

AVIATION WEEK

Aviation Daily

The business daily of the airline industry since 1939

Tuesday, January 29, 2008

Inside

Including this week's



Following p.8

- ✈️ AIA sees ATM reform as first step in combatting emissions p. 2
- ✈️ Israeli govt. proposes opening more international routes p. 3
- ✈️ British carriers blast BAA on customer service targets, fees p. 3
- ✈️ 787 cockpit suppliers expect little effect from Boeing delays p. 4
- ✈️ Christchurch Airport efforts win carbon neutral certification p. 5
- ✈️ Air Canada to add four U.S.-Canada nonstops p. 5
- ✈️ Airlines profits will reach \$10 billion in '08, Unisys says p. 6
- ✈️ **Chart:** Summary of Select Carriers Systemwide Expense Indicators p. 7
- ✈️ **Chart:** Summary of Regional Carriers Systemwide Expense Indicators p. 8

DataWatch

Passenger Share
Seattle to Los Angeles
Year Ending 3Q 2007

Carrier	% Share	Average Fare \$
Alaska	53.97	133
United	26.33	130
Southwest	8.29	110
American	5.97	165
Northwest	2.51	126
Delta	1.96	108
US Airways	0.60	145
America West	0.26	135
Other	0.11	N/A

Total SEA-LAX daily passengers: 1,254

Source: APGDat, the aviation data web site from Seabury Airline Planning Group www.seaburyapg.com

The McGraw-Hill Companies

Intelligence

The Polish government in March is expected to unveil a legislative package to allow it reduce its holding in LOT below the 51% threshold currently enshrined in law. The government holds 68% of LOT shares.

Carriers Seek To Reclaim Hundreds Of Millions In Security Fees

Dozens of U.S. and foreign carriers filed a court action yesterday seeking to reclaim from the Transportation Security Administration millions of dollars in retroactive airport security fees.

The carriers, including American, Southwest, Aloha, Hawaiian, Mesa, United, US Airways, Delta, Northwest, Continental and Air New Zealand, are appealing a May 31, 2007, decision by TSA requiring them to pay a total of about \$98 million a year, retroactive to Jan. 1, 2005, for the screening of airline passengers and their baggage at U.S. airports.

At issue is the Aviation Security Infrastructure Fee, TSA's formula for how much to charge carriers for screening expenses. Under the 2001 law that created the TSA, that fee was based on the airlines' costs of passenger and baggage screening in 2000 — the year before the federal government took control of airport security screening and before some low-cost carriers like JetBlue existed.

While the TSA estimated air carriers incurred security costs of \$750 million in 2000, the airlines reported a total of only \$319 million. To provide an independent assessment, the

Fiscal Year 2005 homeland security appropriations act, authorized the Government Accountability Office, the investigative arm of Congress, to review the amount of passenger and property screening costs incurred by the carriers in 2000.

GAO determined the airlines incurred security expenses of \$448 million in 2000. While lower than the TSA estimate of \$750 million spent on security, the GAO's estimate of \$448 million was still \$129 million more than reported by the carriers. In its 2005 report, the GAO said it had a 95% confidence level in its estimate. TSA later reconfigured the formula, demanding a total of \$98 million from the 26 airlines who joined the petition filed at the U.S. Circuit Court of Appeals for the District of Columbia.

The airlines, joined by the Air Transportation Association, which filed a friend of the court brief, are seeking to overturn the TSA decision and get their money back. The airlines claim the TSA, which maintains its decision is not subject to review by the courts, violated its own rules and the carriers' right to due process. The airlines also claim the GAO audit was flawed. *john.doyle@aviationweek.com*

Northern Italian Leaders Want To Check Alitalia Privatization

Opponents to the sale of Alitalia to Air France-KLM are trying to put the brakes on the deal, following the collapse of the Italian government

last week (DAILY, Jan. 28).

Umberto Bossi, leader of the right wing Northern League party, says

Continued on page 2

Southwest from page 1

the current exclusive talks with Air France should be interrupted because the power vacuum creates legal uncertainty. "The majority shareholder is the (Italian) Treasury," explained Bossi. "But if we don't have a new treasury minister, how do we do it? This is not a simple day-to-day administrative issue," he said.

Northern Italian leaders resent Air France-KLM's plans to scale down operations at Milan Malpensa air-

port and concentrate long-haul traffic in Rome. Should the sale to Air France go through in spite of their opposition, Roberto Formigoni, president of the Lombardy Region, is demanding "a moratorium of two to three years" on Air France's plans to downsize Alitalia's activities in Milan. In addition, the rival bid tabled by Air One and its banking partner Intesa Sanpaolo should be reconsidered, because it "was not analyzed with the appropriate depth," claims Formigoni. **-martial_tardy@hotmail.com**

AIA Sees ATM Reform As First Step In Combatting Emissions

Updating air traffic management with the NextGen and SESAR systems will yield a 12% reduction in carbon emissions and fuel efficiency, and these gains will be amplified by more effective management of congestion and delays at airports, the Aerospace Industries Association's head of environment told The DAILY.

The reduction in carbon emissions from NextGen and SESAR is expected to be between 6% and 16%, which the industry averages to 12%, said Howard Aylesworth, AIA director, civil aviation environment. The benefit of a 12% reduction in carbon emissions would be felt immediately, both in terms of reducing fuel burn and emissions, he said. ATM reform is an "imperative," Aylesworth noted.

But development of NextGen and SESAR is "lagging behind where we expected it to be," Aylesworth said. A timeline for implementation needs to be determined, he said, adding that the research and development needed for implementation also has to be better understood.

