** equipment don't know about **new technology**, Verde's or otherwise, if they're only looking at the **old guard**.

"The less waste you produce, there's usually a cost-benefit on top of just being beneficial environmentally," Newell says. The sustainability managers at airports and airlines are the ones who understand those benefits most and, as a result, are the ones Verde works hardest to reach.

Newell Industries, the engineering firm run by the Newells and Long, has been working on keeping the air we breathe clean and healthy for decades while maintaining an environmental conscious and sustainability. Newell Industries first worked with Hansen to develop a high pressure PCA unit for the military when Hansen was at

Hobart. Ty's most public work to date, the Equinox House, is a house that is completely run on solar energy and is highly insulated to ensure comfortable and healthy air flow. The Equinox House is also Ty's home. The air flow principles from the Equinox House provide the ground work for what differentiates Verde's PCA units.

In both the sustainable living and aviation sides, Newell's products monitor carbon dioxide and volatile organic compounds (food and body odors, cosmetics, cleaners and other chemicals) and maintain comfortable conditions.

Most airline passengers readily recognize uncomfortable conditions – being either too hot or too cold – but many attribute their “traveler's cold” to the cramped quarters rather than the air they're breathing.

“We've all flown somewhere and then come down with a cold a short time later,”

“I'm looking to **change** the thinking, **our goal** is to disrupt the industry once **again.**”

Ty says. “If we more actively see how much air is needed on an aircraft and we supply that, we're going to make ourselves healthier.

“There's a real economic benefit to doing that, and that's the type of technology that, in the near future, we expect to be implementing with our unit.”

And Verde GSE plans to lead those updates for PCA manufacturers. Verde's PCAs are the only units on the market to

offer real-time online diagnostics and over-the-air upgrading to automatically upgrade Verde units to newly developed algorithms and region-specific tuning.

“We can do that on particular units, we can do that on a whole wave of units throughout an airport or throughout a region, and it goes in in a seamless manner, so it's not the usual annoying message that tells you your computer's frozen as it does its update stuff,” Newell says. The end result are PCA units that are never out of date and are constantly running with the most advanced algorithms, tuned specifically for the location of the unit.

In 2016, Verde plans to release a 400Hz converter and a mobile, diesel-run PCA unit

“I'm looking to change the thinking,” Hansen says. “Our goal is to disrupt the industry once again.” **GSW**

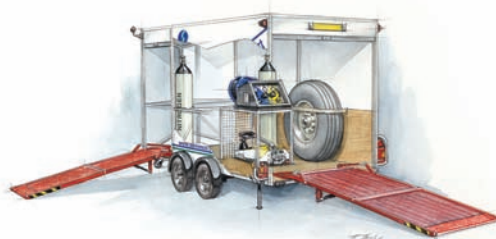
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Turning to Technology to Meet The Technician Challenge, Part 1

“The Technician Challenge” has been a catch phrase used by management for several years to convey their impending uncertainty about the results of the declining numbers of technicians in all maintenance industry segments. Though the problem is not confined to the United States, it isn’t quite a worldwide epidemic. Unless unconventional means are considered in meeting this shortage head-on, however, it could become one.

By Will Ryder

Keeping up with current industry growth trends and retirement rates may be a challenge, especially for GSE maintenance managers. They can find themselves coping with attrition by way of retirement, losing seasoned technicians from their ranks. At the same time,

they’re competing for employees with countless dealerships, repair garages, and fleets that are all pulling from the same pool of graduates and already employed technicians. Managers need to look for unconventional solutions to meet their need for skilled technicians.

According to the latest figures from the U.S. Department of Labor, within the United States more than a million jobs exist today in the auto, diesel, and collision repair industries. Growth in these segments is projected to be 17 percent through the year 2020. Baby boomers, who make up roughly 26 percent of the American population, will reach retirement age every day through 2029, according to the Pew Research. That means that approximately 10,000 people, per day, will be retiring between 2020 and 2030.

As of late, the media has highlighted the issues about Medicare coverage for those Americans who must rely on it for their sole health insurance by the time they are eligible for retirement. Health care can cost the average person a lot of money. There is some discussion among managers that the debate over health care policy, the interrelated outcomes and increase in medical costs, may well become an influencing factor in the postponing of retirement for technicians currently in the GSE maintenance workforce. It might seem likely, but not a guarantee, that technicians will opt either to extend their careers longer (if they can meet the physical demands of the job) or turn to other types of employment so that they can maintain their health care benefits.



Empirical evidence suggests that GSE maintenance managers who recruit from outside the ground support equipment industry favor employing experienced Diesel and Medium/Heavy-Duty Truck or Equipment mechanics. These mechanics tend to transition well into the GSE technician role. However, the number of those skilled workers is becoming limited. Most managers are reluctant to hire trade school graduates who have little or no workshop or airfield experience. According to The National Institute for Automotive Service Excellence (ASE), annually only about 3,500 diesel and truck technicians enter the job market through technical trade schools. So, while more and more seasoned mechanics are retiring each year, there aren't enough traditional replacements to meet the demand.

