

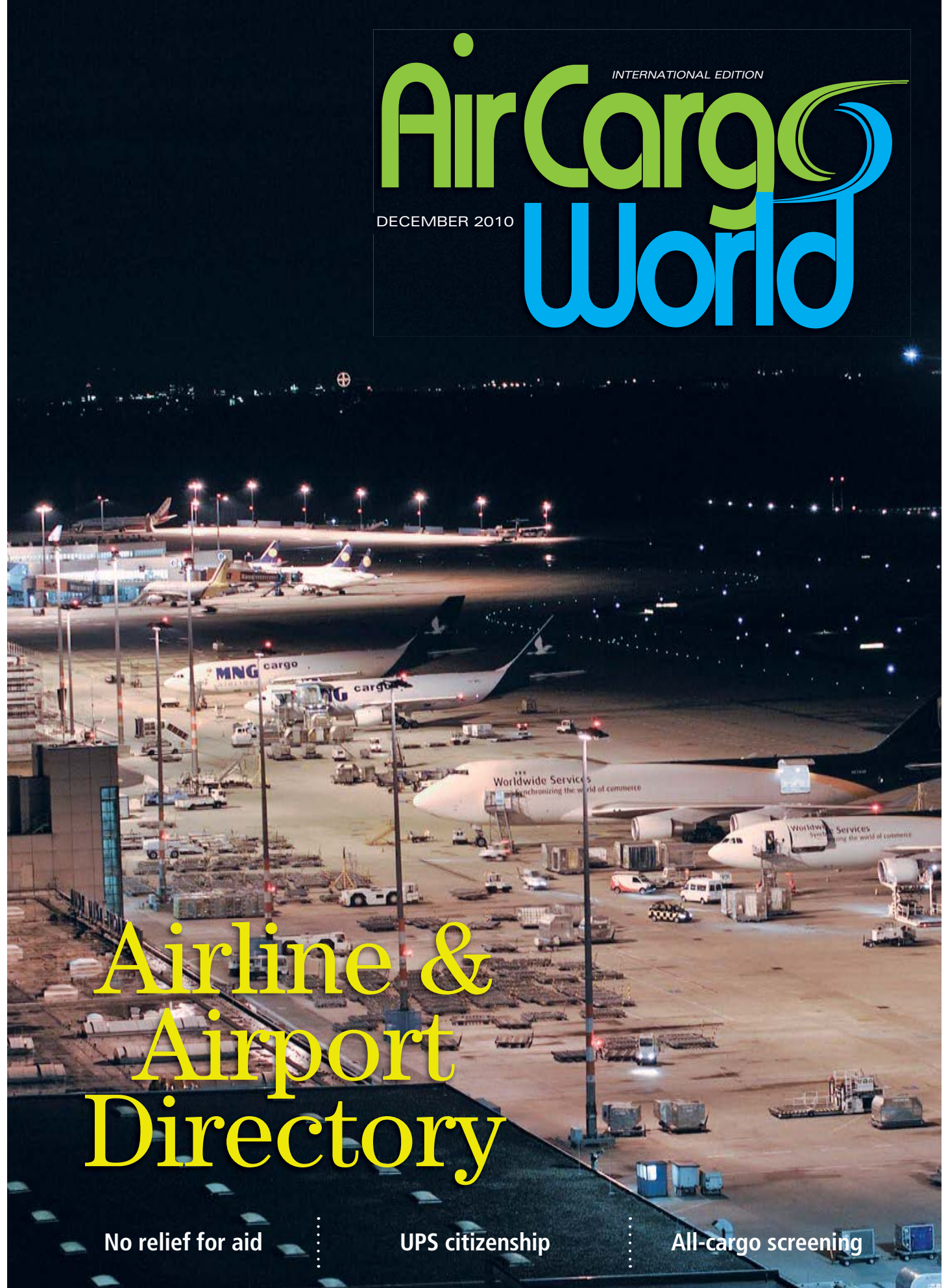
# Air Cargo World

INTERNATIONAL EDITION

DECEMBER 2010

## Airline & Airport Directory

No relief for aid ..... UPS citizenship ..... All-cargo screening



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Air Cargo World (ISSN 1933-1614) is published monthly by UBM Aviation. Editorial and production offices are at 3025 Highland Parkway Suite 200, Downers Grove, IL 60515; telephone 866-624-4457. Air Cargo World is a registered trademark of UBM Aviation©2010. Periodicals postage paid at Downers Grove, IL and at additional mailing offices. Subscription rates: 1 year, \$80; 2 year \$128; outside USA surface mail/1 year \$120; 2 year \$216. Single copies \$20. Express Delivery Guide, Carrier Guide, Freight Forwarder Directory and Airport Directory single copies \$14.95 domestic; \$21.95 overseas. Microfilm copies are available from University Microfilms, 300 North Zeeb Road, Ann Arbor, MI 48106. Opinions expressed by authors and contributors are not necessarily those of the editors or publisher. Articles may not be reproduced in whole or part without the express written permission of the publisher. Air Cargo World is not responsible for unsolicited manuscripts, photographs or artwork. Please enclose a self-addressed envelope to guarantee that materials will be returned. Authorization to photocopy items for internal or personal use is granted by Air Cargo World, provided the base fee of \$3 per page is paid directly to Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, and provided the number of copies is less than 100. For authorization, contact CCC at (508) 750-8400. The Transactional Reporting Service fee code is: 0745-5100/96/\$3.00. For those seeking 100 or more copies, please contact the magazine directly. Member of Audit Bureau of Circulations Ltd.

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## Going down in history



**Simon Keeble**  
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**P**erhaps the most significant aspect of last month's "historic" Amsterdam agreement by TIACA, FIATA, IATA and the Global Shippers' Forum was that it happened at all.

Whether signing "a letter of intent committing to work towards the formation of an industry advisory group facilitated by TIACA to ensure the air cargo industry has a strong, unified voice in its dealing with worldwide regulatory authorities and other bodies whose decisions directly impact on air cargo," will produce anything more than travel and talk remains to be seen.

Certainly for many air cargo industry veterans, overcoming a sense of "been there, done that, got the T-shirt" will be a challenge.

Less than a week before the accord, an altogether different intent was announced as the U.S. Department of Justice (DOJ) indicted Cargolux's CEO. A week later, the European Commission announced fines of nearly \$1.1 billion against 11 airlines for apparently similar behavior. And a week after that, the DOJ was back indicting three more individuals from two Asian airlines.

So far, regulatory bodies in North America, Europe and Asia have fined airlines, forwarders and cargo executives a staggering \$2.8 billion for anti-trust behavior. And there are no signs that the industry has seen the end of it.

What is curious is the lack of individual accountability. As companies blithely account for their conspiracies with a short acknowledgement in a periodic financial statement, there's no mention of those responsible.

Why aren't the executives involved in these multimillion-dollar penalties fired?

At the Air Cargo Forum, the supply side complained as usual about the rising cost of doing business — whether it was work flow or capital equipment — and the poor returns on shareholder investment.

Apparently e-freight is meant to solve the cost issue. Yet there have been cargo community systems attempting to reduce the paper trail and improve productivity for 20 years. Now it seems there are too many regulations, government bodies and associated costs. Blame it on Brussels.

So what is the purpose of this new industry "intent"? Is it to remain a relevant force in global trade or an attempt to improve a poor reputation for governance? Or both?

Is it possible, as one cargo veteran observed in Amsterdam, "the industry is so conservative it is almost dead"?

Surely the Global Shippers Forum will have noticed the Integrators have not been targets of an anti-trust investigation. Maybe there's a correlation between ethics and single-source, end-to-end workflow.

Time will tell if the shipper signed with the wrong group in Amsterdam.

A handwritten signature in black ink, appearing to read "Simon Keeble". The signature is fluid and cursive, with a long horizontal stroke at the end.

## Time to find new customers

**T**he Grinch has stolen Christmas for the airfreight industry. There will be little or no cheer in freight circles this year.

The reasons for the lack of a holiday rush are not hard to find. The U.S. unemployment rate is hovering around the 10 percent mark, housing starts and sales are sharply lower, Wall Street is anemic and manufacturers are just marking time.

So with shoppers reluctant to open their pocketbooks, airfreight is hardly booming. Retailers are avoiding building up sizeable inventories; the supply chain has been snapped at retailers' warehouses.

Air cargo expansion will be hit in the first part of 2011 by the continued slowing of US exports — despite the weak dollar. Chinese expansion is moderating, while other Asian nations' economies are following their lead and slowing down.

One short-term positive sign for our industry, however, is in the last-minute ordering of goods. Many of the ocean shipping lines are continuing to “slow steam,” thus taking longer time between ports and delaying delivery schedules. This means that airfreight will be needed to deliver merchandise in time for December sales.

For 2011 and beyond, I believe FedEx and UPS will increase their international market share at the expense of independent forwarders. Shippers are reducing the number of their suppliers, and the two major integrators are benefiting.

I also predict a dwindling number of independent forwarders in international trade. Smaller forwarders will have to be content to swipe crumbs from their tables. Another clear measure of integrators' success is their stinginess in selling space on their aircraft to outside forwarders. Some 20 years ago, FedEx sold \$700 million worth of space to independent forwarders. Currently, that figure has shrunk to \$50 million.

My crystal ball is as cloudy as the next person's, but I believe airfreight will show incremental growth of just 2 to 4 percent in the months and years ahead. Don't be beguiled by the extravagant claims of airfreight growth by Boeing and Airbus. They are in the business of selling massive numbers of cargo aircraft and not in the business of making objective analyses of our industry.

Because of its premium price, the airfreight industry never will become a mass transporter of goods. Our share of the \$1 trillion international transportation market has remained remarkably constant at about 4 percent for the past 20 years, although airplanes carry about 30 percent of trade in value. I see nothing on the horizon to alter that percentage significantly.

On the contrary, there is an ominous trend by shippers to switch more of their freight from air to ocean. A particularly striking example is the most recent earnings statement by the computer company Dell. The firm announced a rise in profitability for its most recent quarter that it credited almost solely to management's decision to convert all of its high-cost air cargo shipments to cheaper ocean freight.

Our industry should concentrate on creating new inventions in the physical transportation of freight and less in expanding and enhancing electronic technology. Executives at 3PLs and 4PLs like to boast of their advanced technology and that it is making supply chains more efficient. The reality is less impressive, however.

According to a Lufthansa survey, during the past two decades, air cargo has shortened international delivery time by less than four hours in a three-day delivery schedule.

Having all those electronic bells and whistles is not doing much for the airfreight industry's bottom line, either. In the 1970s when forwarders had little more than telephones and typewriters as basic tools of their trade, yields could exceed 25 percent. Today, with an array of electronic equipment, we're happy to make 15 percent gross profit on our revenues, and we're thrilled to earn 3 to 4 percent net profit, after-tax revenue.

For sustained, profitable growth, airlines and forwarders must solicit new customers. Stealing customers from each other is little more than a zero sum game. It's a tough recipe to follow, but I believe it is the only one to fill all those new aircraft Boeing and Airbus are trying so hard to sell. **ACW**



**Julian Keeling**

*Julian Keeling is CEO of Consolidators International, a Los Angeles-based wholesaler/forwarder. Keeling's 35 years in transportation includes heading up Lep Profit's (now Geologistics) wholesaling division. He began CI in 1994.*

## Air cargo industry signs historic agreement

**F**or the first time, leading air cargo associations have agreed to work together to affect change in the industry.

Jean-Claude Delen, president of FIATA; Michael Steen, vice chairman of TIACA; and Des Vertannes, cargo director of IATA, signed a letter of intent at the Air Cargo Forum in Amsterdam to form an alliance between the separate groups. The Global Shippers' Forum also is part of the agreement, which will be facilitated by representatives from TIACA.

"There's been a lot of talk about whether or not we are a united industry. I hope that the conclusion of this agreement this morning will dispel the fears that we are disjointed," Vertannes said. "We always will share common goals. This is evidence that we are collaborating to move a key industry agenda forward."

Instead of working toward industry goals in a disparate manner, the group will now present a single voice when discussing and deciding upon security changes, environmental challenges and the technological evolution of the industry.

"We've all worked in this industry for many, many years," Vertannes said. "We understand the value it brings to the economic health of every country, and we have to ensure that during these troubled and challenging times — and we've had a number of those in the past decade — that we can still collaborate and progress to the betterment of everybody."

Later, CEVA Logistics COO Bruno Sidler added: "We have to realize that if you want security and stability, you have to have long-lasting partnerships. We need to learn from the crisis. Nothing is better to handle crises and challenges than to have partners by your side." **ACW**



*IATA's Des Vertannes (left), TIACA's Michael Steen and FIATA's Jean-Claude Delen during the Air Cargo Forum in Amsterdam*

## "Things can never be the same again in this industry"

**F**ar be it from DHL to claim to be the world's leading logistics business. Better to let others bestow that title upon it. The latest IATA CASS rankings seem to do just that.

Not only is DHL Global Forwarding confirmed as the No.1 service provider (were we ever in any doubt? ), but it also illustrates its dominance in the key global markets. DGF retains top position in North America. Across most of Europe, it is the leading player in markets such as Italy, Switzerland and the Netherlands and has gained first-time top billing in Spain, Ireland and others.

In a temporary aberration, the Deutsche Post-owned enterprise lost top ranking in its home market of Germany for one year, but the latest IATA figures show that it has since regained the initiative.

There is no doubt that its pride

was badly dented by such a setback, as Michael Schaecher, head of global airfreight at DHL Global Forwarding, confirmed. "It is, of course, vital that we should be the leading service provider in our own market, and we have now regained what we believe is our rightful position," he said.

The tussle was between its close German rival, Schenker, with DHL evidently taking its eye off the ball by moving some German origin traffic through other European hubs. Schenker, on the other hand, was seen to gain the initiative by moving traffic in the opposite direction from other European points through its main German hub.

In the important Asia-Pacific market, DHL maintains top ranking in Hong Kong, Australia, Singapore and Indonesia. The company continues to retain its long-held market-leader position in China, although

outside the remit of the IATA clearing house system.

By any standard, DHL can claim that it has achieved its goal of creating a global logistics giant in a relatively short span of time. It was exactly five years ago this month that Deutsche Post succeeded in a \$7.5 billion bid for Exel, the British forwarding goliath. Previously, it had acquired brand-name forwarders Danzas, AEI and ASG.

But just how difficult was that road to full integration?

*Michael Schaecher, head of DHL Global Forwarding, wants to avoid supply and demand volatility*



"We did not view it so much as a need for integration, but more of one of combining the various strengths of each company," Schaecher said. "Of course, the biggest challenge came

with the acquisition of Exel, but in a sense we were well prepared having already acquired major companies like Danzas and AEI."

The nuts-and-bolts challenges came with such difficulties as creating a single IT backbone to the enlarged enterprise. But according to Schaecher, the greatest challenge proved to be in retaining staff. "Such a step-change in a business creates huge uncertainty among your workforce," he said. "Not just among the employees from the

*(Continued on page 6)*

## TNT calls for risk-based cargo screening

Speaking at the TIACA Air Cargo Forum in Amsterdam, TNT Group CEO Peter Bakker said governments should adopt a risk-based strategy for cargo screening and not "go after every shipment; it will be overkill."

Noting that globalization would not have happened without the logistics industry, he pointed out: "Integrators handle 30 million shipments a day; have a combined fleet of 1,700 aircraft; employ 1.2 million people; and operate 200,000 trucks."

He suggested governments should be "very careful" in how they react

to any new terrorism threat and said x-ray screening is not a 100 percent solution. He considered closer intelligence cooperation and better shipper profiling would also be required.

Following the discovery of explosives hidden in packages from Yemen, Bakker revealed that TNT subsequently had diverted one of its flights from Athens to Liege to Bologna, Italy, after the discovery of a suspicious package. Inspection of the shipment revealed it was an explosive device. The company immediately began a security risk assessment of its express operations and network.

Meanwhile, TNT faced labor unrest in its mail division following union rejection of a plan to eliminate 11,000 jobs.

Talks between the company and its unions began in 2007, as both sides endorsed independent studies that called for cost-cutting measures because of a structural change in the mail business due to less demand and increased competition.

By the end of 2008, the two parties had agreed on a six-year deal to improve working practices and changes to employees' terms and conditions

*(Continued on page 6)*

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(IATA Continued from page 5)

companies that have been acquired, but also amongst existing staff.”

DHL claims to have invested a huge amount of time and money in its workforce to build trust and motivation, a policy which it apparently continues to develop to this day. “At the same time, we recognize that we also needed to build trust with our client base, whilst we went through this process. This, we believe, we have been able to achieve through constant feedback and surveys among our customers,” noted Schaecher.

DHL also likes to think of itself as being innovative, not just on a network basis, but also in terms of tailoring products to individual regional markets.

The company also is giving the highest priority to the expansion of e-freight across its network. “We see it as an urgent need to provide faster customs clearance for our customers,” he said, “and, more simply, to take paperwork out of the entire airfreight process.” He thought recent security-related events would only serve to speed up this migration. To underline his point, Schaecher confirmed that he has just hired Steve Smith, IATA’s former head of e-freight, to spearhead the company’s e-freight strategy.

With a drive toward premium prod-

ucts, some might suggest an eventual convergence between DHL’s express and logistic businesses. But Schaecher doesn’t see it that way: “DGF and all other DHL business units, including express, are developing sector-specific, high-end solutions. But each will continue with its own business models and operating platforms, which for our biggest customers can be accessed by a one-face approach via our global customer solutions unit.”

With domination asserted in the key global markets, what more is there for DHL to achieve in terms of network reach? “The current network provides a strong footprint on trade lanes between Europe, Asia and North America,” explained Schaecher. “But what we now want to concentrate on is the trade triangle between Africa, Asia and Latin America, and we see sea-air as an important component in developing these trade lanes.”

DHL Global Forwarding may be the world’s leading logistics player, but it recognizes it is playing in a very different, post-downturn market. “Things can never be the same again in this industry. What we must avoid is high volatility in demand and supply, which is not good for the supply chain process and which neither airlines, forwarders nor shippers want,” Schaecher concluded. **ACW**

(TNT continued from page 5)

in order to avoid compulsory redundancies. In March 2009, the union membership rejected the deal, and talks continued into 2010, when the company announced it had reached a new collective labor agreement that improved terms and conditions but also included 3,100 layoffs.

A letter from the unions in late October rejected the latest deal and demanded terms that TNT said are impossible to implement while “ensuring a healthy future for the company.”

CEO Harry Koorstra commented: “TNT Post considers that the future of the postal company in the Netherlands will be compromised if the proposed reorganisation plans, these being the most recent plans offered to the unions during the latest negotiations, are not in fact pursued. The management of TNT Post considers that risk to be unacceptable.”

The mail division also noted “disquiet among employees” as a result of the current uncertainties but added: “Intimidation is something that the company cannot possibly accept. TNT Post, the unions, and the Works Council are working together to deal with this problem.”