Each new generation of aircraft is 15% more efficient than the one it replaces, Aylesworth said, pointing out that the industry as a whole is 70% more efficient than it was in the 1960s. Yet, fleet replacement can take years, so the industry needs to focus on reforming the air traffic system in order to net more immediate gains in carbon emissions reduction, he said.

Emissions trading is a tool that can combat emissions, but AIA believes that any emissions trading system that governs international aviation should be administered through ICAO, Aylesworth said.

AIA supports research into alternative fuels and sees great promise in biofuels, although further study of how these fuels will affect aircraft fuel systems needs to be conducted. **-madhu_unnikrishnan@aviationweek.com**

France Considers Suing Ryanair Over Carla Bruni Ad

A Ryanair advertisement showing Nicolas Sarkozy and girlfriend Carla Bruni is "unacceptable," said a spokesman for the French president, and the French executive is "considering all possible legal steps" in reaction to the ad.

Bruni is depicted in the newspaper advertisement as saying, "With Ryanair, all my family can come to my wedding."

The Irish carrier has a history of using images of prominent political figures in its advertising campaigns and consequently prompting the protests of those concerned. In May 2007, Ryanair pulled an ad in Poland hinting at a romance between former Polish premier Jaroslaw Kaczynski and Polish parliament member Jolanta Szczypinska after she lodged a complaint. Last September, the Irish low-cost carrier withdrew an ad poking fun at Spanish Prime Minister Jose Luis Rodriguez Zapatero, where he was shown pondering the respective merits of one of the airline's special offers and Spain's new childbirth allowance. And in December 2007, Ryanair settled a lawsuit out of court brought by Sweden's Ex-Prime Minister Goran Persson and ex-Foreign Minister Laila Freivalds. Ryanair used an image showing both with the caption "Time to leave the country?" — hinting at a crisis of confidence that rocked the Swedish government in 2005.

Ryanair paid EUR4,000 (US\$5,900) each, which Persson and Freivalds in turn pledged to donate to charities. **-martial_tardy@hotmail.com**

Airline Cost Index Up 0.2% For Third Quarter, ATA Says

The Air Transport Association's composite cost index rose by 0.2% in the third quarter of 2007, the industry group said yesterday.

The increase in the airline composite index — comprising several different measures — was lower than the rise in the consumer price index, which was up 2.4% in the quarter. ATA noted that airline costs are still up by 91% since 2000, but this increase has been offset by a record load factors.

For the third quarter, airlines' average fuel price per gallon rose 1.6%, maintenance material costs rose 15.3%, aircraft insurance costs dropped 16.4% and other insurance costs fell 17.4%. The average cost of a full-time employee increased by \$709 to \$76,423, and the operating cost per available seat mile was unchanged at 12.49 cents. Average breakeven load factor declined 1.3 points to 76.6%. **-adrian_schofield@aviationweek.com**

Israeli Govt. Proposes Opening More International Routes

Smaller Israeli airlines may be able to expand their international routes under a policy change being considered by the Israeli government, and the government is also moving to take on more of the security cost currently borne by airlines.

The government currently allows no other Israeli carrier except El Al to compete on many international routes. It is now proposing to open many of these routes to competition from Israeli airlines, such as Israir and Arkia.

This move would give Israir "much more flexibility" in its growing international network, the carrier's Commercial and Planning Director Shai Marina told *The DAILY*. However, the airline is still studying the government's proposal, and it is unclear how many routes will be affected and to what extent restrictions will be lifted.

European routes will undoubtedly be affected the most, Marina said, since important U.S.-Israel routes such as New York-Tel Aviv are already unrestricted. Israir already operates flights to European nations, but many of these have to be operated as charter flights. Removing the exclusivity clause would allow these to be scheduled operations instead, said Marina. According to local media reports, Arkia will look to add more international flights if the policy change goes through.

The move to cut security fees is regarded as a tradeoff with El Al for the loosening of competition restrictions. The government said it will pay for 80% of airline security costs, up from the 50% it is currently responsible for. El Al has been lobbying for years for the government to take on more security costs, arguing that it puts them at a disadvantage to overseas airlines that fly Israel routes and are not faced with the same security fees.

El Al told *The DAILY* last year that it paid security fees of up to US\$46 per passenger, totaling about US\$50 million a year. Arkia and Israir also pay high security fees. -adrian_schofield@aviationweek.com

British Carriers Blast BAA On Customer Service Targets, Fees

BAA is being criticized by British Airways, BMI and Virgin Atlantic over an attempt to raise airline fees at London Heathrow and a request to postpone improved customer service quality targets at Heathrow for another two years.

The three carriers testified before the U.K. Civil Aviation Administration's (CAA) hearing Jan. 28 covering a review of BAA airport charges. BAA has asked for the delay in order to enable action plans and measurement systems to be set up before many of the new targets are introduced and to fund additional work to deliver acceptable service standards in these areas.

But the airlines balked at BAA's request, accus-

ing the airports operator of stalling. "It appears that BAA is paying lip service to customers' needs and will only take real steps to improve service quality when forced to do so by the regulators," said Paul Ellis, BAA's general manager for airport policy and infrastructure. "For passengers to continue to experience the Heathrow Hassle for another two years because BAA hasn't got its act together is unacceptable."