Finding Talent

Today, when GSE maintenance managers interview those who are viewed as "experienced" applicants from other maintenance industries, it seems that most of those applicants are "recycles" from companies and may not be the most desirable prospects. With such a widespread notion that most people worth employing are already established elsewhere, employment decisions become concessions or compromises.

In this day and age, allowing such biases to influence your hiring decisions against archetypes of the "perfect technician" leads you to lose out on opportunities and delays you from bringing a qualified worker on board. If you wait until you find a technician with the "exact" skills and depending on the pay and benefits package you offer, it may take some time before you fill your opening. While offering higher wages to attract that "ideal" candidate from another company is an option, it isn't a guarantee for success.

Offering higher wages isn't always an available option. So, maintenance managers turn to lowering their existing headcount so that they can offer a higher earning potential to lure qualified candidates away from their current employers, assuming that they can produce more than the mechanics they have released.

Recruiting in international markets could be another source of securing talent. I spent two years in the Middle East, prior to my current position, managing large and diverse

work groups. I actively recruited in Africa, Asia, the United Kingdom, and the Philippines. I found that there is a pool of very willing and capable technicians in countries outside the United States. Unfortunately, under the current U.S. Immigration Policy, mechanics/technicians are considered "Non-Specialized Workers" and, as such, it can take more than a decade to obtain the required work visa for an applicant if you were to start the international recruitment process now. The average cost for processing such a candidate is \$5,000. Obviously, under the current constraints, international recruitment is not a viable option for slots that need to be filled now.

While the situation may seem bleak for fleet maintenance, Part II of this article will cover the innovation and adaptation of technology that may be the key to meeting the challenge of finding and hiring quality GSE technicians. **GSW**

TO BE CONTINUED...



▶ ABOUT THE AUTHOR:

Will Ryder is Director of Strategic Initiatives and Support Services at Global Aviation Services, LLC and has worked over 25 years in fleet maintenance, including international experience. He now reports to the President of his company and is responsible for developing, overseeing and helping to implement programs and projects. Additionally he oversees the Quality Management System as well as the Support Services functions.

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Undagrid's Putting GSE on the Grid

One Dutch company is working to change the way GSE managers keep track of their equipment, and they now have significant backing from a major aviation player.

by Alex Wendland

Our industry can be – how do I put this? – resistant to change. Equipment tracking and maintenance status is often left to Excel or, even worse, paper.

Undagrid, a Dutch tech startup, has developed a tracking system for non-motorized GSE called GSETrack. The company, and GSETrack, recently

received investment from the Mainport Innovation Fund (MIF), an investment partnership between KLM Royal Dutch Airlines, Amsterdam Airport Schiphol, Rabobank and the Delft University of Technology. The funds will allow Undagrid to take GSETrack into new markets including international opportunities.

GSETrack is a system that Undagrid developed, in conjunction with S-P-S Group, in which a small tracking device is outfitted on non-motorized and non-powered GSE. Three of the four Undagrid founders were working at an IT firm, Technocon (now known as Moving Intelligence), that developed technology similar to GSETrack for the automotive industry, when the company was approached by S-P-S Group to develop tech-

The **Internet of Things** is the marketing buzzword for **a lot of devices** that were once **working independently**, but are now all **interconnected** and **exchanging data** through the **internet**.

◀ *The four award-winning Undagrid founders, pictured from left-to-right: Christiaan Willemsen, Marcus Breekweg, Lennart Schroer and Rolf van de Velde. Michel van Hal, general manager of S-P-S Group, is pictured seated. S-P-S Group worked with Undagrid in developing GSETrack.*
Undagrid



nology to track their non-motorized GSE at Schiphol Airport.

The problem was that Technocon's tracking system focused on equipment that had its own power supply. Rolf van de Velde, Lennart Schroer and Christiaan Willemsen left Technocon to form Undagrid along with Marcus Breckweg, who joined the trio from Vodafone Global and brought expertise in developing what is now called the "Internet of Things."

The Internet of Things is the marketing buzzword for a lot of devices that were once working independently, but are now all interconnected and exchanging data through the internet. On the consumer side "smart" thermostats, washers, dryers and home devices are all part of the Internet of Things.

"Undagrid connects moving objects without their own power-supply to the internet without complex configuration, infrastructure or communication costs," Schroer says. "GSETrack is a combination of hardware on the carts, dollies and stairs on one hand and a cloud based application on the other."

By attaching a small device about the size of an iPhone to baggage carts, stairs or any number of non-motorized GSE, maintenance and equipment managers can monitor the location and upkeep of equipment for up to five years on AA batteries.

"It's a network solution wherein devices transmit information to nearby devices, which in turn relay this information to others in their vicinity," Schroer says. "This way, the devices on objects form the network and it's very low on power."

▼ **The tracker that makes GSETrack tick is only a little thicker than an iPhone.**
Undagrid

Because GSETrack can create its own network, the cost stays lower than other common Internet of Things applications that use cellular data, Wi-Fi or Bluetooth connectivity.