The company said job security will come under further pressure with an expected 8-9 percent fall in mail volumes this year. **ACW**

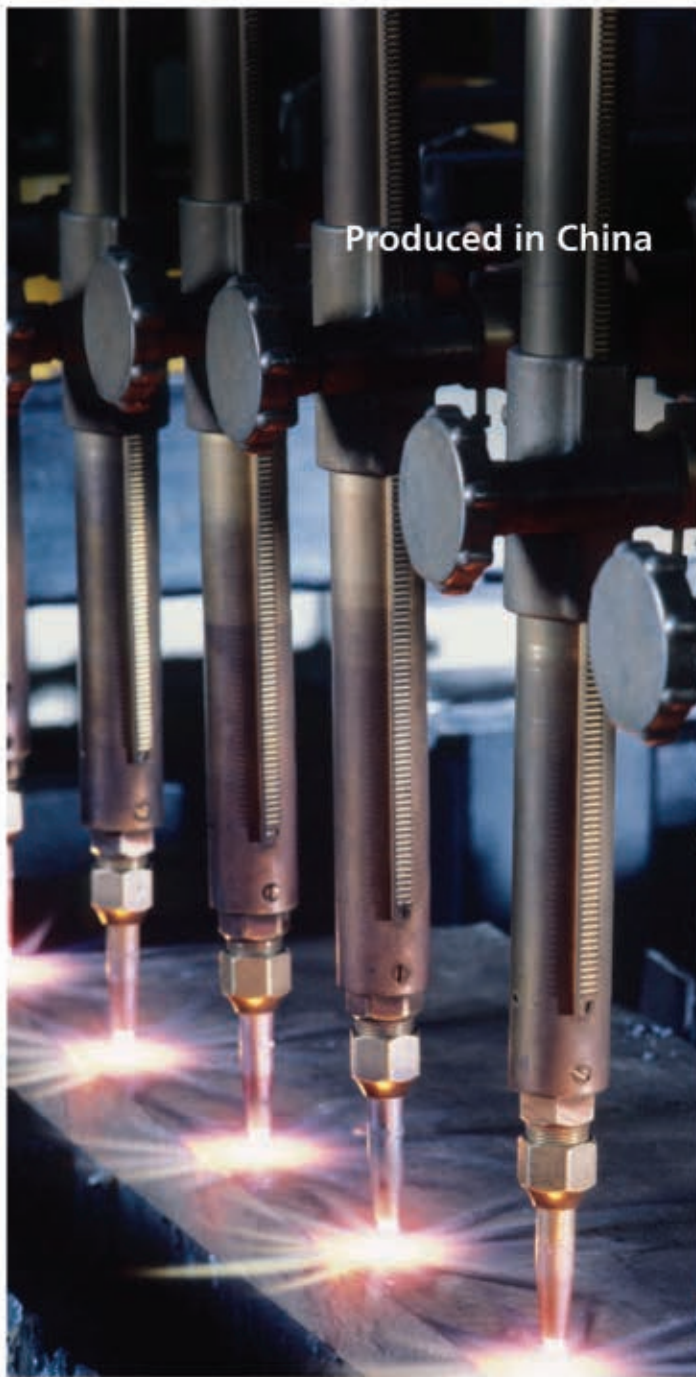
## In the news...

Ulrich Ogiemann has stepped down as CEO of **Cargolux** and will be replaced by Frank Reimen of the Luxembourg Ministry of Sustainable Development and Infrastructure. Reimen will take control of the company on Jan. 1, 2011. According to a statement, Ogiemann and the company’s board of directors agreed on his resignation so he can devote his time to combat his indictment by the U.S. Department of Justice in its ongoing price-fixing investigation. The former CEO was charged last month along with the airline’s Robert Van de Weg with fixing and coordinating fuel and security surcharges from October 2001 to February 2006... **Air France, KLM** and **British Airways** have been fined 414.1 million Euros (\$575 million) of a total 799.45 million Euros (\$1.11 billion) imposed by

the European Commission on 11 airlines for cargo anti-trust activities. Pierre Lellouche, France’s European Affairs minister, said he was “shocked by the totally disproportionate nature of this fine [which], will inflict considerable damage on the French air sector.” The 11 carriers fined by the Commission are **Air Canada**, **Air France-KLM**, **British Airways**, **Cathay Pacific**, **Cargolux**, **Japan Airlines**, **LAN Chile**, **Martinair**, **SAS**, **Singapore Airlines** and **Qantas**. **Lufthansa** and **SWISS** received immunity as they were the first airlines to provide information about the cartel... **CEVA Logistics** reported third quarter 2010 revenue of 1.82 billion Euros (\$2.5 billion), up 32 percent year-on-year. Earnings before interest, tax and depreciation was 86 million Euros (\$118.38 million) for the period,

up 26 percent from 2009. The company said it had reached a plea agreement with the **U.S. Department of Justice** (DOJ) in its ongoing investigation into anti-competitive activity in the freight forwarding industry and had accepted a fine of \$4.5 million... **Panalpina** is to pay \$81.9 million to settle an investigation by the **DOJ** and **Securities and Exchange Commission** for violations of the U.S. Foreign Corrupt Practices Act. The DOJ has agreed to defer for three years any criminal prosecution if the company meets agreed compliance improvements. After that period, the case will be closed. Air cargo anti-trust investigations in Switzerland, the EU, New Zealand and Brazil are ongoing and Panalpina said it is “unable to predict the amount of any potential fine.” **ACW**





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## New Baluch book on commerce and logistics

Issa Baluch, founder and chairman of Swift Freight International, past president of FIATA and the man credited with pioneering the UAE's sea-air multimodal transport business, has published his second book, *Transport Logistics: The Wheel of Commerce*.

Co-authored with Charles Edwards, former U.S. president of Cargolifter and executive vice president at Advanced Composite Structures, the publication examines the 2008 recession's impact, finding that the industry is a harbinger of economic cycles.

The book also discusses the status of transport logistics planning and preparation in Canada, Chile, India, Singapore, the UAE, Burundi, Ethiopia, Ghana, Kenya, Rwanda and Tanzania. According to Baluch, the book highlights public and private sector ingenuity in solving problems and shows how lessons learned in one part of the world can be applied elsewhere.

"The recession has been international in scope," the authors said, "but our studies of select countries show how some economies have recovered more quickly than others. Those that emerged relatively unscathed, like Singapore and the United Arab Emirates, have prospered because of visionary leadership and relentless pursuit of their plans."

The book examines logistically challenging projects that can be a lesson for others. The Canadian Arctic, for example, where the need to preserve the environment is paramount, has ice roads that can support full highway truckloads as ice thickens. So the country relies on ice roads for a few months out of the year, water transport for another few months and air services year round.

In 2005, Baluch published *Transport Logistics: Past, Present and Predictions*. **ACW**



*Saudia Cargo has increased all-cargo frequencies to Amman and Khartoum and added Johannesburg and Barcelona to its freighter network. The new services will use an A310 from Jeddah. Fahad Hammad, CEO, commented: "We aim at growing our freighter fleet and expand our network of destinations in the next few years."*

## Qatar deal adds capacity and competitive pressure

As the dispute continues between Canada and the UAE over increased access to Canada by Emirates and Etihad, Qatar has signed an air service agreement with Canada to provide cargo and passenger flights between the two countries.

The deal includes three cargo flights a week from Doha to Canada. Destinations and a service start date have not been disclosed.

A statement on behalf of Canada's transport minister Chuck Stahl said: "This agreement responds to the needs of the Canada-Qatar travel market and is a first but important step in developing Canada-Qatar air relations."

Commenting on the need to increase bilateral trade between the two countries, Qatar Airways' chief executive Akbar Al Baker reportedly noted: "We have Canadian companies trying to sell us equipment. But

trade is a two-way street. We will give them trade; in return we want to access their markets."

Air Canada has objected to the increase in capacity by Gulf carriers — a move that has led to tensions between Canada and the UAE. However, Al Baker added: "They just want to throw peanuts at us. But the genie is out of the bottle. They will not be able to restrain our capacity."

Meanwhile, Etihad has deployed its second A330 freighter to begin services linking its Abu Dhabi hub with Hong Kong — its fourth China destination after Beijing, Shanghai and Guangzhou.

According to David Kerr, former head of European cargo sales for American Airlines and now Etihad Crystal Cargo vice president, the airline's expansion is a key part of Abu Dhabi's overall vision both regionally and globally. Kerr joined Etihad earlier this year, when former cargo head Des Vertannes departed to IATA, be-

cause it “was a tremendous opportunity to make a difference.” The transition from Europe to the Gulf has apparently gone smoothly — he even managed to move into the Vertannes’ vacant villa in Abu Dhabi.

The rapid growth of Middle East and North Africa airlines could be one reason why legacy carriers in Europe and North America are worried about over-capacity in their markets. In October, IATA director general and CEO Giovanni Bisignani said, “Over the last decade, MENA carriers have grown from 5 percent of global traffic to 11 percent. Planned aircraft purchases of \$200 billion over the next decade will support this growth into the foreseeable future. This expanding global presence brings with it the challenge of playing a larger role in the global aviation community.”

It’s a clearly a role that Kerr has signed up for, after seven years with American and before that with Unilever. “I think Etihad benefits from its location, linking Asia with Africa and Latin America. Our basic strategy is to feed and de-feed over our hub in Abu Dhabi,” he explained.

One result of this concentration of Gulf capacity that includes Qatar Airways, Emirates, Gulf Air and Oman Air, is a shift in trade flows. Historically, much of the world’s air trade flowed above the Equator from gateways in Asia, North America and Europe — and with it the growth

and focus of the global intermediaries. Today, the axis has shifted and instead of Europe as the distribution point linking two trading continents, increasingly it is the Gulf.

Kerr said his business is less dependent on major forwarders than some European counterparts with Etihad now operating more cargo flights to Asia and Africa. He admits he’s not really competing with the Asia-Europe trade flows; there’s too much competition. However,

to Chicago and Toronto — adding that Etihad is less exposed to the extremes of any market because of its location. The result has been a 15 percent growth in traffic this year with perishables from Australia to the Middle East; garments from Asia to the Gulf and Europe, and China consumer goods to India.

The next destination for Etihad is a daily service to Seoul, as discussions continue between South Korea and the UAE to partner in the



**“This expanding global presence brings with it the challenge of playing a larger role in the global aviation community.”**

with China’s growing interest in parts of Africa, he can now profitably serve Asia-Chad twice a week and return via Nairobi to pick up perishables for the Gulf.

Competition on the North Atlantic is something he doesn’t miss — although the airline operates

production of nuclear energy in the Gulf region.

Kerr is looking forward to helping UAE non-oil exports when the long-awaited Bin Salem fish farm is finally open for business exporting caviar from a 61,000-square-meter facility near Abu Dhabi’s airport. At its peak,

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the farm has a capacity to produce 32 tonnes of Osietra caviar and 693 tonnes of sturgeon meat a year.

Currently, India, China, the United States, Germany, Japan, Britain,

Italy, South Korea, Malaysia and France are the top non-oil trading partners of the UAE with total exports valued at \$6.94 billion in August 2010 — 62 percent of the coun-

try's imports that month.

By contrast, Canada's exports to Qatar and the UAE this year totaled \$222 million and \$1.28 billion, respectively. **ACW**

## Emirates helps Omega find sanctuary in Brazil

**E**mirates Sky Cargo has helped Omega, a 12-year-old chimpanzee, relocate to a sanctuary in Brazil after being rescued from Lebanon.

His new home is the Vargem Grande Paulista sanctuary in Sao Paulo, which was started in 1998 and cares for two groups of chimpanzees rescued from circuses.

Smuggled into the Lebanon as an infant, Omega was used in a restaurant for two years serving narguileh, or hookah, water pipes to customers. Growing too big to be controlled, he spent the next nine years caged in a zoo built on the site of a former civil war detention camp. There visitors would throw him cigarettes to smoke.

Chimpanzees and other highly endangered wildlife continue to be smuggled through Lebanon and have been found at a gas station, restaurant, hotels and in private animal col-



*Omega, with handlers from Animals Lebanon and the UAE Breeding Centre for Endangered Arabian Wildlife, on his way to Brazil via an EK 747 freighter*

lections. It is one of the few countries that have not signed the UN Convention on International Trade in Endangered Species.

"There is still no licensing or regulating of zoos in Lebanon," said Lana El-Khalil, president of Animals Lebanon that rescued Omega. "This is the third zoo we have worked to close down."

Last year the animal welfare charity closed a zoo and found new homes

for two bears in Turkey and three monkeys in Wales with the help of Middle East Airlines.

Omega's future has been assured by the Anami Conservationist Institute and the Curitiba Sanctuary in Brazil; the Brigitte Bardot Foundation that helped fund the relocation; Emirates for flying Omega at reduced cost; and donations from Animals Lebanon supporters.

Dave Gould, head of Emirates' worldwide cargo operations commented: "An operation like this can only go to plan with nothing less than total cooperation from everyone involved — from the team at Animals Lebanon to the captain of the aircraft to Customs authorities to the cargo handlers. This was a true joint effort from the outset and we are very proud to have played a role delivering Omega to his new home." **ACW**

## In the news....

Logistics provider **Aramex** has reported a net profit of AED 46.7 million (\$12.7 million) for the third quarter ending September 30, an increase of 12 percent more than the same period last year. Net profit for the first nine months of 2010 was AED 149.1 million (\$40.6 million), 11 percent more than the corresponding period in 2009. "Our solid results for this quarter are in line with our expectations, which mark the third consecutive quarter with double-digit revenue growth, and are a continuation of the company's strong historical performance across all markets and operations," said Fadi Ghandour, Aramex founder and CEO... **Emirates SkyCargo** has begun a weekly 747-400 freighter service linking Dubai with Sao Paulo, Brazil. The service to Viracopos-Campinas airport will route via Frank-

furt, Germany and return through Dakar, Senegal. "The introduction of the weekly freighter service from Dubai to São Paulo will play a vital role in further growing UAE's exports to Brazil, where more than 12 million Brazilians are of Arab origin," said Dubai Export Development Corporation CEO, Saed Al Awadi. In a related move, Emirates recently appointed **AGUNSA** and **Globe Air Cargo** its respective GSA in Chile and Colombia because of strong demand for perishables in the Middle East and Asia. Traffic is interlined to São Paulo and then flown by Emirates to Dubai... **Saudi Arabian Airlines** has ordered 12 Boeing 777-300ER planes from Boeing at a list price of \$3.3 billion. The order carries an option to purchase ten more planes. The airline also will purchase eight of Boeing's

787 Dreamliners in a transfer order from the leasing company ALAFCO... The Indian carrier **SpiceJet** has ordered 30 737-800 planes from Boeing at a list price of \$2.3 billion. "The aviation sector in India is recovering, and business and leisure travel is on the rise. With the addition of the new 737s, it will help us expand SpiceJet's domestic network as well as support the launch of our international destinations," Neil Mills, CEO of SpiceJet, said in a statement... **Maximus Air Cargo** is to offer customized ACMI and charter services with an expanded fleet of cargo aircraft. Fathi Buhazza, airline CEO and founder of the humanitarian aid initiative Care by Air, said: "Maximus Air Cargo is the largest all cargo airline in a country that is fast-becoming a strategic hub for aviation and logistics". **ACW**



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## Japan Airlines, Nippon Cargo execs indicted for price fixing

**T**hree former executives from two of the Asia-Pacific region's top airlines are the latest players charged in the U.S. Department of Justice's ever-evolving price-fixing investigation.

A grand jury in the U.S. District Court in Atlanta returned an indictment that charges Takao Fukuchi, Yoshio Kunugi and Naoshige Makino with conspiring to fix prices on cargo shipments and coordinate cargo rates and surcharges. Fukuchi is Japan Airlines International's former president of cargo sales, and Kunugi and Makino both worked as senior executives at Nippon Cargo Airlines.

According to the indictment, Makino allegedly participated in price-fixing activities between June 2001 and February 2006. Fukuchi and Kunugi, the indictment alleges, began violating anti-trust statutes as early as December 1999 and ended in February 2006. The three former executives allegedly met with co-conspirators and agreed on prices for cargo rates or the coordination of rate increases. The indictment also alleges that the three parties "accepted payments or shipments at collusive and noncompetitive rates." If found guilty, they could each face 10 years in prison and a \$1 million fine.

More than 15 executives from airlines around the world have now been charged by the Department of Justice for violations of the Sherman Act. Many of these individuals have eventually entered a guilty plea in exchange for a more lenient sentence. In 2008, Bruce McCaffrey, Qantas Airways' former vice president of freight for the Americas, and Keith Packer, formerly of British Airways World Cargo, pleaded guilty and accepted an eight-month prison sentence and a \$20,000 fine. Last year, Frank de Jong, the former vice president of cargo sales in Europe for Martinair, pleaded guilty and received the same sentence. **ACW**



*Japan Airlines is now operating international flights from Haneda Airport in Tokyo*

## Doors open for JAL

**O**ctober was supposedly the nadir of the shrinking cargo activities by Japan Airlines International (JAL), with the remaining freighters pulled out of the fleet. Yet as it stopped its own freighter flights, new doors opened for JAL, bringing opportunities from a new base and collaboration with a U.S. partner.

The biggest change was undoubtedly the opening of Tokyo's Haneda Airport to international flights. JAL lost no time in availing itself of the opportunity, shifting its San Francisco-Tokyo flight over from the area's Narita International Airport. On Asian sectors, it launched flights from Haneda to Shanghai, Hong Kong, Singapore and Bangkok.

Other carriers are also shifting to Haneda. Delta Air Lines, American Airlines and Hawaiian Airlines announced new flights, and Air Canada signaled its intention to inaugurate a Vancouver, B.C.-Haneda rotation in January. LAX received a direct link

to Haneda courtesy of All Nippon Airways.

The enthusiasm on the passenger carrier side is in stark contrast to the all-cargo arena. None of the airlines that are currently operating freighters between the United States and Japan have shown any inclination to add Haneda to their network. In part, this is due to limitations in the number of flights permitted. Just 600 freighter flights in a year are permitted from the U.S., and round trips count as two flights. A bigger impediment, though, is the restriction of all-cargo flights to the hours between 11 p.m. and 6 a.m. at the Japanese airport.

"Haneda is only open to freighters for a very specific period of time at night. As an express carrier operator, we need morning arrivals and evening departures," commented a UPS spokesperson.

While passenger flights can theoretically be mounted at any time, the available slots actually limit new entrants to early morning or late eve-

ning departures, observed Charles Kaufmann, chief executive for North Asia and senior vice president airfreight, North Asia Pacific at DHL Global Forwarding. These times may be advantageous to cargo, but it is doubtful if many passengers would be enamored with 6 a.m. departures, he added. For intra-Asian routes, on the other hand, these slots are attractive, Kaufmann reckoned. Still, Nippon Cargo Airlines has no intention of mounting scheduled flights out of Haneda, said Shawn McWhorter, president for the Americas for Nippon Cargo Airlines. Transit times to and from metropolitan Tokyo are significantly better than through Narita. "You can pick up freight in Tokyo at 3, 4 p.m. and make the departure to the U.S. That's impossible from Narita," he said.

JAL's San Francisco-Haneda flight has done well for express cargo to Tokyo, reported Shinya Nagayasu, JAL's manager of cargo planning for the Americas. The fact that the new cargo terminal at the Japanese airport is equipped with temperature-controlled facilities has enabled the airline to target temperature-sensitive cargo, such as strawberries from California. Likewise, DHL Global Forwarding has taken advantage of the temperature-controlled environment to promote Haneda as a gateway for life sciences and pharmaceuticals traffic. JAL plays the perishables angle not only for cargo to and from the Japanese capital, but the airline also stresses the connections to its domestic network at Haneda, such as ten widebody departures a day to Fukuoka, Japan.

DHL Global Forwarding was the first international cargo agent to set up shop at Haneda. The large Japanese logistics players have branches there, but the small and mid-sized forwarders control their Haneda cargo from Narita, using a trucking service between the two airports. "You can still palletize and truck from Narita," Kaufmann said. He added that he's not delighted with having to run

a dual operation in Tokyo, but said it has worked well so far. While it is important for his company to have a leg in Haneda, he emphasized that the airport's potential to draw traffic away from Narita is limited. "It's not going to take over everything. Let's face it: Haneda is small," he commented. While the existing cargo infrastructure is ample, there is scant space available for future expansion.