BMI testified that Heathrow Airport charges will increase by more than 40%, effective April 1, if recent late submissions by BAA are accepted on top of the CAA's own current proposals. "These are unfair and unreasonable proposals. We have today again spelled out to the CAA without equivocation that they must not allow BAA the right to implement these huge increases in charges," said CEO Nigel Turner. "Only a monopoly provider with inadequate regulation could possibly get away with increases in prices of this magnitude, when the reputation for service provision at Heathrow is at an all-time low. A regulatory authority must regulate, not sit by and watch." -benet_wilson@aviationweek.com

Airbus Adds To Freighter Backlog

Airbus has signed up U.S. investment fund Matlin-Patterson Global Advisers for six A330-200F freighters.

The freighters will be used by two of the investment firms' units, Brazil-based Varig Logistica and U.S.-based Global Aero Logistics, Airbus says, noting that both are first-time customers for the European aircraft maker.

It's the first deal for the cargo aircraft this year. The backlog for the aircraft launched just over a year ago now stands at 72 aircraft. First deliveries are planned in late 2009.

In a statement, David Matlin, CEO of MatlinPatterson, said the purchase is for fleet modernization. -wall@aviationweek.com

LOT Extends Leases In 787 Delay Reaction

LOT has extended leases for its long-haul Boeing 767 because of delays with the replacement 787.

LOT Polish Airlines was banking on receiving the first of eight 787s in 2008, but Boeing has been forced to push all aircraft handovers for the year to 2009. LOT was to receive four aircraft in 2008, one in 2009 and three in 2010. Now the first handover will not occur until at least 2009.

The 767 lease extension also is to ensure LOT can proceed with its network extension, including adding Beijing service at the end of March. LOT President Piotr Siennicki says the airline started preparing contingency plans as soon as Boeing shifted the 787's first flight, even though the aircraft maker at the time promised to largely keep deliveries on track. -wall@aviationweek.com

Staff

Editorial

1200 G Street N.W. • Suite 900, Washington, D.C. 20005
www.aviationweek.com/awin
Tel 202-383-2374 • **Fax** 202-383-2438
E-mail AWNord@cdsfulfillment.com

Circulation

Aviation Daily, P.O. Box 5725, Harlan, IA 51593
Tel 866-857-0148 • **Fax** 1-712-755-7423
Intl. 1-515-237-3682 **Intl. Fax** 1-712-755-7423
E-mail AWNord@cdsfulfillment.com

U.S. Editorial Staff

Jim Mathews Editor-in-Chief
Alfhild Winder Managing Editor
Jennifer L. Michels Deputy Managing Editor
Benet Wilson Deputy Managing Editor/Airports
Adrian Schofield FAA Editor
Annette R. Santiago Assistant Editor
Madhu Unnikrishnan Correspondent
Ingrid Lee Production Manager

International Correspondents

Europe: **Jens Flottau**, **Europe Bureau Chief**,
 tel 49-89-6530-8313, mobile 49-177-413-9837,
 fax 49-89-6530-8314 Jens.Flottau@t-online.de
Martial Tardy, martial.tardy@solvay.com
Latin America: **Luis Zalamea**, tel/fax 305-854-1302,
lzalamea@bellsouth.net

Charts & Data

Oliver Wyman, Aaron Taylor, tel 631-745-6875,
aaron.taylor@oliverwyman.com

Business Office

Cliff Johnson, Director, Electronic Sales,
 tel 202-383-2338, cliff_johnson@aviationweek.com
Mike Triunfo Director, Advertising Sales, tel 212-904-4697,
 fax: 212-904-3993, mike_triunfo@aviationweek.com
Elizabeth Meyer Classified advertising, tel 212-904-3675,
 fax 212-904-3334, elizabeth_meyer@aviationweek.com

Subscription Pricing

\$1,985 Print Domestic; \$2,185 Print Intl.; \$1,785 per single electronic subscription. Discounted rates begin with the second user at the same postal or electronic address. Special rates and services available for enterprise licenses. To order, call 866.857.0148; outside the U.S. 515-237-3682; online at <http://www.aviationweek.com/awin>

Web Access To Aviation Daily

Subscribers to the electronic version of Aviation Daily can access the current issue and archive at:
<http://www.aviationweek.com/aviationdaily>
 AWIN subscribers go to <http://www.aviationweek.com/awin>

Available Electronically

For electronic delivery, please call 1-866-857-0148 in the U.S., or 515-237-3682 internationally
E-mail AWNord@cdsfulfillment.com



Reprints

For reprints of Aviation Daily, contact Marshall Boomer at 1-800-360-5549 ext. 123
mboomer@reprintbuyer.com

The McGraw-Hill Companies

Published daily except Saturdays, Sundays and holidays by AVIATION WEEK, a unit of the Business Information Group, The McGraw-Hill Companies, Inc., 2 Penn Plaza, New York, N.Y. 10121. (ISSN No. 0193-4597). Tom Henricks, President, AVIATION WEEK, tom_henricks@aviationweek.com; Anthony L. Velocci, Jr., AW Editorial Director, velocci@aviationweek.com; Mark A. Flinn, VP-Sales, mark_flinn@aviationweek.com. Officers of The McGraw-Hill Companies, Inc.: Harold W. McGraw, III, Chairman, President and Chief Executive Officer; Kenneth M. Vittor, Executive Vice President and General Counsel; Robert J. Bahash, Executive Vice President and Chief Financial Officer; John Weisenseel, Senior Vice President, Treasury Operations. COPYRIGHT © 2008 by The McGraw-Hill Companies, Inc. All rights reserved. None of the content of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without the prior written permission of the publisher. Available in print, World Wide Web and E-mail editions.

Vol. 371 Issue 19

787 Cockpit Suppliers Expect Little Effect From Boeing Delays

The two largest manufacturers of cockpit avionics in the U.S. told Wall Street analysts in separate conference calls last week that the possible slowdown in the 787 program will have little if any financial effect on them in 2008.