Navigating the Internet of Things

If all of this seems particularly complicated, it is – but only for those building the networks. Schroer says that the best way to deliver a solution for an industry is to build it from the ground up for that industry's needs. While that seems obvious, many companies try to reach economies of scale by applying their existing products to new industries. When S-P-S Group came to Technocon, the team that eventually became Undagrid saw an opportunity to build something specifically for GSE instead of applying automotive technology.

"It's utterly simple," Schroer says. "Although the network and hardware technology of GSETrack is pretty high-tech, the customer only has to mount it to a cart and it works, that's it."

GSETracker currently shares the location, movement and status of ground support equipment. The data provided can make searching for available carts easier and optimize the usage of all equipment in fleets at airports across the world. "To optimize your maintenance process, you need to know the location of equipment that needs periodic maintenance," Schroer says. "By keeping maintenance logs, you have the ability to commit to Service Level Agreements."

While high-tech solutions aren't the *fad de jour* in GSE, Schroer and Undagrid are focused on providing a direct value to customers with GSETrack while taking on the complexity of the systems and networks themselves to create an elegant solution.

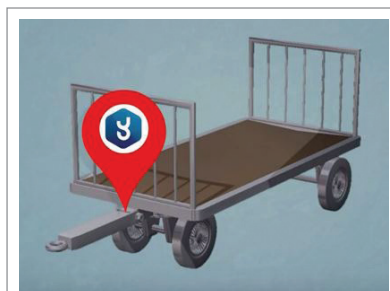
"It is not about technology, it is about the business challenges that you can solve," Schroer says. "This technology just happens to be hyped as the 'Internet of Things.'"

"It's **utterly simple**. Although the network and hardware technology of **GSETrack** is pretty **high-tech**, the customer only has to mount it to a cart **and it works**, that's it."

Undagrid, founded in 2014, has already won "Start-Up of the Year, 2014" from European entrepreneurship magazine, Sprout, as well as the "Best Internet of Things Starter" award from the European Institute of Innovation and Technology.

"We started with simple GSE tracking," Schroer says. "However our focus is on delivering a communication infrastructure that forms the basis for smart airports. With the roll-out of GSETrack at an airport you not only can track your equipment, but you also have laid the foundation for more sophisticated smart airport services."

You can learn more about Undagrid and GSETrack by watching their informational video in this story, visiting their website at GSETrack.com or at inter airport Europe; they'll be in hall 6, stand 280. **GSW**



► FOR MORE ABOUT
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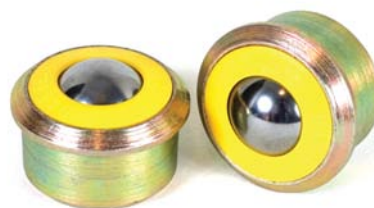
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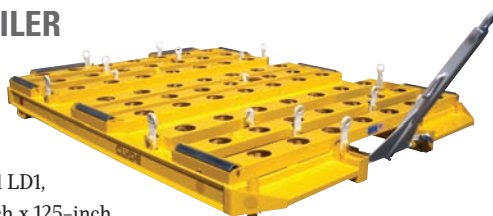
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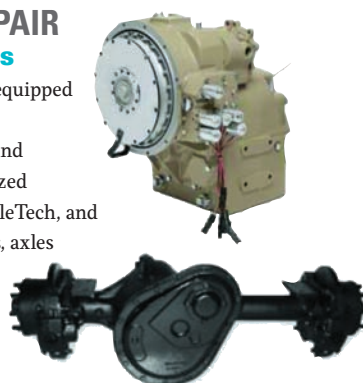


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▲ Editor - Alex Wendland
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Join the Conversation

I'm thrilled to be writing my first editor's note for *Ground Support Worldwide*. I'm even more excited, however, to talk with all of you, absorb this incredible, dynamic industry and to bring you the content that you want to hear, see and read.

In addition to the new design we debuted last month, you might have also already noticed a brand new mugshot on the side of this column. I'm thrilled to be writing my first editor's note for *Ground Support Worldwide* (well, second if you read my note on the GSP app version of our Worldwide Directory).

To help me help you, let's keep the lines of communication wide open. I want to know how you find and consume our content so that I can make it better and gear it more towards where you're already looking for it. Obviously I hope you're getting our digital newsletter, and you're obviously reading our beloved magazine, but where else are you looking for news?

Do you want to see video? Podcasts or other longform audio? What can we do for you?

Not only do I want to know what you want from us, I want to talk about your experience. I come from the journalism side, and I've loved the conversations I've had with readers thus far. Let's talk more.

I personally maintain social media accounts on Twitter (@GroundSupportWW), Facebook and LinkedIn (both *Ground Support Worldwide*) and I would love to hear from you on any of them.

If you aren't a social media user, feel free to email me (awendland@southcomm.com) or call me at 920-563-1644.

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ONLINE PRODUCT GUIDE



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