Operators will keep knocking on the door. For U.S. carriers, the horizon shifted considerably in October with the signing of the new U.S.-Japan aviation bilateral, which ushers in open skies. For most of the incumbent carriers — notably Delta, United Airlines and FedEx, Nippon Cargo and JAL — the new regime brings little in the way of new traffic rights, although Nagayasu sees opportunities for charters to Miami. In terms of access, the main beneficiaries are operators that so far have had only limited route authorities, such as UPS and ANA. For JAL, the open skies environment

**"It's not going to take over everything. Let's face it: Haneda is small."**

brings a different opportunity, though. It can now pursue closer ties with American Airlines, thanks to antitrust immunity that comes as part of the new framework.

"We have no concrete business plan at the moment, but we now can look into the possibility of future cooperation," Nagayasu said.

For now, JAL Cargo management is busy with some other matters, including freighter activities. In line with the restructuring plan for JAL, its own all-cargo fleet is gone, but the carrier has not turned its back entirely on the main deck business. It is wet-leasing a B767-200F from ABX Air for a scheduled run from Narita via Osaka to Shanghai. **ACW**



## Institute says China illegally suppresses trade with U.S.

In an investigation into China's protection of its sustainable technology manufacturers, the Economic Policy Institute has found that "China's illegal subsidies and other trade practices are a direct threat to the recovery of U.S. manufacturing." These practices include providing astronomical financial support to the country's glass, paper and steel industries.

"China engages in a wide variety of illegal trade practices designed to maximize exports and minimize imports," the organization found.

The result of these actions include ballooning its green-industry trade surplus over the United States to a 2010 estimate of \$4 billion (up from \$217 million in 2000) and increasing its stature as the largest exporter of solar panels to the United States.

Even though America's trade deficit with China has increased, it's been on the decline with all other countries since 2008. The organization found that China represents 83 percent of the United States' worldwide trade deficit.

The main issue with these illegal practices is the ability of the Chinese

to undercut American producers of green-energy products, the United Steelworkers wrote in a petition to the U.S. Trade Representative. The firm filed a grievance under the Trade Act of 1974 in September.

Finally, the institute found, China's alleged illegal practices are reinforced by its current monetary manipulations. "These policies have reduced the prices of China's exports by an additional 25-40 percent," the institute wrote, "and raise the cost of U.S. exports to China to the same extent." **ACW**

### In the news....

**Cathay Pacific** is anticipating a year-end profit of HK\$12.5 billion, a huge increase over 2009's profit of HK\$4.69 billion. The number also is a significant increase over previously reported 2010 year-end estimates of HK\$11.7 billion. Cathay's profit was in part derived from the HK\$2.16 billion sale of its holdings in Hong Kong Air Cargo Terminals and Hong Kong Aircraft Engineering Company... **Boeing** is forecasting China's airlines will add 330 freighters to their inventories by 2029. The manufacturer said China will order 4,300 new aircraft valued at \$480 billion in the next two decades, making it the largest airplane market outside the U.S. The market for 747-size and larger aircraft is expected to be more than 70... The **Asia Development Bank** has warned of a possible double-dip recession and "currency wars" in developed economies and urges Asia's leaders to push for reforms of the World Bank and International Monetary Fund (IMF) that could include an Asian head of the IMF in the "near future." In a new study, the bank said Asia needs stronger regional and global financial safety nets, and the region's leaders should develop a full-fledged Asian monetary fund to reduce the need for foreign exchange reserve accumulation...

**Aircastle** will purchase two Boeing 747-400 freighters currently operated Japan Airlines. The planes are expected to be delivered in the fourth quarter. The company has already signed letters of intent to lease the planes to cargo carriers... Officials at the **Incheon International Airport** in South Korea and representatives of the Halifax Stanfield International Airport in Nova Scotia have signed a cooperative agreement aimed at increasing Asian cargo service in Canada. The airports will continue to develop a transport network bridging Northeast

Asia and North America. In addition, the agreement will precipitate the sharing of training information and marketing strategies and a renewed research into relevant industry topics. The two airports will occasionally exchange workers in order to provide both sides with another perspective on air cargo...

**Air Transport Services Group** has launched new freighter service in Asia for Japan Airlines International. The service agreement, which uses one of Air Transport's Boeing 767-200 planes, requires a reimbursement of all Air Transport's costs if Japan Airlines cancels the service within two years. Japan Airlines is using the new service to help support DHL's customers in Asia... **FedEx Express** has launched flights in and out of Hanoi every Tuesday to Friday. The flights will service China and other destinations. These flights build on FedEx's existing Airbus 310 service to and from the country. The carrier first began exploring operational possibilities in Vietnam in 1994 and launched the Airbus service in 2008. "Vietnam has demonstrated strong growth over 2010. Export turnover in the first nine months rose 23.2 percent year-on-year," David L. Cunningham, Jr., president of FedEx Express Asia Pacific, said in a statement. "The new service enhancement is another testament to FedEx's efforts to provide time-definite and reliable services for customers in Vietnam and to help them enhance their competitiveness across the Asia-Pacific region."... **TNT Express** has begun a three-times-weekly B747 freighter service between Chongqing, a high-tech manufacturing center in Western China, and Liege, Belgium. In the first eight months of 2010, exports from Chongqing rose 62.1 percent to \$4.2 billion year-on-year. The city also increased its GDP by 17.6 percent in

the first half of 2010 to \$54.51 billion. "China is a strategically vital market for TNT globally," said Michael Drake, TNT's north Asia regional managing director. "By leveraging our strengths and capability in both international express and domestic road transportation services, we are in a unique market position to offer customers a combined delivery service that can meet both growing export and domestic demand across the country — including Western China." In September, TNT increased its services to Shanghai and Hong Kong to seven and six times a week, respectively. The company has also strengthened its Chinese domestic day-definite road distribution network... **The Association of Asia Pacific Airlines** (AAPA) reported an 18.5 percent increase in cargo traffic for September 2010 over the same month last year. Andrew Herdman, AAPA director general commented: "Asian economies have been leading the way out of the global downturn, and this has resulted in a tremendous boost to the fortunes of carriers across the region. Over the past nine months, we have seen a dramatic 30.2 percent growth in international air cargo traffic, compared to the same period last year. "Unlike some other regions of the world, consumers are already displaying confidence in the future. Asian carriers have responded to these increases in demand with disciplined capacity and yield management, which has generally been rewarded by a welcome return to profitability, following two very difficult years for the industry." Looking to 2011, Herdman added: "The overall outlook for Asian carriers remains very positive over the next 12 months, with prospects for further sustained growth in demand in line with established long term trends." **ACW**





*Pan American Airways is headquartered in its original building in Brownsville, Texas*

## Pan American Airways reborn as cargo carrier

**T**he reconstituted Pan American Airways carrier will begin cargo service from its hub in Brownsville, Texas, during the first quarter of next year, offering 70 flights a month to locations throughout Latin America. The airline will expand its cargo services to include African destinations and will work toward offering passenger flights from Brownsville to vacation spots in Mexico.

Operating from the Depression-era Pan American building at Brownsville/South Padre Island International Airport, the initial cargo flights will utilize two 727s. The airplanes will be wet leased from Hunt Pan Am Aviation, a regional operator that has become a de facto joint-venture partner with Pan American Airways. (Hunt's owner serves as Pan Am's vice president for charter operations.) As demand increases, Pan Am President Robert Hedrick said he will lease

more planes, choosing to expand flight offerings over purchasing aircraft that can easily be rented. Pan Am's maiden cargo routing will connect Brownsville with Mexico City 22 days per month.

Initial plans for the airline's revival as a cargo carrier were proposed four years ago, and Hedrick's team has been in Texas laying the infrastructure for the past 18 months. All the hard work culminated in a grand opening ceremony November 12.

Since the original Pan Am declared bankruptcy in 1991, a handful of attempts have been made to breathe life into the carrier and reignite its storied passenger-service reputation. Hedrick has plans for making Pan American a passenger carrier, but has chosen to begin operations exclusively on the cargo side in order to build up revenue. The concept of rolling out the cargo business first and then moving into passenger service is un-

## ABC to add Chicago service in 2011

**A**ir Bridge Cargo Airlines (ABC), part of the Volga-Dnepr Group, is to launch scheduled services linking Moscow with Chicago starting in March 2011. The possibility exists that the carrier will also add service to New York City.

According to executive president Tatyana Arslanova, with a 67 percent increase in traffic for the first nine months of this year, the airline is keen to build on this growth.

If everything goes through as planned, ABC will have the first scheduled all-cargo service from

Moscow to the United States. A final decision on which destination is still pending, although she added the route would not be combined.

ABC will operate 747-400 freighters for the initial flights while awaiting delivery of the first of five 747-8 aircraft. Potential routings include Moscow-Chicago-Amsterdam and Moscow-Krasnoyarsk-Chicago.

Arslanova said 65 percent of ABC's traffic is O&D Asia, and the object of the American service is to provide additional capacity linking the two markets.

"Our first goal is to link Asia with the U.S., and the second is to provide capacity between the U.S. and Europe," she said.

The Volga-Dnepr Group is also planning to acquire upgraded AN124 and IL 76 aircraft by 2013 for its charter operations within the Russian Federation as well as worldwide. Arslanova added that the airline group also plans to develop an intra-Russia express cargo network. **ACW**



*Arslanova*

common, Hedrick said, but this unorthodox path will ensure the latest incarnation of Pan Am doesn't go the way of its predecessors.

"The cargo business is where we will become stable," Hedrick said. "It's where the company will produce the cash flow that it will need to be able to go into limited passenger service on a route-by-route basis."

For Hedrick, Brownsville is the perfect place to start a new carrier. Location is everything, and the timing couldn't be better, he said. "What we see in the numbers is that cargo is starting to increase; the economy has turned, and I'm sitting on the gateway to two continents and have no competition. There's nobody flying from here down to Rio or across to Africa from here. It all goes up to the Northern route."

Launching the airline is only the initial step in what Hedrick sees as a cargo renaissance in the area, a boom that he is only too happy to help facilitate. His research points to a lack of adequate cargo options in the middle of the United States. A staggering amount of air cargo destined for Latin America is trucked each year from Los Angeles to Miami to be put on freighters, he said, and Hed-

rick is out to convince shippers that Brownsville is a closer, cheaper alternative to Florida. "This needs to be the third exit from the United States. There is a place here for at least five major cargo air carriers other than us, and we will personally make sure that they get access to all the benefits that we've received here."

A huge benefit Brownsville would give to shippers lining up in Miami to send cargo to Mexico is its dual Customs program with the southern country. Michael Jones of the Brownsville Airport said that this program, which was in place in the 1930s, is in the startup stages once again and, combined with the airport's round-the-clock immigration services, presents a nice lure for potential customers.

"When people see the cost savings, the efficiency and the 24-7 customs and immigration, which not even all of the big airports have, that will help," Jones said. "Once dual customs is here, who wouldn't beat a path to our door."

Jones also is excited about the economic benefits Pan Am will bring to the region and how it will help expand the airport's cargo outlook. Right now, Brownsville mostly deals in hot shot cargo, Jones said, sending

out vital auto parts and other must-have pieces of equipment.

Miguel Camacho, owner of Couriers Express in Brownsville, admits that there's not much going on at the airport cargo-wise, but he can feel it growing.

"Because it's not a big market and it's not a big part of the transportation business in Brownsville, there's not much interest in it," he said. "But when we start to see a spike in perishable goods, we'll start to see greater interest in air cargo."

However, he also echoes Hedrick and Jones, extolling the virtues of geography. "The location — it just makes logistical sense," he said.

As a boy, Hedrick took a globe-spanning trip with Pan Am — a trip that he can still vividly remember. His impression of the airline was one of wonder; he can even recall the clean look of the planes, the friendliness of the staff and the general feeling of excitement surrounding a Pan Am flight.

"I'll never forget that, and I think the service, the style, the way Pan American treated their passengers — it was such a pleasant adventure," he said. "We want to provide the same service and the same type of ethics." **ACW**

## U.S. export growth in doubt

A survey of 125 high-tech companies based in the United States has found that manufacturers see little chance of meeting President Obama's goal of doubling U.S. exports in the next five years. Sixty percent said the United States is too expensive for high-tech manufacturing, and only 3 percent of respondents thought Obama's export goals would be met. Company officials said reducing total supply chain costs had been the number one priority during the past two years and remains the top driver of future supply chain changes.

According to the "Change in the (Supply) Chain" survey conducted by IDC Manufacturing Insights and sponsored by UPS, product demand to 2015 is expected to come from North America (86 percent), the Asia-Pacific region (71 percent) and Europe (61 percent). These results are similar to current trade flows.

Scott Davis, chairman and CEO of UPS and a member of the president's export council, commented about Obama's export goal. "Despite the pessimism in some quarters, I believe this goal can be attained," Davis said. "The United States still is the world's

largest manufacturer, and it's been demonstrated time and time again that foreign trade creates U.S. jobs. And when an American company limits its business to the United States, it's turning its back on 96 percent of its potential customers."

Officials at IDC wanted to capture a picture of the high-tech market as it emerges from the crippling blow of the 2008-2009 global recession. The surveys, which consisted of 17 questions, were conducted in August and September with officials from companies that reported annual revenues of more than \$300 million. To make sure

the picture painted by the survey was as complete as possible, IDC also asked participants from 25 companies in Los Angeles, San Francisco, Dallas, Miami and New York to sit down to follow-up interviews.

The top issue among high-tech companies is cost, with containment ranking as the No. 1 issue for two years running. IDC also asked about priorities during the downturn, which included improving margins and improving customer service. Most firms, however, simply tried to preserve their bottom lines with “aggressive cost containment and capital preservation efforts,” IDC found. The report goes on to explain that those organizations that have truly transparent supply chains “are better able to anticipate issues before they become major problems.”

U.S. hi-tech companies said the weakest links in their supply chains are a lack of end-to-end visibility, unstable suppliers and demand planning. Some 42 percent plan to increase their outsourcing in



*Scott Davis, chairman and CEO of UPS*

the next two years. In the coming years, respondents realize that their supply chains will have to adapt to the evolving economy. More than 80 percent of those surveyed said achieving higher service levels from the supply chain is the most important aspect moving forward. Improving demand planning and improving supply chain visibility

were also seen as crucial, receiving responses of 80 percent and 74 percent, respectively.

The changes these companies hope to implement in their supply chains have been brewing for a while. In the past two years, respondents said they had improved demand planning, improved efficiency through the use of technology and relied more on global manufacturing sources.

One respondent IDC interviewed summed up the high-tech outlook perfectly, saying, “From a business standpoint, improving or exceeding customer expectations is a big part of today and in the future. But we need to look at the financials as well so you can be properly considering things both externally and internally.”

Only 19 percent of respondents ranked sustainability as a top supply chain issue to 2015. Interestingly, IDC also found that “taking advantage of weakened competitors” and trying to make up for revenue lost during the recession are not among the top priorities of those interviewed. **ACW**

## In the news...

**Purolator USA** has launched a New York metropolitan-area express service to Canada. The company is part of Purolator Courier, which is 91 percent owned by Canada Post. The new four-tier service includes guaranteed on-time delivery, a web-based paperless Customs clearance process and premium air service at ground rates, according to the company. Bilateral trade agreements between New York and Canada need a reliable and cost effective cross-border delivery service...

**U.S. Department of Agriculture** (USDA) secretary Tom Vilsack has announced a joint initiative with the U.S. Federal Aviation Administration (FAA) to develop aviation fuel from forest and crop residues. Vilsack said the five-year plan is designed to decrease dependence on foreign oil and stabilize aviation fuel costs. Under the partnership, the agencies will bring together their experience in research, policy analysis and air transportation to assess the availability of different kinds of feedstocks for use by bio-refineries to produce jet fuel. The USDA and FAA will develop a tool to

evaluate the availability of biomass from farms and forests and its potential for jet fuel production. The new agreement complements a larger research plan led by the USDA to help accelerate the development of a nationwide commercial advanced biofuels industry... Officials at the **Reno-Tahoe International Airport** have announced the completion of a new air traffic control tower. The 195-foot-tall structure and a 10,000-square-foot base structure was built with a \$29.4 million award from the Federal Aviation Administration. The old tower had been constructed in 1957...

**Western Star Ventures** will break ground this fall on a 25,000-square-foot, multi-tenant cargo facility at the Prince George Airport in British Columbia. The project, which is still in the design stages, will be located near the Airport Logistics Park, which is currently under construction... Officials at the **Oakland International Airport** have broken ground on a \$33.2 million air traffic control tower funded by the FAA's American Recovery and Reinvestment Act. The 236-foot-tall

tower, which will include a 13,000-square-foot base building, will replace the airport's two traffic control buildings. The tower has been designed to the US Green Building Council's LEED Gold standards. Delivery is expected in 2013... **UPS** has posted \$1.5 billion in profit during the third quarter, a 62 percent increase over the same period last year. Volume grew, on average, by 5 percent daily during the third quarter, which ended September 30. The data, which came out better than expected, have caused UPS to increase its fourth-quarter outlook. The forwarding business accounted for most of supply chain and freight division's 19 percent rise in revenue. The expansion of Ground and Next Day Air led to the increase in package volume; these shipments also raised revenue 4 percent because of higher fuel charges and a base-price increase. The company also continued to expand its global reach and turned in a 14 percent increase in non-U.S. domestic volume. UPS also entered into a domestic partnership with an Indonesian courier. **ACW**



## Soap in short supply in Sindh province, Pakistan

*Photo: Jane Beesley, OXFAM*

**V**ivid images of bad news from around the world are now on our TV screens or mobile phones in moments. This can give the impression that natural disasters (earthquakes, eruptions, tsunamis) or those caused by us (industrial accidents, the aftermath of war) are increasing in their frequency and severity. Where a third group of extreme events (storms, famine, floods) is concerned, the public willingness to donate to aid appeals suggests a guilt reflex, an uncomfortable awareness that humankind may bear a degree of responsibility. Is overpopulation, pressure on resources and climate change somehow making matters worse?

Whatever the individual cause, an aid process is now well established from immediate response in the first few hours of a humanitarian crisis to the ongoing support that may be necessary months or years after the episode has fallen from the news headlines. An international or global relief effort is likely for those countries that are most vulnerable to environmental and geological disasters, since they will have more limited national resources to deal with the consequences. Air support is vital, especially where infrastructure is relatively undeveloped or has been damaged.

The United Kingdom, with its historic colonial ties or strategic interests in many parts of the world, its long-established charities and an active air charter broker community, often takes a prominent coordinating role. The new coalition government that came to power in May emphasized that two budgets were sacrosanct despite the difficult economic challenges the UK faced — health and aid. This was confirmed in an October public sector review, which reaffirmed the government's commitment to spend 0.7 percent of gross national income on development assistance from 2013. The Department for International Development

# NO RELIEF IN DEMAND FOR AID

will be special focus on cost-effectiveness following the appointment of an Independent Commission for Aid Impact to ensure DFID is delivering value for the UK taxpayer's money.

Before joining Air Partner in 2008, Davey had 36 years of military service including 14 years looking after C-130s as an air engineer, then a manager. He spent three years with NATO and his last six years fulfilling the airfreight requirements of the then Defense Transport and Movements Agency (now Defense Supply Chain Operations and Movements).

During Davey's time at DTMA, in 2005 a Russian submarine operating off the coast of Kamchatka became entangled in the cables of an underwater antenna system and in fishing nets. The agency arranged to fly out a British Royal Navy Scorpio submersible and its crew on a C-17. Within two days of the incident, the rescue craft had freed the submarine, allowing it to return to the surface, saving the seven-man crew. DTMA also arranged airlift after the Boxing Day tsunami in 2004, provided UK food aid to the survivors of Hurricane Katrina, and was in action again after major earthquakes in Pakistan and China.