Boeing's third announced delay in the 787 program this month puts first flight at least nine months behind schedule and means first delivery is as much as a year off the original mark.

Rockwell Collins Chairman, President and CEO Clayton Jones told analysts it will take several months for Boeing to reassess the 787 program and let suppliers know of any decisions that will affect the schedule.

"My expectation is you will not see the production of aircraft or the acceptance of supplier systems brought to a halt. What I do expect is that Boeing will want to avoid introducing any additional risk to the program. And as you know, they've consistently stated their intentions to be fair and equitable to the supplier partners that have performed well and are on schedule, which is our situation."

Jones says there will probably be "some sort of slowdown that will allow ramp-up efficiencies to continue to be captured throughout most of the supply chain, while lagging suppliers get into a position to be able to deliver assembly-ready systems to Boeing."

Hypothetically, Jones notes, even if Boeing cut Rockwell Collins' delivery schedule for 2008 almost in half (by about 50 shipsets of cockpit avionics), that would affect only the Cedar Rapids, Iowa, based company's earnings by \$0.03 to

\$0.04 per share. About \$70 to \$80 million of receivables that Rockwell Collins is now expecting Boeing to pay in Fiscal Year 2008 could be shifted to FY2009, however. Jones did say that the delay could also add about \$2 million-\$3 million to Rockwell Collins' research and development budget in its FY2008 budget, but that the company can easily absorb that cost.

Rockwell Collins has developed a large portion of the 787's avionics: the five head-down displays, the dual head-up LCD guidance systems, dual-redundant integrated surveillance systems, pilot controls (yoke and column), center pedestal, the computer server that handles the maintenance and data-loading functions, the flight data/voice recorders, as well as communications and navigation radios.

Honeywell Chairman and CEO David Cote told analysts in his company's conference call on the last quarter of 2008 that the 787 delay won't have any effect on his company. He added, however, that some of Honeywell's work can't be completed until other suppliers have finished their work. Boeing officials said earlier this month, when the third delay in the 787 program was announced, that that Honeywell's flight control software [which had been a sticking point], is on track now.

In addition to the flight control system, Honeywell supplies the autopilot, flight management systems, inertial reference system, air data system and multi-mode receiver for the 787 and the Crew Information System/Maintenance System. **-hughes@aviationweek.com**

Delta will boost its New York-Cape Town, South Africa, service this summer with additional frequencies requested from the U.S. Transportation Dept. to upgrade the service

from three-times-weekly service to daily flights, starting on or about June 3. The airline would use its Boeing 767-300s on the route, which operates via Dakar, Senegal.

Christchurch Airport Efforts Win Carbon Neutral Certification

New Zealand's Christchurch International Airport (CIAL) says it has become the first in the Southern Hemisphere to win carbon neutral certification.

The airport worked with New Zealand-based Landcare Research to measure, managing, reducing and mitigating greenhouse gas emissions arising from its operational business activities under the carbonZero program. The program offers optional mitigation strategies by providing high-quality verified offsets.

"CIAL expects that by becoming carbon neutral, it will be acting as a catalyst to further New Zealand's commitment to sustainability, and that other businesses in the tourism industry will follow suit," said CEO Rene Bakx. "Sustainability has become an important issue for New Zealand, and CIAL believes that by leading the way, the company will assist in removing any potential barrier that the carbon footprint issue may provide to potential tourists."

Initiatives undertaken by Christchurch during the certification included: using building management systems to maximize energy efficiency in the terminal; recycling former road materials in the runway maintenance program; and converting heating systems from diesel to liquefied petroleum gas.

The airport chose to work with Landcare because it is a Crown Research Institute and provides the credibility that CIAL required to complete the process, said Bakx. "The involvement of world-renowned scientists at Landcare Research provides authority, credibility and integrity," he said. "Furthermore, the carbonZero program is transparent and has achieved international recognition."

The airport is not offsetting the greenhouse gases from the aircraft operations at the airport, to alleviate any confusion, said Bakx. "Airports Council International advises that it is appropriate for airports to account for their own emissions and for airlines to do likewise to avoid any potential for double counting," he added.

Airports around the world will gradually follow in CIAL's footsteps to achieve this status as a normal part of doing business, said Bakx. "The process is a detailed one, but one that is worthwhile to achieve. Choose an experienced adviser to assist in appropriately accounting for the airport's operational emissions such that it is consistent with world's best practice," he said. "Program integrity and transparency are of paramount importance to maintain credibility." [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

Air Canada To Add Four U.S.-Canada Nonstops

Air Canada will add four new nonstop markets this May between the U.S. and Canada, giving it 92 routes

between 55 U.S. cities and seven in Canada.

On May 1, it will launch twice-daily flights to Washington National from Ottawa, operated by regional affiliate Jazz using 50-seat Bombardier regional jets. It also will launch Toronto-Austin flights on that date with 75-seat CRJ-705s operated by Jazz. Those aircraft have two classes of service. It will be the only daily, nonstop service in the market. The carrier also will launch nonstop daily flights to Richmond from Toronto with 37-seat Dash 8s operated by Jazz.

On May 15, the airline will launch Chicago-Calgary flights with 93-seat E-190s in two classes of service. [-jennifer_michels@aviationweek.com](mailto:jennifer_michels@aviationweek.com)

Pilots At Canadian Carrier Wasaya Vote For ALPA Representation

Canada's Industrial Relations Board has certified the Air Line Pilots Association as the bargaining agent for pilots at Wasaya Airways of Thunder Bay, Ontario.

The 70 pilots fly 24 airliners offering passenger, cargo and charter service. An ALPA organizing team was assembled in November 2007 at the request of Wasaya pilots. [-jennifer_michels@aviationweek.com](mailto:jennifer_michels@aviationweek.com)

Domodedovo Opens New Airport Security Training Center

Moscow Domodedovo Airport has been given the green light by the Russian government's ministry of education to open an airport aviation security training center.

The approval allows Domodedovo to open a center that can train up to 300 specialists a month. "The matter is that Russian companies are experiencing troubles in finding good staff. So we decided to prepare qualified managers for our airport ourselves," said spokeswoman Yulia Pronina.

Available courses include: how to prevent access to controlled airports areas; pre-flights aircraft supervision; pre-flight passenger checking, hand baggage and luggage examination, aircrafts crew and operating personnel checking; how to prevent access to controlled airports areas; and apron control. Students will be trained to use special equipment, such as computers, introsopes, stationary and portable metal detectors, X-ray devices, video surveillance and communication systems, said Pronina. [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

The International Association of Machinists and Aerospace Workers (IAM) has won an election to represent the 47 flight attendants at New York-based regional airline CommutAir, which operates as Continental Connection. The IAM won by a vote of 28 to one in a National Mediation Board tally. The IAM had organized for less than three months before the election was held. The IAM said the group should nearly double in size as soon as a large group of new hires emerges from training.

Airlines Profits Will Reach \$10 Billion In '08, Unisys Says

The looming threat of recession may not have much of an effect on airline profits or demand for air travel, an industry consultant says.

The world's airlines should deliver between \$7 billion and \$10 billion in profits, said Olivier Houri, president of Unisys Global Transportation. This is up from the \$5.7 billion in profits last year, and higher than IATA's 2008 forecast of \$5 billion in profits, he said.

A possible global recession, presaged by last week's Asian and European market turmoil, and continuing high oil prices will not cause a downward loss spiral, Houri said, and he based his predictions on oil remaining at \$80 per barrel for crude.

The main reason that Houri remains upbeat about airline profitability is that emerging markets — China, India and the Middle East — remain strong, he said. Demand in these emerging markets will continue to grow 5%-6%, Houri said. Emerging markets will “act as a buffer” when OECD countries' economies slow down, Houri said. The middle classes in these regions are expanding and are traveling more, he added.

But a key to maintaining profitability is managing capacity, Houri said. “Airlines must be disciplined in deploying capacity,” Houri said, adding that airlines will need to be vigilant to match capacity with demand. Emerging markets again may be crucial, he said, because there is room for large capacity growth in those markets.

A second key to maintaining profitability is increasing the differentiation of products, Houri said. Air Canada has successfully tiered fares based on levels of service and amenities, and Houri believes that this model is “inevitable” for the rest of the industry to adopt. [-madhu_unnikrishnan@aviationweek.com](mailto:madhu_unnikrishnan@aviationweek.com)

Airlines Should Offer Refunds For Late Flights, Survey Says

Travel delays remain a problem for business travelers and more than 80% feel that airlines should provide them a sliding scale refund if flights are late, according to a new survey from New Jersey-based corporate travel management company Directravel.

Directravel surveyed 356 respondents and asked 12 questions about their feelings on flight delays. The survey found that 83% of respondents felt that a delay of up to 30 minutes was acceptable, while 45% were upset by and 46% felt that delays of over one hour were completely unacceptable.

While 46% of those surveyed would be willing to pay a little more if the airline arrived on time, more than half felt that they were already paying for a service that should be delivered as scheduled, Directravel found. Among the other findings: 62% would be willing to travel to a regional airport if they were

assured they could avoid delays; 84% would be willing to depart between 10 a.m. and 2 p.m. if they could be assured this would avoid delays; and 28% felt that their flights were delayed 50% or more of the time and 64% did not feel delays were limited to a particular carrier.

Directravel Chairman and CEO Vincent Vitti has been a strong advocate of finding solutions for the inconveniences travelers have been experiencing with travel delays, said VP-Marketing Rose Di Bari. “In October, 2007, he formulated and distributed his strategy for reducing delays in response to the open call from President Bush. This survey grew out of Vitti's belief that there are solutions that do not involve penalizing travelers by raising costs,” she explained. “In addition to getting a feel for the general experience business travelers had with delays, we wanted to understand how certain options, like traveling to an alternate airport or leaving midday, would be received.”

Directravel will use the results to help its clients better manage the delay situation, said Di Bari. “Through on-time statistics provided by our third-party vendor, we are offering alternate travel arrangements that would provide less chance of being delayed by offering them regional airports and adjusting their travel times,” she said. “These options will help save costs related to lost productivity, as well as, in some cases, hard dollars associated with change fees, last-minute reaccommodations and other similar scenarios.” [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

VRG Renewing Intl. Service, Launches Mexico City Flight

VRG Linhas Aereas (Varig) last week launched daily nonstop Boeing 767 service between Sao Paul and Mexico City, its first flight into North America since its 2006 downsizing.

The carrier began renewing service to some of its former international destinations last year (DAILY, Oct. 1) Varig spokesman Lincoln Amano noted, “Mexico is our first destination in North America; we are already flying to Frankfurt, London, Paris and Rome in Europe and Buenos Aires, Bogota, Caracas and Santiago in South America. With 70,000 visitors to Brazil in 2006, Mexico is growing as our fifth most important source of leisure travel, while some 50,000 Brazilians visited Mexico in the same year.”