Davey's team would initially deploy RAF aircraft before going out to the charter market, and British government departments still consider a range of issues before deciding whether to address humanitarian crises with military or chartered capacity. On some occasions, it is politically appropriate to put a "flag on the ground," whereas at other times charter is sufficient. The RAF has six C-17s and other freight aircraft, but these are often under great demand for a range of tasks worldwide.

The very first priority after an

(DFID) will increase resource spending by 35 percent and capital spending by 20 percent in real terms.

DFID is focusing on background issues such as reducing malaria-related deaths, delivering improvements in child and maternal health, supporting fragile and conflict-affected states, and tackling climate change. But it has additional reserves for emergencies and pledged £134 million (\$216 million) to help the people of Pakistan through the recent floods. Immediate aid flown in by DFID comprised a month's supply of wheat, pulses and cooking oil together with hygiene kits, kitchen equipment and household items. It deployed five Royal Air Force (RAF) aircraft, chartered seven additional planes and also funded UN airlifts of toilets, shelter, blankets, mosquito nets, medicine and safe drinking water into remote areas.

DFID contributed funding toward five civilian helicopters for two months, doubling the World Food Programme/UN Humanitarian Air Service capacity. It also allocated additional money for rebuilding bridges and schools, and provided seeds for the narrow October/November planting window. A loan guarantee scheme is helping small businesses purchase assets lost in the floods. Using the DFID guarantee, about 15 commer-

cial banks across Pakistan can lend money at below market rates to enable the purchase of tools, seeds and animals.

As the waters began to subside in Pakistan, DFID confirmed it was awarding a four-year contract to Air Partner as sole provider of all passenger and freight air charter services. The aircraft charter broker has offices in Europe, Asia, the Middle East and North America and operates a 24/7 flight support center from its UK headquarters at London Gatwick. Its responsibilities include organizing emergency flights for civilian deployments of response teams and the evacuation of British nationals as well as securing heavy cargo lift.

DFID's decision, following a rigorous six-month competitive tender, is "a real feather in our cap," says Graham Davey, Air Partner's government and defense business manager. The challenge is to source the most suitable aircraft for any given task at the best price, and Davey acknowledges there



*Graham Davey helped Air Partner win an exclusive contract to supply DFID's passenger and freight charters*



*Julie Swann is associate professor, H. Milton Stewart School of Industrial and Systems Engineering, and co-director, The Center for Health and Humanitarian Logistics, Georgia Tech Supply Chain & Logistics Institute*

## Supply chain collaboration key to disaster response

***Is it time for a new paradigm for disaster response? How would you describe it? And who should be involved?***

In the last few years we have seen that disaster response has begun changing, with increased emphasis on prepositioning of inventory in advance of a disaster, greater collaboration through systems like the UN clusters, and strengthened cooperation among multiple organizations. I think we will continue to see

these trends progress not only within and among non-governmental organizations (NGOs), but also with other types of organizations such as private industry. Organizations are also exploring the role that technology can play in enabling greater effectiveness (for example through better information visibility), and I expect that this will continue.

***Do you envisage closer cooperation between the logistics supply, and demand side and how would you make it happen?***

Cooperation between different parts of the supply chain can improve the ability of organizations to meet the needs of their beneficiaries at the same or lower cost. Many NGOs are exploring structures such as frame agreements with suppliers to ensure availability of product when and where it is needed. Information technologies and decision support systems can also be a mechanism to increase collaboration, as the supply and demand side coordinate procurement, delivery, and distribution based on the visibility that provide the system. Ultimately cooperation also involves establishing true partnerships between organizations, where they work together to understand and coordinate efforts.

***What role should logistics companies play in disaster relief? Under what auspices should the supply side actors operate? Do they need their own?***

Logistics companies play a crucial role in disaster relief, since meeting beneficiaries' needs is not possible without storing, delivering, and distributing products or services. Most NGOs do not have reserves of capacity to host a large scale distribution by themselves; but rather partner closely with many organizations including logistics companies, to ultimately meet the needs during a disaster response or long-term humanitarian crisis. It's important that logistics companies and suppliers work closely with NGOs to determine what products are needed and where, as

the NGOs are closest to the demand and needs of the beneficiaries, but there are many opportunities for partnering together to achieve common goals.

***A cholera outbreak in Haiti would suggest an uncoordinated response to post-disaster aid. What should have happened to avoid it? Is this a repetition of old paradigms?***

In my opinion, the cholera outbreak is not due to a lack of coordination. Unfortunately, diarrheal diseases including cholera and others have great implications worldwide, contributing to an estimated 15 percent of deaths in children in 2001 in low and middle income countries. Cholera can spread in situations with overcrowding and poor sanitation like exists in camps; health organizations have been and will continue to monitor Haiti for outbreaks of various diseases. The response should include a continued focus on transitioning displaced persons to better shelter situations, which many organizations are doing; this will also require leadership from government and other local entities.

***If you were asked to address a conference of logistics supply-siders, what would you tell them about the demand side?***

There are many types of disasters and complex emergencies, and some are more predictable in timing or location than others. Overall, the demand side is characterized by great uncertainty and variability, as the drivers for demand include not only the type, magnitude, and location of the disaster, but also the vulnerability in an area including infrastructure, access to resources, government capacity, etc. Overall, there are quantitative approaches that can help in estimating the size and likelihood of disasters, incorporating both past disasters as well as population growth and underlying geographical features. An effective organization will be one that not only plans in advance of potential emergencies, but is also flexible and agile to be able to respond quickly.

***Is there a causal link between climate change, humanitarian aid, and sustainability? If so, what would you suggest can be done to mitigate the cyclical effect? Is the logistics of humanitarian aid a growth industry?***

Over the last few years there is evidence that humanitarian aid and the logistics associated with it is a growth industry, which is unfortunate for the populations affected. There is a combination of factors contributing, from changes in weather patterns to increased population size, where populations may also be located in high-risk area. The increased visibility in the media of disasters may also be contributing to a growth in response. One would like to prevent or mitigate the impact of disasters whenever possible, and there are many organizations that focus on this. When this is not feasible, organizations should plan in advance for disaster response, as it is not possible to react effectively and efficiently without the infrastructure, resources, and partnerships in place in advance. **ACW**

**"On some occasions, it is politically appropriate to put a 'flag on the ground.'"**

event such as an earthquake may be to locate passenger aircraft at short notice. Air Partner will look to get fire crews, doctors or paramedics, or search teams with dogs, airborne in as little as four hours. In the next surge, supplies such as plastic sheeting, buckets and emergency food need to be dispatched to the site. DFID holds these products in strategic stores (in Dubai in the case of the Pakistan flooding), which eliminates the procurement need. Big commercial freighters become involved in the next wave, as aid shipments multiply and engineering equipment goes in.

Although it has won the DFID contract, Air Partner will continue to work for charities independently if called upon to do so, ensuring there is no conflict with DFID requirements. For instance, 13 UK-based charities are members of the Disasters Emergency Committee, a DFID umbrella group.

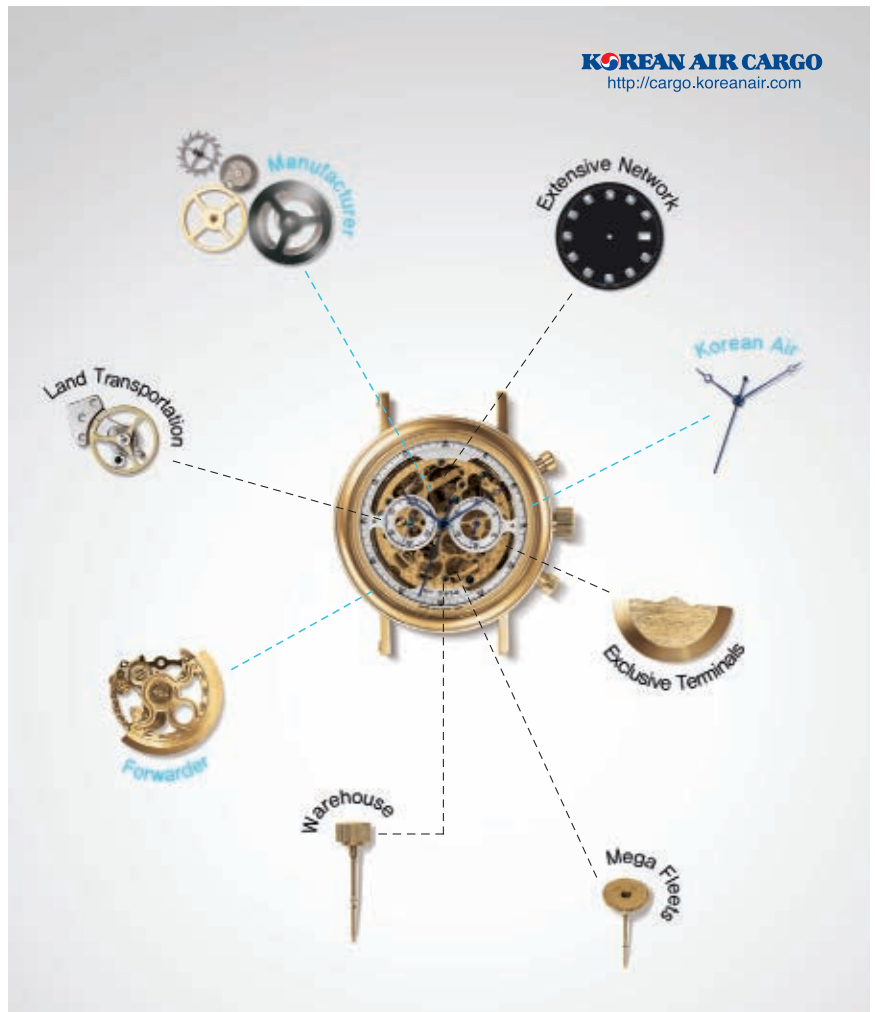
During the Pakistan floods, the company responded to charter relief requests from the UN and the World Food Programme. A new fuel division set up by Air Partner in 2009 now has authorized suppliers at 3,500 airports and has been refueling UN helicopters carrying out relief work in Pakistan.

Many months after any major disaster, there remains a need for long-term aid shipments. The International Red Cross, for example, recently moved 36 tonnes of medicine to Haiti as it prepared to deal with the country's cholera outbreak. Red Cross

trucks have been delivering intravenous fluids and antibiotics to Haiti's hospitals as well as first aid kits and millions of gallons of clean water.

By now, most aid supplies reach Haiti by ship. Flying in two trucks at a time by IL-76 takes up vital air-

port space and costs a lot of money compared with a ro-ro vessel offering 2,500 lane meters of capacity. But where refrigerated vaccines are involved, for example, there is still a need for air support that will not diminish any time soon. **ACW**



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*Finnish and German Red Cross teams unload a relief flight in Port-au-Prince, Haiti, after the January earthquake. Photo: Noora Kero, International Federation of Red Cross*



## Chile: A HUMANITARIAN RELIEF TIMELINE:

**A** humanitarian aid story — complete with a happy ending — that held the world's imagination from August to October was the successful rescue of the Chilean miners.

Officials at first thought it would be impossible to reach the victims before the end of the year, but they were finally freed by mid-October after a major logistical effort in which UPS played a significant part. This was the timeline:

**August 5:** A rock collapse at the San José gold and copper mine in the Atacama desert, 800 kilometers north of Santiago, traps 33 miners.

**August 22:** Only 17 days later do relatives and mine management learn that the miners have survived and have made their way to a refuge area 700 meters below ground. Food, water and medicine is sent down a small borehole. Rescuers decide to dig multiple shafts.

**August 30:** Work begins on the pilot hole for the first shaft (Plan A), aiming directly for the shelter.

**September 2:** Geotec Boyles Bros, a U.S.-Chilean company, is asked to coordinate a second shaft (Plan B) that will aim for a machine workshop located a few hundred meters from the refuge. This will require heavy-duty machinery equipment from Schramm (the maker of the drill) and from Center Rock (the drill bit manufacturer). The Chilean embassy contacts UPS to see whether the company can organize a 10-tonnes shipment from Center Rock's site in Berlin, Penn., to the mine. At 10 p.m., UPS's public affairs group contacts Chip Chappelle, director of humanitarian supply chain logistics.

**September 2-7:** Chappelle considers how to move the equipment to Chile. The consignee, Houston-based Drillers Supply, thinks flying all the parts to Santiago in an ocean container would ensure shipment integrity, and the container could serve as a pop-up warehouse on site. UPS decides moving separate pallets will cost a fraction of the price of moving a full container on a

dedicated aircraft. It confirms a palletized move can be completed securely and starts investigating how to transport the goods to the departing airport and from Santiago to the mine.

**September 7:** Center Rock informs UPS that the equipment is ready for pick-up the next day. A two-man team drives the shipment to Miami in the next 24 hours for loading onto a LAN Chile freighter.

**September 10:** The plane departs on schedule at 06:54 a.m. and arrives in Santiago by 5:40 p.m. local time. Drillers Supply clears the goods through Customs and UPS de Chile loads the equipment onto two trucks for the final road journey. They arrive midday next day at the mine. UPS picks up the cost of the first shipment.

**September 17:** The Plan B pilot hole is completed. UPS arranges six subsequent flights from Miami, Houston and New York to Chile at a deep disaster relief discount through September and October for Center Rock and Drillers Supply.

**October 9:** The Plan B drill breaks through to the miners' workshop. After a video inspection of the shaft to check the rock's stability, a winch and pulley for the capsule is installed.

**October 12:** Plan B succeeds and the miners are winched to safety.

**T**he UPS Foundation, which released funds for the mine rescue, is involved in a wide range of philanthropic activity, including humanitarian relief. It donates to key partners such as the United Nations World Food Programme, CARE International, the American Red Cross and UNICEF for capital rebuilding projects.

In-kind transportation is provided through UPS's integrator and trucker networks — for example, it flew Haiti aid shipments from Europe to the United States on its own "brown tails" — and via its services as a forwarder and non-vessel-owning ocean carrier. UPS operates joint Logistics Emergency Teams in partnership with Agility and TNT to supply ware-



*Chip Chappelle, UPS director of humanitarian supply chain logistics*

housing and transportation services during humanitarian crises.

Chappelle believes humanitarian aid still suffers from a lack of joined-up thinking. "Disaster relief supply chains have become a hot topic of research in academia over the past five years. NGOs and governments are also funding or conducting research in this area," he says.

Only when charities ask for assistance can UPS start to decide what needs to fly, whether charters are needed or there is space available on its network, and what inland transportation is required. The problem is that UPS works with 1,600 humanitarian organizations. "Demand signals" filter up slowly through them. If the company could access their combined inventories and form an aggregate understanding of their needs, it could connect donors of goods to recipients more effectively.

Chappelle recalls a request to ship water purification powder for Haiti, where 1.3 million people are still living in tents and waterborne disease is reaching crisis proportions. Extracting 17 pallets, or more than 2 million sachets, from a warehouse in the Panama Free Zone and into Haiti over a weekend involved so many plans, routings and partners that his team had to thank 75 people afterward. Yet within days came a separate request for the same product from another agency.

While acknowledging improvements in the humanitarian supply chain, Chappelle says there has to be a better way. He's determined to find it. **ACW**





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# 2011:

## Airline and Airport Directory



**"Governments in Europe and the U.S., as well as others here in the Asia-Pacific region, continue to bombard airlines with well-intentioned but often ill-conceived policies that are actually counterproductive to every effort that airlines make to improve efficiency."**  
**— Andrew Herdman, director general, Association of Asia Pacific Airlines.**



## Hope for better, prepare for worse

**F**orecasting what will happen in 2011 is like asking the majority of English Premier League managers how safe they feel in their jobs halfway through the football season. With that in mind and knowing how wafer thin the operating margins are for the airline industry, trying to forecast next year must include, at the very least, a serious health warning.

The good news, although this is not surprising, is that 2011 will follow 2010, and while we might not appreciate it, apparently 2010 will be a vintage year. According to the latest IATA industry forecast, the organization expects 2010 to result in an industry profit of some \$8.9 billion; given that this excludes the profitable low-cost segment, the numbers are certainly large, but equally marginal at a less than 2-percent return.

On the back of 2010 can we expect 2011 to be better, the same or worse? I sadly suspect that the

latter is the most likely outcome for a number of reasons.

The first reason is the economic reality we all have to face next year. For most markets, the fiscal-recovery measures that have been announced are only likely to start having an impact on both personal and corporate incomes in 2011. It is likely that the disposable income of many consumers will be hit in 2011 as a result of increased taxation, and this will impact the propensity to travel by air. Combine that with the increasing focus on aviation as an easy source of revenues for governments, and the opportunity for a second holiday or even yearly family visit overseas may have to be given up. In the UK, for instance, the airport departure tax effectively doubled on November 1, with the UK government admitting that it expects this source of income to almost double in the next five years. The impact of this increase is already being seen, with the number of inquiries to Internet reservation systems to destinations such as the

Caribbean down by more than 15 percent year-on-year.

In case you'd forgotten, highway robbery still exists — it's just now taking place at 35,000 feet and is collected by the UK government.

Naturally there will be markets and regions where growth will continue to beat industry averages. Not surprisingly, China and India will be strong, at least from a demand perspective. In India's case, the actual yields may be soft, reflecting the overcapacity that exists in the market. South America will also be a market of strength, particularly with Brazil powering forward in terms of economic wealth and stability.

Available capacity will also be an issue for the industry next year as more capacity is placed back in the market by carriers from all market segments. One of the drivers for 2010 being a vintage year was that capacity came back slowly, and this led to increased load factors and higher yields. Next year, we can expect that rationale being firmly tested as airlines both increase

utilization and add aircraft to their fleet. The A380 is now an established aircraft from an operational perspective, and deliveries for next year are expected to be almost twice the amount seen this year. The

additional capacity will be placed into some very mature markets where subsequent pressure on yields can be expected as carriers fight for market share. This is good news for the traveller (where taxes may cost more

than the air fare), but it's not great for the airlines.

Managing the balance between capacity and demand has always been at the heart of the industry, and I suspect we may have over capacity once again in some markets in 2011. So it's easy to look forward and see that we face another set of challenges. Yes, it will be tough. However, it will be full of surprises and innovation as we continue to look for further efficiencies and consolidation.

From an airline perspective, we finally have all three of the global alliances competing on a level platform with anti-trust immunity granted to all. This has already resulted in alliance posturing — announcing increases in capacity, expanding into new markets and consolidating their presence in key airports around the world. We can probably expect some further expansion of each alliance, securing not only new legacy carriers but further formalizing low-cost airline relationships.

For airport operators, we've seen no significant privatization process since London Gatwick's successful sale to GIP in November 2010. The recent UK court of appeal decision to uphold the EU's competition commission verdict means that either Glasgow or Edinburgh (or both?) and Stansted will begin the sale process next year. Other privatization projects around the world are inevitable when governments realize that if passengers aren't travelling, they need to sell the asset. With a shortfall in tax revenue and budget cuts, a local government-owned airport could be a tempting prospect to balance the books.

*John Grant is senior vice president, consulting, for Manchester, UK-based Airport Strategy and Marketing, part of UBM Aviation.*



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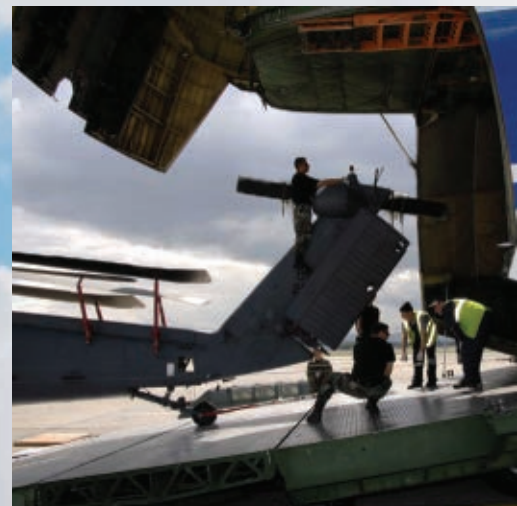
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**E-mail:** joseph.lebeau@ba.com WWW.baworldcargo.com

**Worldwide Service Regions:** (Direct) Europe (Through) Africa, Australia, Europe, Indian subcontinent, Middle East, Russia/CIS, Southeast Asia. **Door-to-Door Service:** No. **Non-Scheduled Charter Service:** Yes. **Special Services:** Perform (General Freight), Prioritize, Constant Climate, Secure, Courier, AVI, Constant Fresh. **Fleet:** Freighters: 747, A300; Passenger: 747, 777, 767, 757, A319, A320. **Comments:** British Airways World Cargo signed a five-year wet lease agreement with Global Supply Systems Limited (GSS), which will see its three Boeing 747-400 freighters replaced with new Boeing 747-8 freighters in early 2011.

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19 West 44th Street, Suite 1701, New York, NY, 10036; 159-11 Rockaway Blvd., Jamaica, NY, 11434.  
E-mail: jscumaci@egyptaircargo.com.

**EL AL ISRAEL AIRLINES**

Ben Gurion Airport, Ben Gurion Airport 70100, Israel.  
WWW.elal.co.il/cargo



**EMIRATES AIRLINE**

Emirates Sky Cargo, New Emirates Group Headquarters, 8th Floor, A-Wing, Opp Terminal 3, PO Box 686, Dubai, United Arab Emirates.

**Phone:** +9714 2184218 **Fax:** +9714 2864123.

**Contact:** Prakash Nair, manager, network cargo sales development.

**E-mail:** prakash.nair@emirates.com WWW.skycargo.com

**Worldwide Service Regions:** (Direct) Africa, Australia, Europe, Indian subcontinent, Middle East, North & South America, Pacific Rim, Russia/CIS, Southeast Asia. (Through) Caribbean. **Door-to-Door Service:** Yes.

**Non-Scheduled Charter:** Yes. **Cargo-Branded Services:** General Freight, Priority, Courier, Post Office Mail.

**2009 Tonnage:** 1.4 million tonnes; 2009 RTK: 208/09. **Estimated 2010 Tonnage:** 1.6 million tonnes; RTK: 2009/10. **Fleet:** Freighters: B747-400F (3), B747-400ERF (2), B777 (2); Passenger: A330-200 (29), A340-500 (10), A340-300 (8), A380-800 (12), B777-200 (9), B777-200LR (10), B777-300 (12), B777-300ER (53). Total of 150 aircraft in fleet as of August 16, 2010.

**ESTAFETA CARGA AEREA**

Centro de Intercambio Estafeta Aeropuerto Internacional de San Luis Potosí, 78430 San Luis Potosí, México.  
WWW.estafeta.com.mx

**ETHIOPIAN AIRLINES ENTERPRISE**

Bole International Airport, Addis Ababa, Region 14, Ethiopia, 1755.  
WWW.ethiopianairlines.com

**ETIHAD CRYSTAL CARGO**

PO Box 35566, New Airport Road, Cargo Village, Abu Dhabi, United Arab Emirates.  
WWW.crystalcargo.ae

**EUROPEAN AIR TRANSPORT**

Building 4-5, Brussels National Airport, 1930 Zaventem, Belgium.

**EVA AIRWAYS CORP.**

376 Section 1, Hsin-Nan Road, Luchu, Taoyuan Hsien, Taiwan ROC, 33801.  
WWW.evair.com

**FEDEX EXPRESS**

PO Box 727, Memphis, TN, 38194.  
WWW.fedex.com

**FINNAIR CARGO**

Rahitie 1, Vantra, Finland, 01053.  
WWW.finnaircargo.com

**FLORIDA WEST INTERNATIONAL AIRLINES**

PO Box 025752, Miami, FL, 33102.  
WWW.fwia.com

**GARUDA INDONESIA AIRLINES**

Garuda Cargo Center Building, Soekarno-Hatta Airport, Indonesia.

**GESTAIR COMMERCIAL AVIATION**

C/Anabel Segura, 11 Ctro Negocios Albatros, Edificio A, 2ªC, Albobendas, Madrid 28108, Spain.  
WWW.gestair.com

**GLOBAL AVIATION HOLDINGS/ WORLD AIRWAYS**

101 World Drive, Peachtree City, GA, 30269.  
www.glah.com

**GREAT LAKES AIRLINE**

1022 Airport Parkway, Cheyenne, WY, 82001.  
WWW.flygreatlakes.com

# Airline Directory

## GREAT WALL AIRLINES

17F, POS Plaza, No. 1600 Century Avenue,  
Pudong New District, Shanghai, China.  
WWW.gwairlines.com

## GULF AIR

PO Box 138, Bahrain.  
WWW.gulfairco.com/cargo

## HAWAIIAN AIR CARGO

3375 Koapaka Street, Suite G 350, Honolulu,  
HI, 96819.  
WWW.hawaiianaircargo.com

## JADE CARGO INTERNATIONAL

Room 610, 6/F, Flight Operation Building,  
Shenzhen Airlines Base, Bao'an International  
Airport, Shenzhen, Guangdong 518128, China.  
WWW.jadecargo.com

## JAPAN AIRLINES

2-4-11, Higashi-shinagawa, Shinagawa-ku,  
Tokyo, Japan, 140-0002.  
WWW.jap.co.jp/en/jalcargo

## JETBLUE AIRWAYS

118-29 Queens Blvd., Forest Hills, NY, 11375.  
WWW.jetblue.com/cargo

## JETT8 AIRLINES

8 Changi North, Street 1, Unit 04-01,  
Singapore, 498829.  
WWW.jett8airlines.com

## KALITTA AIR LLC

818 Willow Run Airport, Ypsilanti, MI, 48198.  
WWW.kalittaair.com

## KOREAN AIR

1370 Gonghang-dong, Gangseo-gu, Seoul,  
Korea, 157-712.  
WWW.cargo.koreanair.co.kr

## LAN CARGO

6500 NW 22nd Street, Miami, FL, 33122.  
WWW.lancargo.com

## LOT POLISH AIRLINES

17 Stycznia 39, 00-906 Warsaw, Poland.  
WWW.lot.com/cargo



## LUFTHANSA CARGO AG

Am Grunen Weg 1, Kelsterbach, Germany  
65451.  
WWW.lufthansa-cargo.com



## LYNDEN AIR CARGO LLC

6441 South Airpark Place. Anchorage, AK,  
99502.  
**Phone:** 888-243-7248 **Fax:** 907-257-5124.  
**Contact:** Jim Davis, director of marketing &  
traffic.  
**E-mail:** charters@lynden.com WWW.lynden.  
com/lac

**Worldwide Service Regions:** (Direct)  
Africa, Australia, Caribbean, Europe, Indian  
subcontinent, Middle East, North & South  
America, Pacific Rim, Russia/CIS, Southeast  
Asia. **Door-to-Door Service:** No. **Non-  
Scheduled Charter:** Yes. **Tonnage:** 2009:  
42 million lbs. 2010 Estimated : 48 million lbs.  
**Fleet:** Freighters: L-100 (6).

## MALAYSIA AIRLINE SYSTEM BERHAD

3rd Fl., Administration Building, MAS Complex  
A, Sultan Abdul Aziz Shah Airport, 47200  
Subang, Selangor, Malaysia.  
WWW.maskargo.com

## MARTINAIR

PO Box 7507, Havenmeesterweg 201, 1118  
ZG Schiphol, Netherlands.  
WWW.martinaircargo.com

## MAXIMUS AIR CARGO

PO Box 35367, Abu Dhabi, United Arab  
Emirates.  
WWW.maximusaircargo.ae

## MIDDLE EAST AIRLINES

Airport Blvd., PO Box 206, Beirut, Lebanon.  
WWW.meacom.lb

## MYANMAR AIRWAYS INTERNATIONAL

08-02 Sakura Tower, 339 Bogyoke Aung San  
Road, Yangon, Myanmar.  
WWW.maiair.com

## NATURE AIR CARGO

Hangar 27, Tobias Bolanos Airport, San Jose,  
Costa Rica.  
WWW.natureair.com

## NIPPON CARGO AIRLINES

NCA Line Maintenance Hangar Narita Int'l  
Airport, Narita-shi, Chiba, 282-0011, Japan.  
WWW.nca.aero



## NORTHERN AIR CARGO INC

3900 Old International Airport Road,  
Anchorage, AK, 99502.  
**Phone:** 800-755-9464; 800-727-2141 **Fax:**  
907-249-5194.  
**Contact:** Kyle Porter or Mark Liland, air  
charter services/director of sales.  
**E-mail:** kporter@nac.aero; mliland@nac.aero  
WWW.nac.aero  
**Worldwide Service Regions:** (Direct)  
Caribbean, North America.  
**Door-to-Door Service:** No. **Non-Scheduled  
Charter:** Yes. **Cargo-Branded Services:**  
NACPAC, Priority, General. **Fleet: Freighters:**  
737-300, 737-200 (total 4).  
**Comments:** On-demand air-charter services,  
ACMI, both scheduled and cargo charters into  
all major airports in the region.



**OASIS HONG KONG AIRLINES**

2902-3 Lippo Tower Two, 89 Queensway,  
Admiralty, Hong Kong, S.A.R.  
WWW.oasishongkong.com

**OCEAN AIRLINES**

Via dell'Aeroporto 34, 25046 Montichiari  
(BS), Italy.  
WWW.oceanairlines.com

**OLYMPIC AIRWAYS**

GA 96 Siggioi Avenue, Athens.

**PACIFIC AIR CARGO**

111 Ke ehi Place, Honolulu, HI, 96819.  
WWW.pacificaircargo.com

**PAKISTAN INT'L AIRLINES**

PIA Head Office, Karachi Airport Pakistan,  
Karachi, 75200 Pakistan.  
WWW.piac.com

**PLATINUM AIRLINES**

700 S. Royal Poinciana Blvd, Suite 1000,  
Miami Springs, FL, 33166.  
WWW.platinumairlines.com

**POLAR AIR CARGO**

2000 Westchester Ave. Purchase, NY, 10577.  
WWW.polaraircargo.com

**POLET AIRLINES**

123, Prospect Truda, 394019 Voronezh,  
Russia. Phone: 732 392850. Fax: 732  
392849  
WWW.poletairlines.com

**QANTAS**

203 Coward Street, Qantas Centre, Bldg C,  
Level 6, Mascot, NSW 2020, Australia.  
WWW.qantasfreight.com

**QATAR AIRWAYS**

PO Box 22550, Doha, Qatar.  
WWW.qatarairwayscargo.com

**ROYAL JORDANIAN AIRLINES**

Housing Bank Commercial Complex, Queen  
Noor Street, PO Box 302 Amman, Jordan.  
WWW.rja.com

**SAS CARGO**

Postbox 151, DK-2770 Kastrup, Denmark.  
WWW.sascargo.com

**SAUDI ARABIAN AIRLINES**

Saudia City, Jeddah, Saudi Arabia.  
WWW.saudiairlines.com

**SINGAPORE AIRLINES CARGO**

PO Box 501, Airmail Transit Center, Singapore,  
918101.  
WWW.siacargo.com

**SMOKEY BAY AIR**

2100 Kachemak Drive, Homer, AK, 99603.  
WWW.smokeybayair.com

**SOLAR CARGO**

PO Box 661628, Miami Springs, FL, 33266.  
WWW.solarcargo.com

**SOUTHERN AIR**

117 Glover Avenue, Norwalk, CT, 06850.  
WWW.southernair.com



**SOUTHWEST AIRLINES**

2702 Love Field Drive, Dallas, TX, 75235.  
Phone: 800-533-1222 Fax: 214-792-4199

**Contact:** Cargo Customer Care Center.  
WWW.swacargo.com

**Worldwide Service Regions:** (Direct)  
North America.

**Door-to-Door Service:** No. **Non-Scheduled Charter:** No.

**Cargo Branded Services:** Next Flight  
Guaranteed, RUSH Priority Freight, Freight.

**Tonnage:** 91,012 tons. 2010 Estimate:  
88,558 tons. **Fleet:** Passenger: 737-300  
(173), 737-500 (25), 737-700 (346).



# Airline Directory

## SUNCOAST AIR TRANSPORTATION

10359 Orangewood Blvd. Orlando, FL, 32821.

## SWISS WORLDCARGO

ZRHCRX/C, PO Box 8058, Zurich Airport, Zurich, Switzerland.

WWW.swissworldcargo.com

## TACA

Edificio TACA, Santa Elena, Antiguo Cuscatlan, 00106-8000, El Salvador.

WWW.tacacargo.com

## TAMPA AIRLINES CARGO

Hangar de Aerolinea Tampa, Terminal decarga Aeropuerto Intl Jose Maria Cordova, Rionegro-Antioquia, Colombia.

WWW.tampacargo.com

## THAI AIRWAYS INTERNATIONAL

2nd Floor, Room No. 6201, BFZ Building, Customs Free Zone Area, Suvarnabhumi International Airport, Bangplee Samutprakarn, 10540 Bangkok, Thailand.

WWW.thaicargo.com

## TRANSMILE

Mazzanine 2, Block B, Letter Box 20, HP Towers, 12 Jalan Gelenggang, 50490 Bukit Damansara, Kuala Lumpur, Malaysia.

WWW.transmile.com

## TURKISH CARGO

Turkish Airlines General Management Building, Yesilkoy-Istanbul 34149, Turkey.

WWW.tkcargo.com

## UNITED CARGO

1200 E. Algonquin Road, Elk Grove Village, IL, 60007

WWW.unitedcargo.com



## UPS AIR CARGO

1400 N. Hurstbourne Parkway, Louisville, KY, 40223.

WWW.aircargo.ups.com

## US AIRWAYS

4000 East Sky Harbor Blvd., Phoenix, AZ, 85034.

WWW.usairwayscargo.com

## VARIG BRAZILIAN AIRLINES

Varig Log, Rua Cajaiba 123-cj, 1105025, Sao Paulo, Brazil.



## VIRGIN ATLANTIC CARGO

The Office Manor Royal, Crawley, RH10 9NU, United Kingdom.

**Phone:** +44 1293 744581.

**Contact:** Dan Parker, Vice President-Commercial.

**E-mail:** dan.parker@fly.virgin.com WWW.virgin.com/cargo

**Airline's Business Description:** Virgin is a name synonymous with first-class customer

service, and Virgin Atlantic Cargo is no exception. When you use our international scheduled cargo services to and from the Americas and Caribbean, Africa, India, the UAE, Asia and Australia, be assured that your cargo is in safe hands and that our award-winning team is totally committed to delivering the level of service reliability that is so critical to you and to us. Now with the addition of V Australia, Virgin Atlantic Cargo enables you to enjoy even more benefits from one of the fastest growing air cargo networks spanning the Northern and Southern hemispheres.

### Airline's Products and Services

**Description:** Virgin Atlantic Cargo's products and services are rather different to the "off the shelf" and less flexible offerings of some other airlines. We prefer to create solutions that give our customers what they want as opposed to telling them what they need. So whether you need a guaranteed service for urgent and perishable shipments, a solution for your valuable or vulnerable cargo or just a proven and reliable service for your general cargo, there's only one way to connect to more than 200 destinations worldwide, the Virgin way.

An advertisement for Air Canada Cargo. It features a woman in a dark suit and red patterned scarf, smiling. The background is a blurred airport scene. The text "AIR CANADA CARGO" is at the top left. Below the woman, there is a red banner with white text: "We go far, further and everywhere in between." Below this banner, there is a QR code and a list of services: AC General Cargo, AC Cool Chain, AC Expedair, AC DGR, AC Live, AC Secure, AC Compassion, and AC Post. At the bottom, it says "Air Canada Cargo | Going further." and "aircanadacargo.com".

**AIR CANADA CARGO**

We go far, further and everywhere in between.

Air Canada Cargo is introducing a whole new class of service. With more direct destinations, more scheduled departures, 8 unique Solutions to choose from and your choice of AC Standard or AC Priority1 services; Air Canada Cargo is going further than ever before.

Think of us as business class for your commodities.

AC General Cargo   AC Cool Chain   AC Expedair   AC DGR   AC Live   AC Secure   AC Compassion   AC Post

aircanadacargo.com   Air Canada Cargo | Going further.

## Hoping the forecast doesn't change

**"Success in securing the supply chain relies less on new methods and technology than it does on greater co-operation and information sharing among supply chain parties and between the public and private sectors."**

**— Peter Quantrill,  
director general, British  
International Freight  
Association.**

**A**irport and airline officials around the world are looking to next year as a continuation of the steady growth seen during the last months of 2010. In the rearview mirror are the dark days of 2008 and 2009; the feelings of desperation have been replaced with a positive outlook that has permeated the industry. Major initiatives will continue to gather steam, and many airports are back into expansion mode. As always, however, this sunny outlook is shaded with a bit of wariness, as those in the industry have been burned before by overly optimistic projections.

"The economy is hard to read. We had a far worse downturn in 2009 than expected followed by a stronger upturn than anticipated. The outlook for the moment, from our perspective, is rather bright. But we've also learned to be rather cautious," says Oliver Evans of Swiss WorldCargo.

Evans believes security will be a major driver moving forward and expects new regulations to be implemented in the coming year. "Security is going to be of paramount importance — that we continue to work on closing down any loopholes that are found by these crazy people in obscure parts of the world," he says. "We have advanced security procedures in Europe and America and Asia, but we need to make sure that a really secure regime worldwide."

One way to help secure cargo is to stream-

line the shipping process, which can partially be achieved through e-freight. Industry organizations as well as airlines and airports have been working toward a paperless system with glacial speed, but Evans feels this movement will start gaining traction next year.

"From our perspective, a lot of the conversation around e-freight was the theatrical part of it — announcing big goals and deadlines and so on. The progress has been rather disappointing," he says. "But I think we will see the industry dialogue developing in the right direction."

At Amsterdam's Schiphol Airport, Enno Osinga echoes Evans' opinions on e-freight. Osinga has been part of a large groundswell to get airlines signed on to a paperless system, and the process of signing up new agreements with carriers and starting more trade lanes to promote e-freight should ramp up next year. Osinga allows that e-freight has been slow to catch on, but he equates what the cargo industry is going through with what happened on the passenger side with e-tickets.

"When passengers went to e-ticketing, there was a massive resistance in the industry. I think it was when they hit somewhere between the 20 to 25 percent mark on volume, that's when they went through the critical area. After that, it almost went by itself," Osinga says. "The key thing is to get a critical mass. And then it will go very, very quickly."

As for growth at the airport, Osinga, like Evans, is encouraged by the current economy, but shies away from enthusiastic forecasts. He points to an annual growth of five percent for next year, which means a mostly flat 2011. "The massive boom doesn't seem to materialize for the last quarter [of 2010]," he says. "It makes us a



# Airport Directory

little conservative in our estimate for next year.”

Daniel-Robert Gooch of the Canadian Airports Council is also predicting growth for airports in his country. Increased activity will come next year from Brazil, Russia, India and China, he says. Of course, Latin America will remain a hotspot for activity.

“There’s been a lot of growth in Latin America in the last few years,” he says. “Our Canadian carriers have done a really good job of promoting themselves as gateways between North America and Latin America, particularly since 9-11.”

Canadian carriers only have belly capacity for cargo shipments, so growth in the cargo arena is closely tied to the passenger business. Even though he’s anticipating growth,

Gooch doesn’t exactly have a rosy outlook for 2011. “Everything I’m hearing anecdotally is that things seem to be a little weak, but hopefully back in recovery mode,” he says.