Meanwhile, former Varig employees may soon get a check in the mail courtesy of their former employer — in the court-supervised settlement with former Varig's creditors, US\$17 million obtained from debentures on the sale of the company's art collection have been earmarked for partial payment of some US\$112 million owed to employees for back salaries and benefits. *O Globo* reports the court also announced payments on the balance will be scheduled over the next few months as additional revenues become available. [-lzalamea@bellsouth.net](mailto:lzalamea@bellsouth.net)

Summary of Select Carriers Systemwide Expense Indicators

Third Quarter 2007
(Dollar Amounts in Thousands)



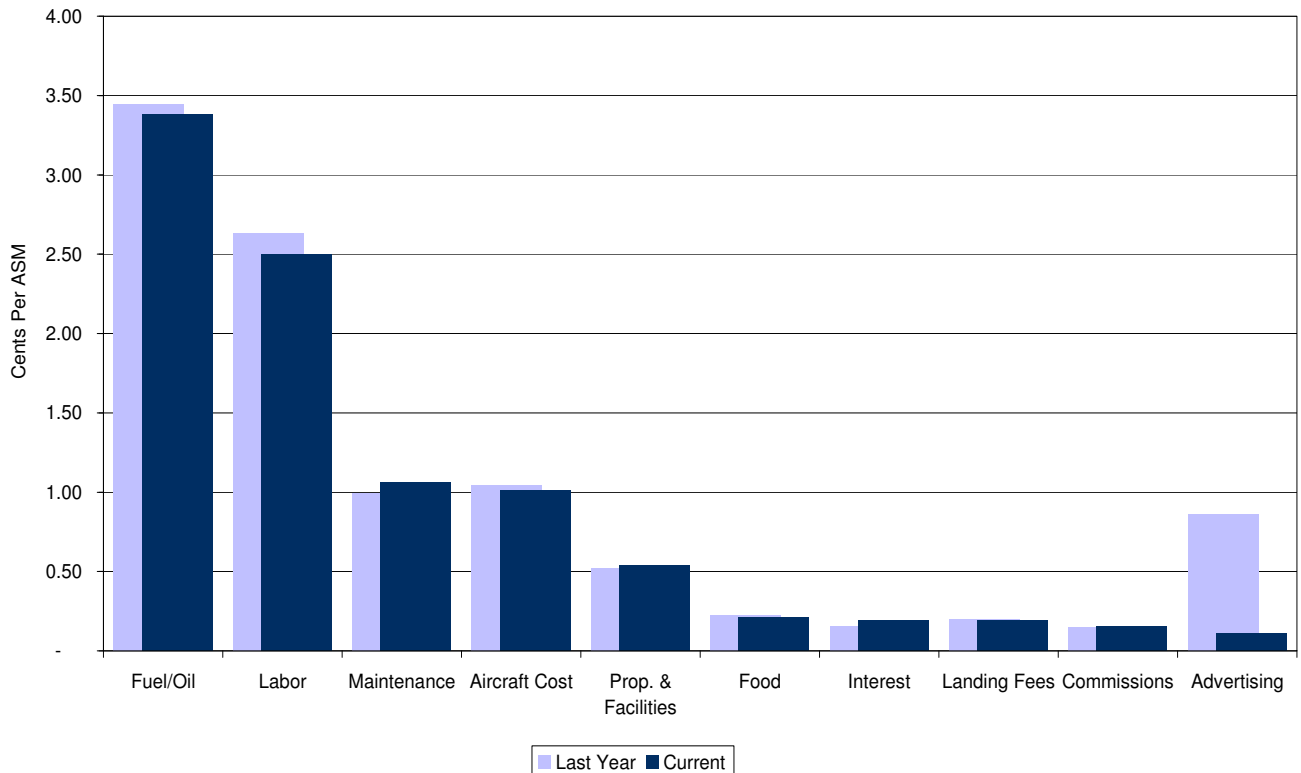
	Fuel/Oil	Labor	Maintenance	Aircraft Cost	Property & Facilities	Food	Interest	Landing Fees	Commissions	Ads
Alaska	\$ 220,333 (1)	180,280 (1)	69,233 (1)	54,901 (1)	38,868 (1)	12,245 (1)	16,077 (1)	13,815 (1)	5,179 (2)	3,658 (2)
CO Micronesia	31,658 (4)	23,059 (4)	8,729 (4)	10,562 (4)	5,051 (3)	4,353 (3)	4 (4)	1,642 (4)	5,188 (1)	524 (5)
Hawaiian	76,821 (2)	50,720 (2)	27,952 (2)	29,888 (2)	12,012 (2)	5,212 (2)	6,397 (2)	3,087 (3)	2,865 (4)	3,999 (1)
Midwest	57,562 (3)	33,830 (3)	15,552 (3)	17,148 (3)	4,577 (4)	2,830 (4)	0 (5)	3,521 (2)	5,035 (3)	2,669 (3)
Sun Country	17,520 (5)	10,697 (5)	5,130 (5)	8,821 (5)	3,714 (5)	840 (5)	850 (3)	1,201 (5)	384 (5)	2,012 (4)
Select	\$ 403,894	298,586	126,596	121,320	64,222	25,480	23,328	23,266	18,650	12,862

U.S. Select Carriers CASM Analysis

Cost Per ASM (CASM)

Operating Cost Per ASM (cents) 11.20
% Change (versus last year) -2.1%

	Fuel/Oil	Labor	Maintenance	Aircraft Cost	Property & Facilities	Food	Interest	Landing Fees	Commissions	Ads
3Q07 CASM	3.38	2.50	1.06	1.02	0.54	0.21	0.20	0.19	0.16	0.11
% Chg 07/06	-1.9%	-5.0%	6.4%	-2.4%	2.8%	-3.5%	28.0%	-2.0%	7.5%	-87.4%



() denotes rank of spending in each category. Fuel/Oil expenses include taxes. Maintenance labor included under maintenance. Aircraft Cost and Property and Facilities represent the total of lease payments and depreciation/amortization. Third quarter 2006 advertising costs inflated by Alaska Air reporting. Based on carrier Form 41 reports.