Dennis Gliznoutsa of Volga-Dnepr Airlines saw a huge shift in business during 2010. The carrier had been used to steady government work for nearly a decade, but he predicts that commercial activity will move to the top next year. This presents a change in strategy for the carrier. Gliznoutsa was used to the government requesting capacity and then sending cargo on planes, but the commercial world has different demands. “The government work was more availability driven,” he says, “where the commercial is a combination of pricing, availability and the approach.”

To meet these shifting expectations, Volga-Dnepr will increase the presence of its engineering and logistics support department. The team will offer customers ground-support services including tracking and packing. “Because of the more commercially driven market, that probably will be one of our advantages,” he says.

Each airport and airline has different strategies for meeting the new year, but every industry official seems to agree that 2011 will be a year of slow growth. It won’t be easy, and carriers and airlines will still have to work hard to ensure they stay on the right track, but it seems as if the industry has put the recession behind itself and is ready to build to new levels of progress. **ACW**

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## ARGENTINA

### AEROPUERTO INTERNACIONAL DE EZEIZA

Autopista Richieri s/n., Ezeiza, Buenos Aires, Argentina, B1802EZE.  
Identifier: AEZ. WWW. aa2000.com.ar

## AUSTRALIA

### BRISBANE AIRPORT

PO Box 61, Hamilton Central, Australia, 4007.  
Identifier: BNE.  
WWW.brisbaneairport.com.au

### MELBOURNE AIRPORT

Locked Bag 16, Gladstone Park, Victoria, Australia, 3043.  
Identifier: MEL.  
WWW.melbourneairport.com.au

### PERTH AIRPORT – WESTRALIA AIRPORTS CORPORATION

2 George Wienke Drive, Cloverdale, Perth, W.A., Australia, 6105.  
Identifier: PER.

### SYDNEY (KINGSFORD SMITH) INTERNATIONAL AIRPORT

The Ulm Building, 1 Link Road, Locked Bag 5000, Sydney International Airport, Sydney, NSW, Australia, 2020.  
Identifier: SYD. WWW.sydneyairport.com

## AUSTRIA

### BLUE DANUBE AIRPORT LINZ

Flughafenstrasse 1, Horsching, Upper Austria, Austria, 4063.  
Identifier: LNZ. WWW.aircargocenter.com

### INNSBRUCK AIRPORT

Fuerstenweg 180, Innsbruck, Austria, 6020.  
Identifier: INN. WWW.innsbruck-airport.com

### VIENNA INTERNATIONAL AIRPORT

Flughafen Wien, Postfach 1, Vienna, Austria, A-1300.  
Identifier: VIE. WWW.viennaairport.com

## BAHRAIN

### BAHRAIN INTERNATIONAL AIRPORT

PO Box 586, Manama, Bahrain.  
Identifier: BAH. WWW.bahrainairport.com

## BELGIUM

### BRUSSELS AIRPORT

Brussels Airport, Zaventem, Belgium, 1930  
Identifier: BRU. WWW.brusselsairport.be



### LIEGE AIRPORT

Building 44, Grace-Hollogne, Belgium, B-4460.  
Identifier: LGG.  
Phone: +32 4 234 8411 Fax: +32 4 234 8404.

Contact: Mr. Luc Partoune, general manager.

E-Mail: info@liegeairport.com WWW.liegeairport.com.

Air Service: Total Carriers: 14; All-Cargo: 14, Non-Scheduled Charter: 13. Freight Forwarders: 7. Total Ramp/Tarmac Surface for Cargo Handling: 50 ha. Warehouse Space: 25,000 s.m.; Occupied: 90 percent. Traffic: Total Estimated 2010 Tonnage: 600,000 tons, +24 percent; Total Estimated 2010 Aircraft Movements: 27,385, +12.7 percent.

Certified Cargo Screening Facility: Yes. Foreign Trade Zone: No. Customs: Yes. Average Customs Clearance Time: Perishable: 1 hour, General Cargo: 1 hour, Transit: 1 hour, Import: 2 hours 30 minutes. Agriculture Inspector: Yes.

Special Services/Facilities: Existing handling for large animals, equine; refrigeration for pharmaceuticals, cut flowers, perishable food, frozen goods; quarantine, HazMat, bonded and secure storage. Distance from Airport (km): Logistics City: 2.5, Truck Terminal: 2.5, Highway: 5, Ocean Port: 130, Intermodal Center: 2.5, Rail Terminal: 2.5.

### OSTEND-BRUGES INT'L AIRPORT

Nieuwpoortsesteenweg 889, Oostende, B-8400 Belgium.  
Identifier: OST. WWW.ost.aero



## BRAZIL

### RIO DE JANEIRO INTERNATIONAL AIRPORT

Avenida 20 de Janeiro S/No, Ilma Do Governador, Rio de Janeiro, Brazil, 21942-900.  
Identifier: GIG. WWW.infraero.gov.br

### SAO PAULO/GUARULHOS INTERNATIONAL AIRPORT

Guarulhos, Sao Paulo, Brazil, 07141-970.  
Identifier: GRU.

## CANADA

### CALGARY AIRPORT AUTHORITY

2000 Airport Road NE, Calgary, AB, Canada, T2E 6W5.  
Identifier: YYC. WWW.calgaryairport.com

### EDMONTON INTERNATIONAL AIRPORT

PO Box 9860, 4th Floor, Edmonton, Alberta, Canada, T5J 2T2  
Identifier: YEG.  
WWW.edmontonairports.com

### GANDER INTERNATIONAL AIRPORT

PO Box 400, Gander, NF, Canada, A1V 1W8.  
Identifier: YQX. WWW.ganderairport.com

### GREATER MONCTON INTERNATIONAL AIRPORT

777 Aviation Avenue, Unit 12, Dieppe, NB, Canada, E1A 7Z5.  
Identifier: YQM. WWW.gmia.ca



### HALIFAX STANFIELD INTERNATIONAL AIRPORT

1 Bell Boulevard, Enfield, NS, Canada, B2T 1K2.  
Identifier: YHZ.  
Phone: 902-873-6300. Fax: 902-873-4750.  
Contact: Andy Lyall, air cargo development manager. E-mail: andrew.lyall@hiao.ca.  
WWW.flyhalifax.com  
Air Service: Total Carriers: 26; All-Cargo: 5, Non-Scheduled Charter: 2. Freight Forwarders: 5. Total Ramp/Tarmac Surface for Cargo Handling: 1.4 million s.f. Warehouse Space: 5,000 s.f.; Occupied: 98 percent Traffic:

Total Estimated Tonnage: 29,100 m.t., +8 percent; Total Estimated Aircraft Movements: 40,260, +4.5 percent. Certified Cargo Screening Facility: Yes. FTZ: No. Customs: Yes. Avg Customs Clearance Time: 2 hours. Agriculture Inspector: Yes. Special Services/Facilities: Existing refrigeration for pharmaceuticals, cut flowers, perishable food; quarantine, haz mat, bonded and secure storage. Distance to Connecting Transport (kms): Rail Terminal: 35, Ocean Port: 35, Interstate Hwy: 1, Truck Terminal: 15, Intermodal Center: 15.

### MONTREAL MIRABEL INTERNATIONAL AIRPORT

1100 Rene-Levesque Blvd West, Ste 2100, Montreal, Quebec, Canada, H3B 4X8.  
Identifier: YMX. WWW.admtl.com

### SAULT STE. MARIE AIRPORT

R.R. #1, Box 1, Sault Ste. Marie, ON, Canada, P6A 5K6.  
Identifier: YAM. WWW.saultairport.com

### TORONTO PEARSON INTERNATIONAL AIRPORT

PO Box 6031, 3111 Convair Drive, Toronto, ON, Canada, L5P 1B2.  
Identifier: YYZ. WWW.gtaa.com

### VANCOUVER INTERNATIONAL AIRPORT

PO Box 23750, Richmond, BC, Canada, V7B 1Y7.  
Identifier: YVR. WWW.yvr.ca

### WINNIPEG INTERNATIONAL AIRPORT

Winnipeg Airports Authority, 2000 Wellington Ave., Winnipeg, MB, Canada, R3H 1C2. Identifier: YWG. WWW.waa.ca

## CHILE

### ARTURO MERINO BENITEZ AIRPORT

Comuna Pudahuel, Casilla 61, Correo Central, Santiago, Chile.  
Identifier: SCL. WWW.dgac.eg

## CHINA

### BEIJING CAPITAL INTERNATIONAL AIRPORT

Beijing Capital Int'l Airport Authority, Airport Road, Beijing, China, 10062.  
Identifier: PEK. WWW.bcia.com.cn

### GUANGZHOU BAIYUN INTERNATIONAL AIRPORT

Guangzhou, Guangdong, 510405, China.  
Identifier: CAN. WWW.gahco.com.cn

### HONG KONG INTERNATIONAL AIRPORT

HKIA Tower, 1 Sky Plaza Road, Hong Kong, China.  
Identifier: HKG. WWW.hongkongairport.com



### MACAU INTERNATIONAL AIRPORT

CAM Office Building, 4F Av. Wai Long, Taipa, Macau SAR China.

Identifier: MFM.

Phone: +853-85988888. Fax: +853-28785465.

Contact: Mr. Cui Guang, director of logistics cargo development department

E-Mail: camlgd@macau-airport.com WWW.macau-airport.com.

Air Service: Total Carriers: 15, All-Cargo: 1, Non-Scheduled Charter: 3.

Freight Forwarders: 2. Total Ramp/Tarmac Surface Cargo Handling:

22,300 s.m. Warehouse Space: 8,000 s.m.; Occupied: 75 percent. Traffic:

Tonnage: 55,000, +4.83 percent. Aircraft Movements: 42,631, +5 percent. Certified

Cargo Screening Facility: Yes. FTZ: No. Customs: Yes. Avg. Customs Clearance

Time: within 20 minutes, 95 percent of the time. Agriculture Inspector: Yes.

Services: Handling for large animals, equine; refrigeration for pharmaceuticals, cut flowers, perishable food, frozen goods;

HazMat, bonded and secure storage; planned quarantine services. Distance

to Connecting Transport (kms): Truck Terminal: on site. Hwy: 3 km. Ocean Port:

5 km.

### NANJING LUKOU INTERNATIONAL AIRPORT

Lukou Town, Jiangning District, Nanjing, Jiangsu, China, 210029.

Identifier: NKG. WWW.nliairport.com



**SHENZHEN BAOAN INTERNATIONAL AIRPORT**

Office 603, Airport Hote, Shenzhen Baoan Int'l Airport, Shenzhen, China, 518128.  
**Identifiser:** SZX. WWW.szairport.com

**CZECH REPUBLIC**

**OSTRAVA LEOS JANACEK AIRPORT**

Letiste Ostrava, c.p. 401, Mosnov, Czech Republic, 742 51.  
**Identifiser:** OSR. WWW.airport-ostava.cz

**PRAGUE AIRPORT RUZYNE**

Leglerove 1075/4, Airport Ruzyně, Prague, Czech Republic, 16008.  
**Identifiser:** PRG. WWW.csacargo.com

**DENMARK**

**BILLUND AIRPORT**

Eksportvej 40, DK-7190 Billund, Denmark.  
**Identifiser:** BLL. WWW.ccb.dk

**COPENHAGEN AIRPORT**

Lufthavnsvboulevarden 6, Kastrup, DK-2770, Denmark.  
**Identifiser:** CPH. WWW.cph.dk

**ECUADOR**

**MARISCAL SUCRE INTERNATIONAL AIRPORT**

Av. Amazonas s/n y de la Prensa, Sauda Internacional, Quito, Ecuador.  
**Identifiser:** UIO. WWW.quiport.com

**FINLAND**

**HELSINKI/VANTAA INTERNATIONAL AIRPORT**

PO Box 29, Vantaa, 01531, Finland.  
**Identifiser:** HEL. WWW.helsinki-vantaa.fi

**FRANCE**

**AEROPORT DE LILLE**

B.P. 227-59812 Lesquin, Cedex, Lille, France.  
**Identifiser:** LIL. WWW.lille.aeroport.fr

**CHATEAUROUX AIRPORT**

RD 920, Deols, France, 36130.  
**Identifiser:** CHR. WWW.chateauroux-airport.com

**LYON-SAINT-EXUPERY AEROPORT**

BP 113, Lyon St Exupery, France, 69125.  
**Identifiser:** LYS. WWW.lyon.aeroport.fr

**MARSEILLE PROVENCE AIRPORT**

BP 7, Marignane, France, 13727.  
**Identifiser:** MRS. WWW.marseille.aeroport.fr

**PARIS CHARLES DE GAULLE AIRPORT**

CDGX – Bat 5720, 6 rue des Bruyeres, BP 24101, Roissy CDG Cedex, France, 95711.  
**Identifiser:** CDG. WWW.adp.fr

**PARIS-VATRY AIRPORT S.E.V.E.**

B.P. 80005, Chalons en Champagne, France, 51555.  
**Identifiser:** XCR. WWW.parisvatry.com

**TOULOUSE AIRPORT**

BP 90103, Blagnac, France, 31703.  
**Identifiser:** TLS. WWW.fret-toulouse.com/us

**GERMANY**

**AIRPORT NURENBERG**

Flughafenstrasse 100, D-90411 Nuernberg, Bavaria, Germany.  
**Identifiser:** NUE. WWW.airport-nuernberg.de

**BERLIN AIRPORTS**

FBS- Flughafen Berlin Schonefeld GmbH, Berlin, Germany, 12521.  
**Identifiser:** BER. WWW.berlin-airport.de

**COLOGNE/BONN AIRPORT**

PO Box 98 01 20, D-51129, Cologne, Germany.  
**Identifiser:** CGN. WWW.koeln-bonn-airport.de

**DUESSELDORF INTERNATIONAL AIRPORT**

Dus Air Cargo Center, Entrance D, 3rd Floor, D-40474, Duesseldorf, Germany.  
WWW.dus-cargo.com

**FLUGHAFEN HAMBURG GMBH**

FlughafenstraBe 1-3, Hamburg, Germany, D-22335.  
**Identifiser:** HAM. WWW.ham.airport.de

**FRANKFURT AIRPORT**

Fraport AG, Frankfurt Airport Services Worldwide, D-60549 Frankfurt/Main, Germany.  
**Identifiser:** FRA. WWW.fraport.com

**FRANKFURT HAHN AIRPORT**

Building 667, Hahn Airport, Germany, 55483.  
**Identifiser:** HNL. WWW.hahn-airport.de

# Airport Directory

## HANNOVER AIRPORT

PO Box 42 02 80, Hannover, Germany, 30662.

Identifier: HAJ. WWW.hannover-airport.de

## LEIPZIG/HALLE AIRPORT

PO Box 1, Leipzig, Saxony, Germany, 04029.

Identifier: LEJ. WWW.leipzig-halle-airport.de

## MUNICH AIRPORT

PO Box 23 17 55, Munich, Bavaria, Germany, 85326.

Identifier: MUC. WWW.munich-airport.de

## MUENSTER/OSNABRUECK INTERNATIONAL AIRPORT

Huettruper Heide 71-81, Greven, North Rhine-Westphalia, Germany, 48268.

Identifier: FMO. WWW.fmo.de

## ROSTOCK AIRPORT

Flughafenstr. 1, Laage, Germany, D-18299.

Identifier: RLG. WWW.rostock-airport.com

## STUTTGART AIRPORT

PO Box 23 04 61, Stuttgart, Germany, 70624.

Identifier: STR.

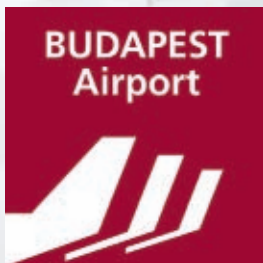
## GREECE

### ATHENS INTERNATIONAL AIRPORT

Administration Bldg 17, Spata, Greece, 190 19.

Identifier: ATH. WWW.aia.gr

## HUNGARY



### BUDAPEST AIRPORT ZRT

Budapest-Ferihegy 1675, PO Box 53, Budapest, 1185, Hungary.

Identifier: BUD. WWW.bud.hu.

Contact: Christa Soltau, Vice President Cargo

Phone: +3612966871. Fax: +3612965578.

E-Mail: christa.soltau@bud.hu

WWW.bud.hu

**Air Service:** All-Cargo: 62, **Non-Scheduled**

**Charter:** 48. **Freight Forwarders:** 20.

**Total Ramp/Tarmac Surface Cargo**

**Handling:** 5. **Warehouse Space:** 20000

s.m. **Occupied:** 70 percent. **Traffic:**

**Tonnage:** 77.000, +35.2 percent.

**Aircraft Movements:** fullfreighter 5.500,

fullfreighter +28 percent. **Certified**

**Cargo Screening Facility:** Yes. **FTZ:** No.

**Customs:** Yes. **Avg. Customs Clearance**

**Time:** 3 hours. **Agriculture Inspector:**

Yes. **Services:** Existing refrigeration for

pharmaceuticals, cut flowers, perishable

food, frozen goods; haz mat, bonded &

secure storage. **Truck Terminal:** on site.

**Hwy:** 3 km. **Ocean Port:** 5 km.

## ICELAND

### KEFLAVIK AIRPORT

Leifur Eiriksson Air Terminal, 235 Keflavik Airport, Iceland.

Identifier: KEF. WWW.keflavikairport.com

## INDIA

### DELHI INDIRA GANDHI INTERNATIONAL AIRPORT

Delhi Indira Gandhi Int'l Airport, Delhi 110 037 India.

Identifier: DEL. WWW.delhiairport.com

## IRELAND

### SHANNON AIRPORT

New Terminal Building, Shannon, Co. Clare, Ireland.

Identifier: SNN. WWW.shannonairport.com

## ISRAEL

### TEL AVIV/DAVID BEN GURION INTERNATIONAL AIRPORT

PO Box 7, Ben Gurion, 70100, Israel.

Identifier: TLV.

## ITALY

### AEROPORTO DI VENEZIA S.p.A. – SAVE

Viale G. Galilei 30/1, Venezia - Tessera, Italy, I-30173.

Identifier: VCE. WWW.veniceairport.it

### MALPENSA INTERNATIONAL AIRPORT

Linate E Malpensa, Milan, Italy, 20090.

WWW.sea-aerportmilano.it

## ROME FIUMICINO / LEONARDO

### DA VINCI AIRPORT

CP-00050 Fiumicino, Rome, Italy.

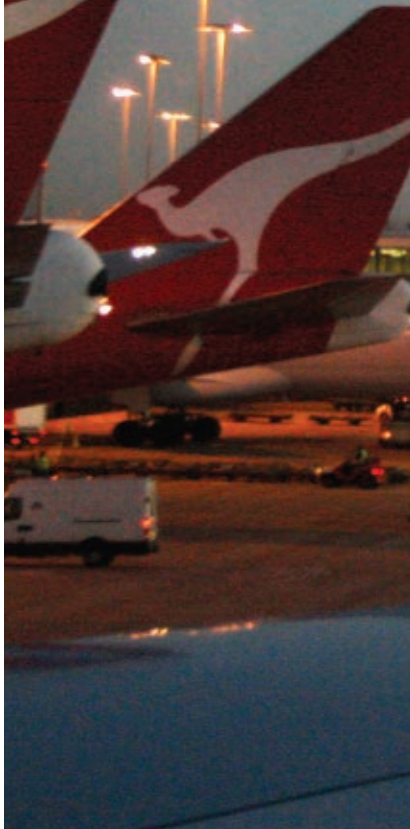
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## JAPAN

### CHUBU CENTRAIR INTERNATIONAL AIRPORT

1-1 Centrair, Tokoname, Aichi, Japan, 479-8701.

Identifier: NGO. WWW.centrair.jp

### KANSAI INTERNATIONAL AIRPORT

1-Banchi, Senshu-Kuko Kita, Izumisano-shi, Osaka, Japan, 549-8501.