Summary of Regional Carriers Systemwide Expense Indicators

Third Quarter 2007

(Dollar Amounts in Thousands)



	Fuel/Oil	Labor	Maintenance	Aircraft Cost	Property & Facilities	Landing Fees	Interest	Food	Ads	Commissions
Air Wisconsin	\$ 52,296 (4)	29,141 (6)	17,856 (5)	22,728 (6)	2,078 (8)	5,350 (6)	5,999 (3)	0 (9)	0 (7)	0 (4)
American Eagle	163,409 (1)	109,575 (1)	71,324 (2)	40,698 (2)	11,506 (5)	16,502 (1)	29,811 (1)	2,303 (2)	25 (5)	0 (4)
Comair	89,853 (3)	68,812 (3)	42,717 (3)	36,477 (3)	16,482 (2)	7,217 (3)	7,553 (2)	609 (4)	42 (4)	0 (4)
Executive	7,805 (7)	17,356 (8)	14,342 (7)	0 (9)	13,514 (3)	1,791 (8)	0 (7)	298 (7)	2 (6)	0 (4)
ExpressJet	98,719 (2)	90,593 (2)	85,064 (1)	91,570 (1)	18,280 (1)	16,314 (2)	4,360 (5)	3,304 (1)	6,177 (1)	2,124 (1)
Horizon	42,225 (5)	45,809 (4)	32,943 (4)	24,750 (5)	11,807 (4)	5,852 (5)	4,512 (4)	746 (3)	620 (2)	848 (2)
Mesaba	3,735 (8)	28,249 (7)	11,554 (9)	13,079 (8)	2,587 (7)	1,662 (9)	0 (7)	165 (8)	163 (3)	0 (4)
Pinnacle	71 (9)	34,341 (5)	17,044 (6)	33,222 (4)	6,692 (6)	6,668 (4)	0 (7)	427 (5)	0 (7)	0 (4)
TransStates	28,769 (6)	10,963 (9)	12,090 (8)	16,121 (7)	973 (9)	3,689 (7)	1,735 (6)	391 (6)	0 (7)	152 (3)
Regionals	\$ 486,883	434,841	304,934	278,646	83,921	65,047	53,969	8,242	7,030	3,124

U.S. Regional Carriers CASM Analysis

Cost Per ASM (CASM)

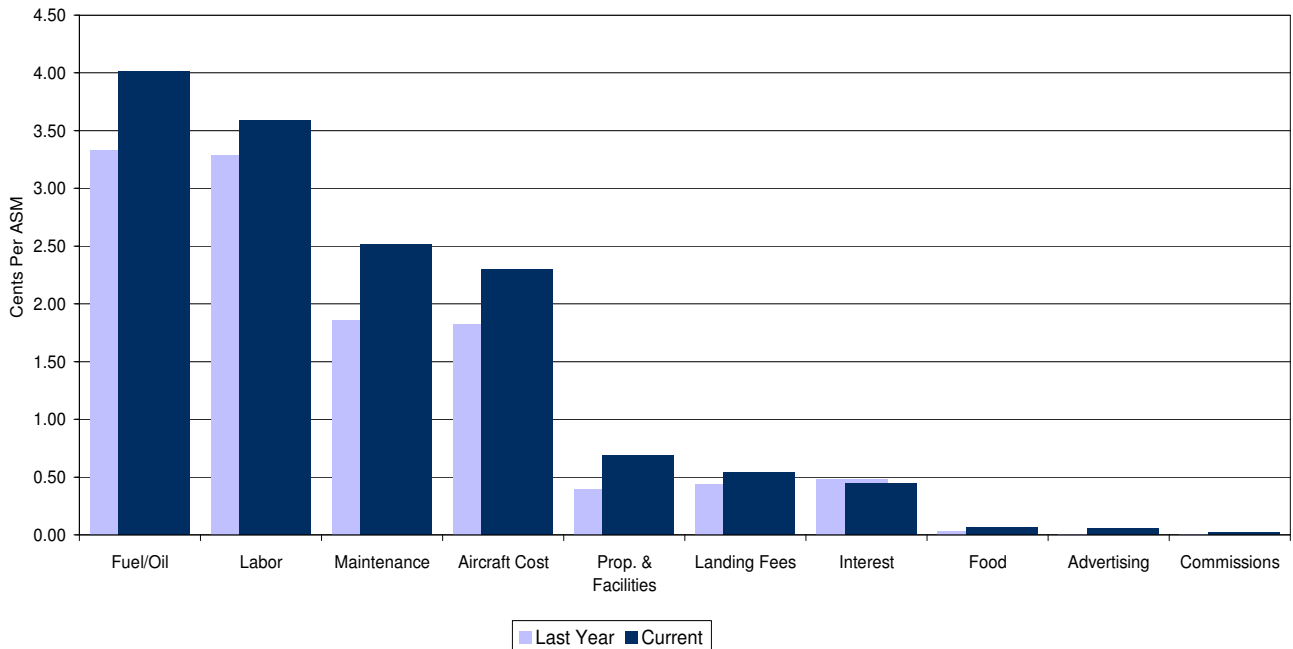
Operating Cost Per ASM (cents)

15.66

% Change (versus last year)

6.7%

	Fuel/Oil	Labor	Maintenance	Aircraft Cost	Property & Facilities	Landing Fees	Interest	Food	Ads	Commissions
3Q07 CASM	4.01	3.59	2.51	2.30	0.69	0.54	0.45	0.07	0.06	0.03
% Chg 07/06	20.6%	9.1%	35.4%	25.8%	74.3%	22.3%	-6.6%	102.1%	1075.8%	246.8%



() denotes rank of spending in each category. Fuel/Oil expenses include taxes. Maintenance labor included under maintenance. Aircraft Cost and Property and Facilities represent the total of lease payments and depreciation/amortization. Based on carrier Form 41 reports.