Identifier: KIX. WWW.kansai-airport.or.jp

### NARITA INTERNATIONAL AIRPORT

Cargo Administration Bldg, Narita International Airport, Narita, Chiba, Japan, 282-8601.

Identifier: NRT. WWW.narita-airport.jp/en

## KENYA

### JOMO KENYATTA INT'L AIRPORT

P.O. Box 19082 Nairobi, Kenya.

Identifier: NBO. WWW.kenyaairports.com

## KOREA

### INCHEON INTERNATIONAL AIRPORT, REPUBLIC OF KOREA

2850 Unseo-dong, Jung-gu, Incheon 400-700, Republic of Korea 400-700.

Identifier: ICN. WWW.airport.kr

## LITHUANIA

### SIAULIAI INTERNATIONAL AIRPORT

Lakunu Str. 4, Siauliai, Lithuania, 77103.

Identifier: SQQ. WWW.siauliai-airport.com

## LUXEMBOURG

### FINDEL AIRPORT

P.O. Box 273, Luxembourg L-2013.

Identifier: LUX.

## MALAYSIA

### KUALA LUMPUR INT'L AIRPORT

Level 3 & 4, Airport Mgmt Ctr Bldg. Sepang, Selangor, Malaysia, 64000.

Identifier: KUL.

### PENANG INTERNATIONAL AIRPORT

Bayan Lepas, Penang, Malaysia.

Identifier: PEN.

## MEXICO

### AEROPUERTO DE MONTERREY

Carretera A. Miguel Aleman, KM 24, Apodaca, Nuevo Leon, Mexico, 66600.

Identifier: MTY. WWW.gacn.com.mx

## NAMIBIA

### HOSEA KUTAKO (WINDHOEK) INTERNATIONAL AIRPORT

PO Box 1, Hosea Kutako International Airport, Windhoek, Khomas, Namibia, 9000.

WWW.airports.com.na

### WALVIS BAY AIRPORT

PO Box 2307, Walvis Bay, Erongo, Namibia.

Identifier: WVB. WWW.airport.som.na

## THE NETHERLANDS

### AMSTERDAM AIRPORT SCHIPHOL

PO Box 7501, Schiphol, 1118 ZG, The Netherlands.

Identifier: AMS. WWW.schipholgroup.com

## NORWAY

### OSLO AIRPORT

PO Box 100, N-2061 Gardermoen, Norway.

Identifier: OSL. WWW.osl.no

## PERU

### JORGE CHAVEZ INTERNATIONAL AIRPORT

Av. Elmer Faucett, Callao, Peru, Callao 01.

Identifier: LIM.

## RUSSIA

### DOMODEDOVO INTERNATIONAL AIRPORT

Domodedovo Airport, Domodedovo District, Moscow Region, Russia, 142015.

Identifier: DME. WWW.domodedovo.ru.

## SINGAPORE

### CHANGI AIRPORT

Singapore Changi Airport, Singapore, 918146.

Identifier: SIN. WWW.changiairport.com

## SPAIN

### BARCELONA AIRPORT

Prat De Llobregat, Barcelona, Spain, 08820.

Identifier: BCN. WWW.aena.es

# Airport Directory

## MADRID-BARAJAS AIRPORT

Avda.de la hispanidad s/n, Madrid, Spain, 28042.

Identifier: MAD. WWW.aena.es

## SWEDEN

### GOTEBORG-LANDVETTER AIRPORT

SE-438 80 Landvetter, Goteborg, Vastra Goteland, Sweden.

Identifier: GOT. WWW.lfv.se

**Malmö**  
Airport

### MALMO AIRPORT

Malmo Airport, Swedavia, Box 14, Malmo-Sturup 230 32, Sweden.

Identifier: MMX.

Phone: +46 (0) 733 38 97 45 Fax: +46 40 6131215.

**Contact:** Petra Bosson, Route Development, key account manager.

**E-mail:** petra.bosson@swedavia.se WWW.malmoairport.se

**Air Services:** Total Carriers: 20; All-Cargo: 3, Non-Scheduled Charter: 30. Freight

**Forwarders:** 15. Total Ramp/Tarmac

**Surface for Cargo Handling:** 5,000.

**Warehouse Space:** 10,000; Occupied:

85 percent. **Traffic:** Total Estimated

**Tonnage:** 29,000, +16 percent increase;

**Total Estimated Aircraft Movements:**

24,000; +1 percent increase. **Certified**

**Cargo Screening Facility:** Yes. **FTZ:** Yes.

**Customs:** Yes. Avg. **Customs Clearance**

**Time:** 1 to 6 hours. **Agriculture Inspector:**

No, 30 km away. **Services:** Existing handling

for large animals, equine; refrigeration for

pharmaceuticals, cut flowers, perishable

food, frozen goods; quarantine, HazMat,

bonded and secure storage. **Distance to**

**Connecting Transport (kms):** Logistics

**City:** 25 km, **Truck Terminal:** 25 km,

**Interstate Highway:** 4 km, **Ocean Port:**

25 km, **Intermodal Center:** 25 km, **Rail**

**Terminal:** 20 km. **Comments:** Malmo

Airport is open 24 hours.

### STOCKHOLM-ARLANDA AIRPORT

Stockholm-Arlanda Airport, Luftfartsverket, SE 19045 Stockholm, Sweden.

Identifier: ARN. WWW.arlanda.com

## SWITZERLAND

### FLUGHAFEN BASEL-MULHOUSE

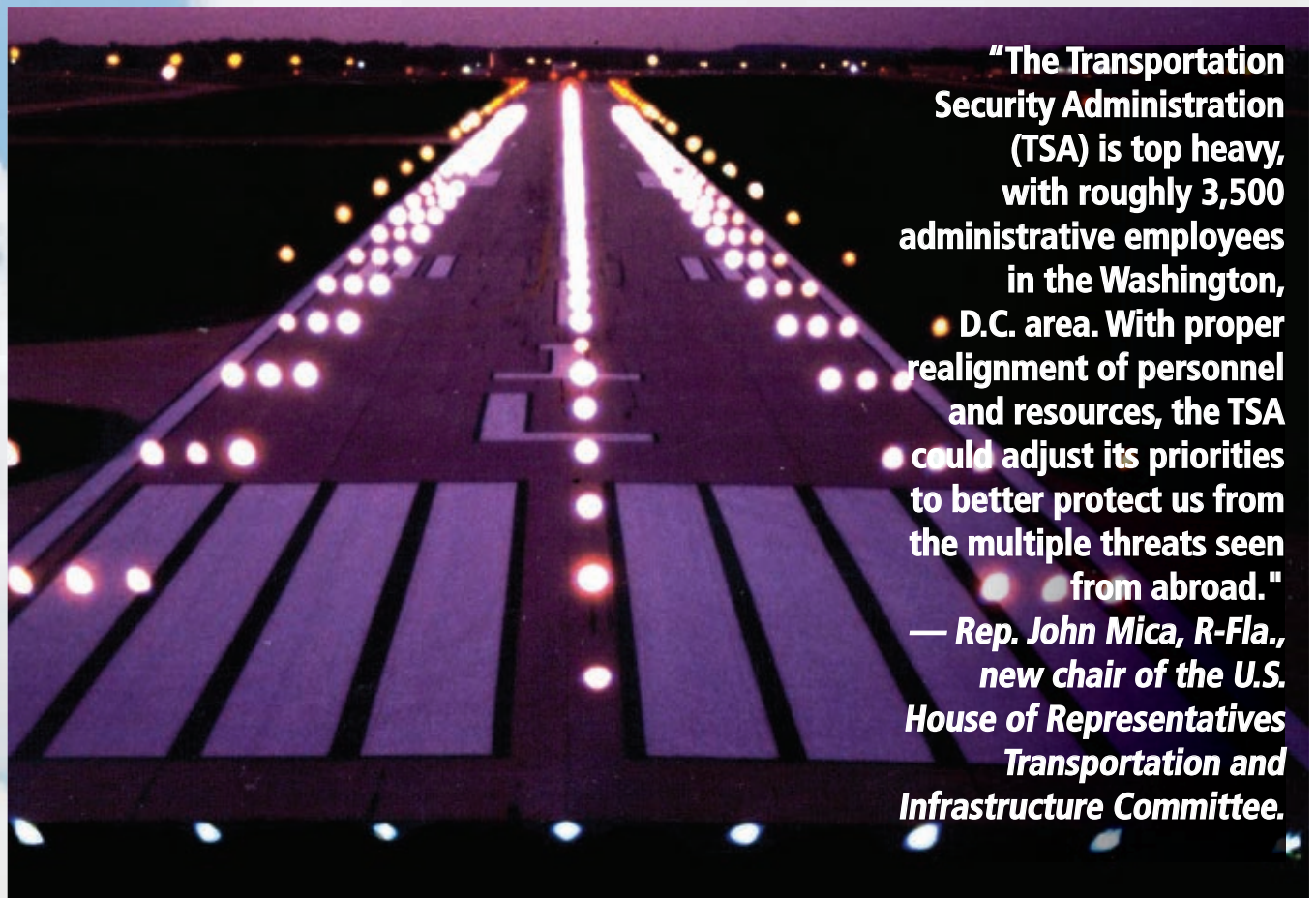
Postfach 142, 4030, Basel, Switzerland.

Identifier: BSL. WWW.euroairport.com

### ZURICH UNIQUE AIRPORT

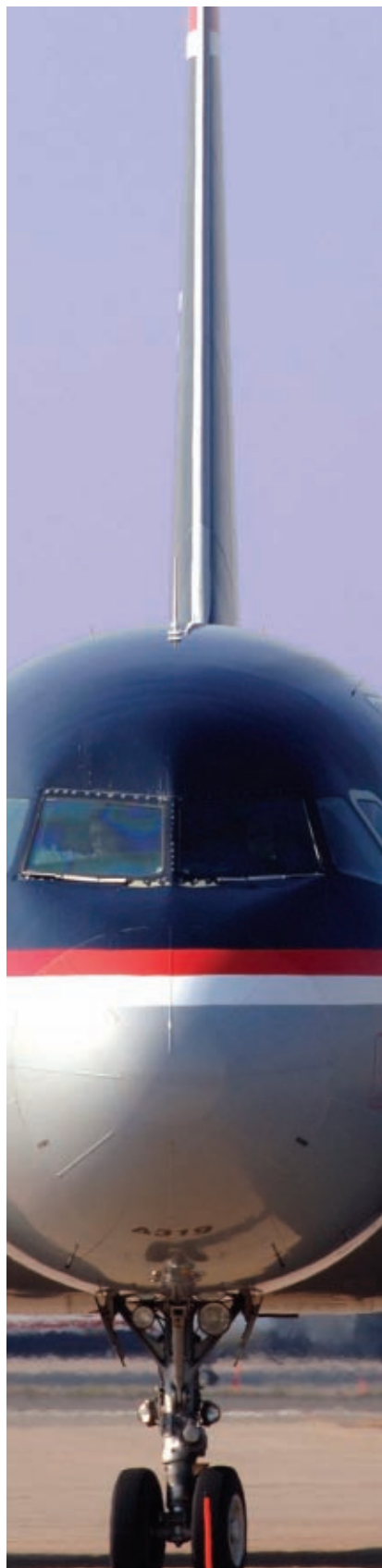
Unique Flughafen Zurich, Zurich, Switzerland, CH-8058.

Identifier: ZRH. WWW.flughafen-zurich.ch



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**— Rep. John Mica, R-Fla., new chair of the U.S. House of Representatives Transportation and Infrastructure Committee.**

# Airport Directory



## TAIWAN

### TAIWAN TAOYUAN INTERNATIONAL AIRPORT

No. 19, Hanggin N. Road, Dayuan Township, Taoyuan, Taiwan, R.O.C. 33758.  
WWW.taoyuanairport.gov.tw

## THAILAND

### BANGKOK INTERNATIONAL AIRPORT

Airport of Thailand Public Co Ltd, 222 Cargo Terminal 1, Bangkok Int'l Airport, Vibhavadi Rangsit Rd, Seekan Donmuang, Bangkok, Thailand, 10210.  
Identifier: BKK. WWW.tags.co.th

## TURKEY

### ISTANBUL SABIHA GOKCEN INT'L AIRPORT

Kurtkoy - Pendik, Istanbul, Turkey, 34912.  
Identifier: SAW. WWW.sabihagokcen.aero

## UNITED ARAB EMIRATES

### ABU DHABI INTERNATIONAL AIRPORT

Abu Dhabi Cargo Company, PO Box 114966, Abu Dhabi, UAE.  
Identifier: AUH.  
WWW.abudhabiairpotsvcs.com

### DUBAI AIRPORTS – DUBAI CARGO VILLAGE

PO Box 2525, Dubai, UAE.  
Identifier: DXB. WWW.dubaiairports.ae

### FUJAIRAH INTERNATIONAL AIRPORT

PO Box 977, Fujairah, UAE.  
Identifier: FJR  
WWW.fujairah-airport.com

## SHARJAH INTERNATIONAL AIRPORT

PO Box 8, Sharjah, UAE.  
Identifier: SHJ. WWW.sharjahairport.ae

## UNITED KINGDOM

### EAST MIDLANDS INTERNATIONAL AIRPORT

Bldg 34 Ambassador Rd, Derbyshire/Leicestershire, Derby, UK, DE74 2SA.  
Identifier: EMA. WWW.emacargo.co.uk

### EDINBURGH AIRPORT

BAA, Heathrow Point West, 234 Bath Rd, Harlington, Hayes, Middlesex, UK, UB3 5AP.  
Identifier: EDI. WWW.baa.com/cargo

### GLASGOW PRESTWICK INTERNATIONAL AIRPORT

Aviation House, Prestwick, Ayrshire, Scotland, UK, KA9 2PL.  
Identifier: PIK. WWW.gpia.co.uk

### LONDON GATWICK AIRPORT

BAA, Heathrow Point West, 234 Bath Rd, Harlington, Hayes, Middlesex, UK, UB3 5AP.  
Identifier: LGW. WWW.baa.com

### LONDON HEATHROW AIRPORT

BAA, Heathrow Point West, 234 Bath Rd, Harlington, Hayes, Middlesex, UK, UB3 5AP.  
Identifier: LHR. WWW.baa.com

### LONDON STANSTED AIRPORT

BAA, Heathrow Point West, 234 Bath Rd, Harlington, Hayes, Middlesex, UK, UB3 5AP.  
Identifier: STN. WWW.baa.com

### MANCHESTER AIRPORT

Manchester Airport, Manchester, M90 1QX.  
Identifier: MAN.  
WWW.manchesterairport.co.uk





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# Creating sustainable relief

**W**hen a January earthquake near Port-au-Prince sent displaced Haitians scrambling for reliable sources of food, water and shelter, aid workers sprang into the country, offering relief by the truckload. Millions of citizens worldwide donated to this humanitarian cause, and news stations carried images of displaced children being fed and clothed by aid workers on each nightly broadcast.

This emergency humanitarian response — an ability to react to crisis swiftly, appropriately and efficiently — is the primary attention-getter in a world confronted with disasters increasing in frequency and magnitude. But emergency aid is borne from methods that aren't usually recognized when disaster strikes.

Without the long-term work of people like Dale Herzog, a solutions manager for UPS, much of this headline-grabbing distribution of resources wouldn't be possible. Herzog spends his time behind the scenes, helping non-governmental organizations (NGOs) develop supply chains in order to increase efficiency. He lays the foundation upon which disaster relief is built, thinking about long-term goals and the permanence of effective supply chains.

"You build capacity so that you can respond in a timely manner. They really work hand-in-hand," says the 33-year UPS veteran of his role in relation to emergency response services.

"We're looking for sustainable solutions that can carry those industries forward. We can make a difference by changing their regular processes; it ends up helping them more than they would ever know."

Herzog only got into the humanitarian business three years ago, having spent most of his time helping corporate customers develop logistical strategies. Looking back, the Louisiana resident's jump from the warehouse to the third world seems like a natural progression, spurred by his ties to the New Orleans area and the devastation wrought by Hurricane Katrina.

His background in the pedagogy of supply and demand makes him the ideal person to introduce new techniques to organizations that may have been operating in the same manner for decades. For instance, during a disaster, relief agencies are usually inclined to spend every bit of funding on supplying people affected by the crisis with food and shelter. Herzog has tried to convince these groups to reserve a small portion of that money for long-term development.

"They're all competing for donation dollars. The standard by which you judge an NGO on is how effective they are with the use of those dollars," he says. "It's kind of like NASCAR. Sometimes you can go faster by slowing down. In this case, we can be more efficient by not trying to drive that 90 percent efficiency rate. We can be more efficient by maybe doing it at 85, and then some of that funding



*Dale Herzog is a solutions manager for UPS. Based in Louisiana, he's been with UPS for 33 years and has helped coordinate the company's humanitarian efforts for the past three years*

goes to capacity building."

Herzog's involvement in changing the face of humanitarian logistics is wedded to the Dallas-based Aidmatrix Foundation, which has developed supply-chain programs, including an Online Warehouse Module and a Commodity Tracking System, for implementation around the world. The Internet-based software allows organizations to track inventory across multiple warehouses around the world and gives officials a real-time look at their products.

"If we can provide visibility to all of the commodities and food products all over the world," he says, "to me, that's the basis of any kind of logis-

tics organization — being able to have that kind of visibility.”

The program's 2007 test-run took Herzog to three different parts of the world — Honduras, Sudan and Indonesia — a laboratory that represented some of the best and the worst operating conditions. After making modifications to the system, Herzog helped get it up and running in the first of its scheduled launching points, Zimbabwe. The Aidmatrix program is available to any organization, but CARE is currently utilizing it. Herzog has been working closely with CARE on its supply-chain solutions since 2007. The next moves for the system are still being planned, but the goal is to spread the system into 65 to 70 of CARE's worldwide offices.

“We're going to try to roll this system out ... and have a complete installation in one country every other month. That's a big goal,” he says. “What we're hoping is that as

this system gets implemented and as people start seeing the value of it, we go from a want to install to ‘we've gotta have it.’”

The Aidmatrix software can function independently, but advances are being made to introduce additional hardware and software to the program. In the confusion after the Haitian earthquake, UPS used its Trackpad hardware to oversee relief handouts. The system helped monitor which families picked up aid; this cut down on redundancies in deliveries and helped make sure every person received the appropriate amount of food. Herzog is currently exploring the possibility of adding Trackpad to the Aidmatrix mix.

“They were able to actually track all of the food and the product that went to the end recipient,” Herzog says, “which in the donor world is a really big deal — being able to understand exactly who got what, when and where.”

Benefits of humanitarian aid are obvious to those on the receiving end of a warm blanket, but the dynamic is a little more complicated for corporations. Herzog says UPS is involved in aid, basically, because it's the right thing to do. Through the UPS Foundation, the company donates to CARE, UNICEF and other organizations because these groups have a global aid network and are in a position to help the most people possible. Herzog and others give their time and energy to these groups not through a hope to gain more customers for UPS or to appease volunteer-oriented employees but to truly make a difference in people's lives.

“It's a corporate citizenship-type thing,” Herzog says. “We feel like we need to do it. We're a worldwide company, and we want to have a presence in that arena. We want to be able to help people in need, and I think we have the ability to do that.” **ACW**

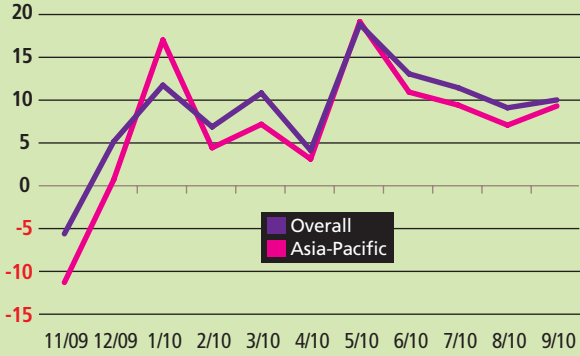


*UPS' Trackpad hardware was used during the aftermath of the Haitian earthquake*



**CARRYING EUROPE**

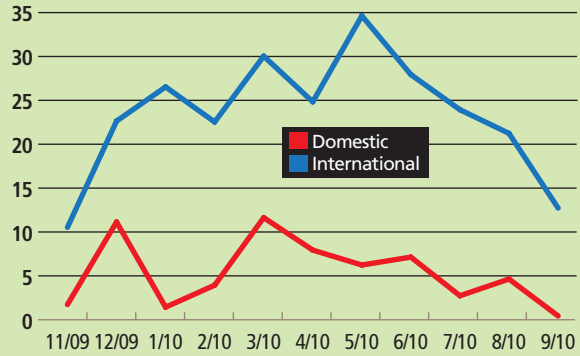
Monthly year-over-year percent change in overall freight traffic and Asia-Pacific freight traffic for European airlines.



Source: Association of European Airlines

**U.S. AIRLINES**

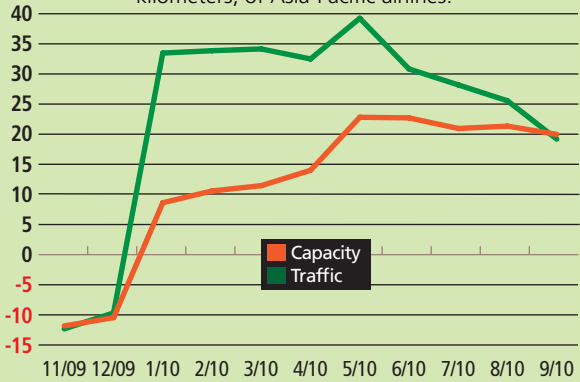
Monthly year-over-year percent change in domestic and international cargo traffic for U.S. airlines.



Source: Air Transport Association of America

**CARRYING ASIA**

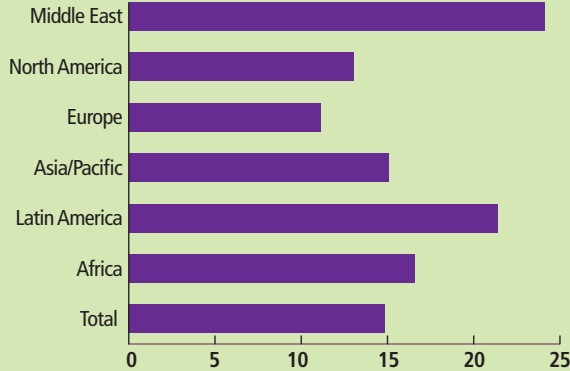
Monthly year-over-year percent change in capacity, in available tonne kilometers, and traffic, in freight tonne kilometers, of Asia-Pacific airlines.



Source: Association of Asia Pacific Airlines

**SHARING MARKETS**

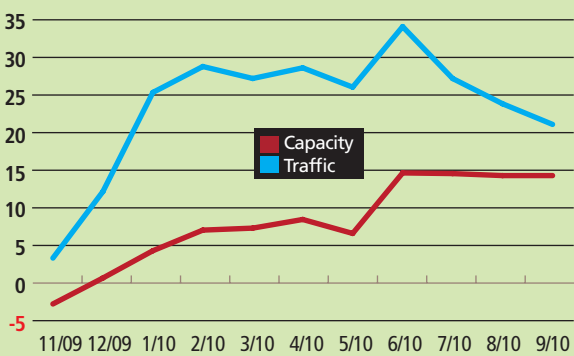
International air cargo year-to-date percent change for September 2009 vs. September 2010



Source: IATA

**CARRYING INTERNATIONAL**

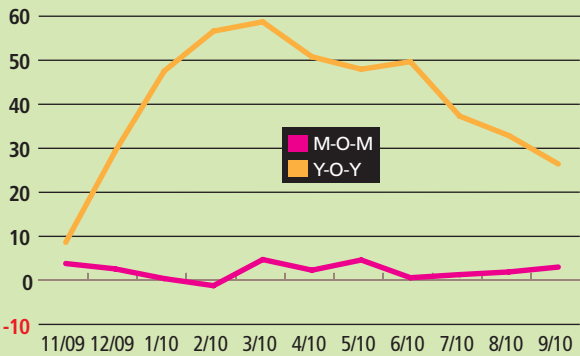
Monthly year-over-year percent change in total scheduled international freight traffic and capacity worldwide in freight tonne-kilometers and available tonne-kilometers.



Source: IATA

**SEMI CONDUCTORS**

Worldwide monthly year-over-year percent change in sales of semiconductors and month-to-month percent change.



Source: Semiconductor Industry Association

# U.S. moves to screen all cargo aircraft

**S**peaking at a Homeland Security Committee hearing in Washington, D.C., following the discovery of explosive devices shipped from Yemen, John Pistole, head of the Transport Security Administration, said the U.S. government might require air cargo manifests to be submitted as much as 24 hours in advance of flight departure.

"The question is, are the carriers capable of implementing that?" he added. Alan Bersin, U.S. Customs and Border Protection commissioner, responded by saying shippers may be required to submit manifests more than four hours in advance in future.

Meanwhile, U.S. Congressman Edward Markey (D-MA), author of the 2007 law that requires 100 percent cargo screening on all domestic U.S. and inbound international passenger flights, has introduced a bill for all-cargo aircraft. The proposed Air Cargo Security Act directs the secretary of the Department of Homeland Security to screen 100 percent of cargo on freighter aircraft within three years and have 50 percent screened within 18 months.

The act also calls for the regular inspection of all U.S. cargo terminals to ensure "appropriate security controls, systems and protocols are observed" and to negotiate with foreign governments for a similar level of security.

Announcing his proposed bill, Markey said: "Al Qaeda continues to put aviation at the top of its terrorist target list, and our nation must close the cargo loophole that continues to put lives and our economy at risk. While we now require screening of 100 percent of air cargo transported on passenger planes, the thwarted Yemen bombing plot demonstrates that Al Qaeda is turning its attention to less protected all-cargo aircraft. Accordingly, we must respond through

strengthened security measures.

"On Sept. 11, 2001, Al Qaeda used box cutters; today, they are using boxes on all-cargo planes. We ignore this warning at our great peril," he added.

Captain Bob Thrush, president of the Independent Pilots Association, which represents 2,600 UPS flight crew, said: "As all-cargo airline pilots, we welcome Rep. Markey's introduction of new legislation which will increase air cargo security screening standards. Recently, we narrowly avoided a potentially devastating detonation of an improvised explosive device onboard an all-cargo jet.

"Not only does this jeopardize the lives of the pilots flying the transport-category aircraft, but also those persons on the ground under the flight path. By acting now to shore up gaping holes in the screening process, we reduce the likelihood of terrorist organizations being successful in their efforts to bring down an all-cargo aircraft over a major U.S. city," he added.

As with his earlier bill covering cargo on passenger flights, Markey makes no mention of who is going to pay for the extra screening of cargo and facilities both in the United States and around the world. Senator Bob Casey (D-PA) is expected to introduce similar screening legislation.

Echoing comments by Peter Quantrill of the British International Forwarders Association, the European Shippers' Council (ESC) has



*Rep. Markey chairs the U.S. House of Representatives Select Committee on Energy Independence and Global Warming, and the Energy and Environment Subcommittee of the Energy and Commerce Committee.*

warned against an over-reaction to recent events in Yemen and Athens. Andrew Traill, policy director of the ESC said: "The most effective way for the industry to detect and deter anyone intending to use air freight to carry out an attack is through intelligence, using data and risk assessment. There are regulations now in place throughout Europe that require information to be collected and sent through to the authorities about the freight, its origins and destination, the people handling it, and its route to be sent in advance of its arrival."

Traill said his organization is working with TIACA and IATA, but added: "Industry is not the sole defender of the realm, and neither should it be expected to shoulder all the costs with new and no-doubt expensive technology. Now is the time to speed up the proper implementation of existing security procedures; it is not the time to undermine them with new requirements that could bring to a halt that part of international trade which relies on air transportation, and on which our economies and we as consumers have grown to depend on for so much." **ACW**

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**Air Cargo  
World**

**AIRLINES**

Retired U.S. Air Force Brigadier General **George Wilson** has been promoted to vice president of corporate safety and security at **World Airways**. Wilson worked as vice president of flight operations and director of operations for the company, where he has been employed since 2004.

**Peter Scholten**, who formerly served as vice president — Americas for **Martinair**, has joined **Saudi Airlines Cargo** as vice president — commercial. He will carry out his sales and marketing responsibilities from the company's Jeddah office. The company has also promoted Saud Arab from vice president — sales and marketing to vice president — network and schedules planning.

**Virgin Atlantic Cargo** has appointed three regional vice presidents. **Nick Jones** will be in charge of Europe, the Middle East and Africa (EMEA); **James Williams** will oversee the Americas; and **Dominic Jones** will be responsible for the Asia-Pacific region. Nick Jones, who is rejoining Virgin Atlantic after working for **Emirates**, will be based in Heathrow Airport. Williams and Dominic Jones were both promoted from vice president, Asia-Pacific, and vice president, EMEA, respectively.



Left to Right: James Williams, Nick Jones, Dominic Jones.



SCHOLTEN

**THIRD PARTIES**

**Morten S. Beyer**, the former president of **Avmark Consulting** who spent time at the helm of four airlines, passed away October 21. Retired since 2005, he last served as senior partner at **Morten Beyer & Agnew**. In his more than 65 years in aviation, he worked for **Pan Am Airways**, **Saudi Arabia Airlines** and **Capital Airlines**. He served as president of **Modern Air**, **Capital International**, **Phoenix Airlines** and **Evergreen Airlines**.

**Barloworld Logistics** has hired **Sean Bradley** as managing director — Middle East. A 27-year industry veteran, Bradley has worked for **TNT**, **DHL** and **Siemens**.

**YRC Worldwide**

has announced that **William Zollars** will retire from his position as chairman, CEO and president

when the company completes its comprehensive recovery plan. YRC has begun searching for a replacement from within and outside the company.

**Alex Hertle** has been appointed by **Air Charter Service** to head up its newly expanded office in Frankfurt. ACS' other offices in Europe have undergone similar expansions. **Maxime Fabre** has become manager of the cargo department at the company's Paris office. He had been dealing with French speaking cargo clientele from ACS' London office for a number of years.

**Anthony Harris** has joined **CEVA Logistics** as senior vice president of account management for the Americas. He spent 12 of his 20 years in logistics at **Flextronics**, most recently serving as vice president of global accounts.

**Toll Global Forwarding** has opened offices in Aarhus, Denmark; Copenhagen and Helsinki and is planning to open another office in Norway, creating **Toll Nor-**



BRADLEY

**dics** in order to develop a new presence in the Nordic countries and Baltic states. **Ole Moller Hansen** and **Michael Krogh** are working on the current expansion as MD and CFO of the Nordics division, respectively. They both previously worked at **Scan Global Logistics**. About 50 employees work at the three new offices, and the company expects to employ an additional 175 people in the offices. The company has also hired **Cedric Faivre** as the new MD for Germany. He will oversee the company's expansions in Hamburg, Hannover, Duesseldorf, Munich, Frankfurt and Stuttgart. Faivre's first supply-chain job was at **Citroen**, and he has worked at **Gefco** and **Giraud**.

New York-based **Airline Network Services** has hired **Brian Presnail** as office sales manager in the company's new Toronto location. He has extensive experience in both the air freight forwarding and airline disciplines.

**Clark Holdings** has selected **Larry Hughes** as interim president and CEO. Hughes, who will work out of the Trenton, N.J., office, most recently worked for **Everest Group International** as CEO and a managing partner.

**Rolando Ayala** has been hired by **OHL Global Freight Management** as vice president of Latin America and the Caribbean region, which also includes the border area between the United States and Mexico. Ayala has spent 20 years in the industry and previously served as managing director of Latin America for **FedEx Trade Network** and was **Kintetsu World Express Latin America's** executive vice president.

**SEKO Worldwide** has appointed **Jim Wallace** to vice president of global sales. Wallace has been in the industry for 28 years and has previous experience at **On Time Express**, **Mach 1 Global Services** and **Roadway Express**.

**Guido Werkle** has taken over as



FAIVRE

**Jan de Rijk Logistics'** manager for the German market. The 15-year industry veteran previously worked at the **Frankfurt Airport** and **Velox Trans Europe**.



WERKLE

**Olga Lebedyeva** has been appointed to the new position of general manager — national procurement and marketing at **Air Menzies International**. Working out of the Chicago office, she will negotiate with airlines on prices and corporate contracts as well as serve as a marketing manager for AMI USA.

**Swissport Aviation Security** has selected **Andreas Keller** to oversee all aviation security activities for the EMEA region. He currently works as vice president of product and development aviation security. The move is part of organizational restructuring. **Clive Sauve-Hopkins** is the new operations director for **Swissport UK**, having been promoted from general manager of the company's ground handling and passenger services at Stansted Airport.



KELLER



SAUVE-HOPKINS

**Erez Agmoni** has taken the position of regional airfreight manager in Bangkok with **Damco**. He previously worked for **Gulf Agency Company** and **El Al Israel Airlines**.

**Bernd Maresch**, who served as head of marketing at **Swiss WorldCargo** for 20 years, has started **HANS MARS**, an independent marketing firm based in Zurich.

**Bart Jan Haasbeek** has been appointed vice president of sales at **OAG Cargo**. Working from the company's Amsterdam office, he will focus on growing worldwide revenue and developing the sales team. He has served at OAG since 2005. **ACW**

## events

### DECEMBER 9

**Washington, D.C.:** The Airports Council International — North America hosts its annual International Aviation Seminar. The event brings together top airport and airline management, government officials and consultants to explore the latest developments in international air travel and government air transport policies that impact airports' ability to retain and secure international air service. The seminar will conclude with the ACI-NA's Annual Holiday Reception. More information can be found by e-mailing [meetings@aci-na.org](mailto:meetings@aci-na.org).

### JANUARY 31-FEBRUARY 2, 2011

**Amsterdam:** Pharma IQ's Cool Chain Europe features solutions and services for cool chain transport, packaging, quality assurance and management. For more information, visit [www.coolchaineurope.com](http://www.coolchaineurope.com).

### FEBRUARY 22-24

**Nairobi, Kenya:** Air Cargo Africa, the first conference and exhibition of its kind, will be held at the Kenyatta International Conference Centre. The event is organized by the STAT Trade Times, which has run three editions of Air Cargo India. Go to [www.stat-times.com/ACA2011](http://www.stat-times.com/ACA2011).

### MARCH 8-10

**Hong Kong:** The 2011 version of Air Freight Asia, a biennial conference and trade show, will be held at Asia-World Expo in Hong Kong. The event will feature separate conferences on air cargo and logistics. A dedicated logistics pavilion will showcase the latest industry products and services.

One-on-one meetings can be set up during the Cargo Networking Day. For more information, e-mail [airfreight@reedexpo.com.hk](mailto:airfreight@reedexpo.com.hk) or visit [www.airfreightasia.com/en/Home](http://www.airfreightasia.com/en/Home).

### MARCH 8-10

**Istanbul:** Hilton Istanbul Hotel is the site for World Cargo Symposium 2011, which will bring together more than 700 industry insiders for a three-day conference full of meetings, plenary sessions and forums. Topics include air mail, dangerous goods, e-supply chain, revenue optimization, ground-handling agents and more. For additional information and to register, visit [www.iata.org/events/wcs2011/Pages/default.aspx](http://www.iata.org/events/wcs2011/Pages/default.aspx).

### MAY 10-13

**Munich:** The 2011 version of Messe Munchen GmbH's Exhibition and Conference for the Air Cargo Industry will be held in the New Munich Trade Fair Centre. This is the fifth edition of the event, which is being held in conjunction with a logistics exhibition. According to a press release, 1,764 exhibitors attended the conference last year, and officials expect 48,000 visitors in 2011. For more information, visit: <http://www.messe-muenchen.de/de/Home>.

### FEBRUARY 9-11

**Berlin:** Fruit Logistica 2011 will focus on current issues and breakthroughs in the fresh produce industry. Panels include "Logistics — the challenges for road transport" and "Sustainability — value for the long term." An awards ceremony will close the event. For more information, visit: [http://www1.messe-berlin.de/vip8\\_1/website/Internet/Internet/www.fruitlogistica/englisch/index.html](http://www1.messe-berlin.de/vip8_1/website/Internet/Internet/www.fruitlogistica/englisch/index.html).

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**Dr. Gabriel Weisskopf** is the CEO of Switzerland-based Softair AG. He is an expert on cargo industry requirements for IT and software solutions.

# Outsourcing: Peril or Panacea?

Last week I stopped by the home of the CIO of a large integrator. His 15 year-old was sprawled in front of the TV, engrossed in a program featuring a groundhog that could whistle the Swiss national anthem.

“Five o’clock and all homework done, I’m impressed,” I said. “Easy, I’ve outsourced it all to India”, replied Atticus, “Dad does it too.” I caught myself almost believing it as a smile spread across his face.

In the sixties and seventies, computers were multimillion dollar investments. Buying one was beyond the reach of all except the largest corporations and thus the concept of the bureau service was born. Smaller companies could contract to have their cargo reservations, accounting, payroll or other applications operated on computers owned by specialist firms that could justify the investment by sharing the high system costs across multiple clients.

The next two decades brought us the minicomputer and subsequently the PC and with it a demystification and democratisation of IT. An almost vertical drop in costs put in-house computing within reach of even the smallest company and ultimately every individual in the developed world.

Companies lunged at the opportunity to sever the umbilical cord to the dinosaur providers and take their destiny into their own hands. IT could now be shaped and deployed as an important differentiator in support of a company’s strategy.

The new millennium saw the pendulum swing back. As a wave of “focus on core business” and “process re-engineering” studies swept tens of millions into consulting firms’ bank accounts, the outsourcing business boomed. Business process outsourcing became the buzzword du jour.

Specialist service companies based in the Indian sub-continent and southeast Asia offering specific and often labor-intensive processes and tasks, prompted a lemming-like response for customer service call centers, cargo revenue accounting, IT operations and ULD management.

The trend was obviously catalysed by the availability of worldwide high speed communication networks, allowing many activities to take place anywhere on the globe. As these new providers built up their industry-specific expertise, they also aggressively and successfully sought to grow

their footprint in their client base by constantly expanding the breadth and depth of processes they too over.

Would anyone have believed ten years ago that a leading airline would outsource to India not just its complete IT infrastructure, but also the maintenance of all its software programs?

The concept of a virtual corporation of a small “brain trust” that thinks up business ideas and strategies and then outsources the actual business and only needs a CFO to count the money is enticing, but unrealistic.

In spite of multi-volume service level agreements, it is just a question of time until the core processes and controls become so unmanageable, and the principal become so dependent on third parties, that they become its competitors, cannibals or wreckers of the original business.

## Entrusting certain functions to suppliers makes sense but brings with it a level of dependence and often a loss of know-how and control

Entrusting certain functions to suppliers makes sense but brings with it a level of dependence and often a loss of know-how and control that only manifests itself long after the champagne corks pop at the signing ceremony. The problem is that the signatories of these deals are long gone by the time the proverbial hits the fan.

In IT, for example, little attention is paid to ensuring the outsource provider makes long-term commitments and investments in service, technology and infrastructure. Locking the third party into a roadmap and monitoring process that allows early termination if they — or you — screw up, is absolutely mandatory to insulate against a changed strategy that can include sudden cut-backs.

So next time you think of outsourcing, double-check today’s painkiller doesn’t become tomorrow’s dependency — even if you think you’ve done your homework. **ACW**

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