AVIATION WEEK Airports

The weekly guide to the business of airport management



January 29, 2008

Volume 26, no. 4

! Intelligence

US Airways intends to make a "significant investment" in its airport customer service this year as part of its strategic initiative to become a more reliable and customer-friendly airline. The investment includes more automation at the gates, making sure it has "the appropriate resources in the right place at the right times," chief Operating Officer Robert Isom said. As for US Airways' ongoing battle to obtain enough gates in Philadelphia to support its growing international schedule, President Scott Kirby said he is working with the new mayor's office and airport administration. "We feel good about where we will end up. We'll be okay for summer. In 2008, we hope to get back on a growth trajectory in Philadelphia," he said.

Airports Council International has signed up 12 new members for its Airport Service Quality Performance initiative, currently in place at 110 airports. ASQ Performance is a benchmark program that measures the delivered levels of service at an airport and helps facilities take advantage of best practice and research techniques. New members are George, Port Elizabeth, East London, Jacksonville, Lima, Taipei, Washington Dulles, Washington National, Oakland, Milan Linate, Milan Malpensa, Lyon, Luton and Cancun.

Amsterdam Schiphol Airport has opened a new VIP center to accommodate members of the Royal Family, ministers and state secretaries of the Netherlands and abroad, international diplomats, trade delegations and top directors in international business. The center, accessible from land-side with a private parking area with security facilities, includes a lounge for members of the Royal Family.

The McGraw-Hill Companies

New Report Offers Four Options On Future Of LA Airport Authority

A report commissioned to review the future of the Southern California Regional Airport Authority (SCRAA) has come up with four recommendations: embrace full regionalization, targeted regionalization, facilitated regionalization and disbanding.

SCRAA was originally created in 1984 to look at ways to relieve traffic at Los Angeles International Airport, but was disbanded in 2003 (DAILY, June 8, 2006). LA Mayor Antonio Villaraigosa revived SCRAA in June 2006 to explore alternative airports in the region.

But the authority got off to a slow start, hurt by efforts to get areas, including Orange County, to join the board. Potential members have voiced concern about having Los Angeles dominate the board, while Alan Murphy, airport director for John Wayne Airport, said he understands the need to partner on regional issues, but questions whether SCRAA is the best mechanism to move forward (DAILY, Nov. 6). In September 2007, SCRAA signed a \$47,000 contract with RRM Design for consulting services to help it formulate a mission statement (DAILY, Sept. 20).

In its report, RRM's first alternative was for SCRAA to embrace full regionalism by establishing a collaborative agreement with all Southern California cities, counties and airport operators. "Once this is accomplished, SCRAA will redistribute air traffic from airports with legal and capacity limits to airports capable of and willing to handle the additional demand in air traffic," the report said.

Alternative No. 2 is targeted regionalization, focusing on air traffic in Los Angeles and San Bernardino counties, the report said. "It will facilitate a dialogue between other airports and ground transportation agencies in the Southern California region encouraging them to work together to improve transportation linkages between sender and receiver airports to optimize the concept of regionalization," it said.

Option No. 3 is facilitated regionalization, using limited capacity and legal settlement agreements with airports willing and able to handle more traffic, the report said. "This will be accomplished via a collaborative approach to improve ground transportation linkages connecting sender to receiver airports in a way that is considerate of the unique circumstances of each party involved," it noted.

The final alternative is to disband SCRAA and pass its duties to the Southern California Association of Governments, the report said. "This alternative would recognize that SCRAA has outlived its usefulness and is no longer the best vehicle to advance the concept of regionalization and decentralization," it said. "It would also recognize that attempts to regionalize and decentralize air traffic could take longer to address."

SCRAA will be meeting Jan. 31 to discuss the report's findings and what path the board will choose.

Editor's note: Go to the Towers and Tarmacs blog to see a copy of RRM's survey results and more detailed recommendations. benet_wilson@aviationweek.com

 **Staff**

Editorial

1200 G Street N.W. • Suite 900
Washington, D.C. 20005
www.aviationweek.com/awin

Editorial

Tel: 202-383-2015 • Fax 202-383-2438
E-mail: Airports@aviationweek.com

Circulation

Tel: 1-866-857-0148 • Fax 515-237-3682
Fax 888-385-1428, Intl. Fax 712-755-7423
E-mail: AWNord@cdsfulfillment.com

Editorial Staff

Jim Mathews Editorial Director
Benet Wilson Editor
Madhu Unnikrishnan Associate Editor
Andy Savoie Copy Editor
Ingrid Lee Production Manager

Charts & Data

Oliver Wyman, Aaron Taylor
Tel: 631-745-6785,
Email: aaron.taylor@oliverwyman.com

Business Office

Cliff Johnson, Director, Electronic Sales,
Tel: 202-383-2338, cliff_johnson@aviationweek.com
Mike Triunfo Director, Advertising Sales,
Tel: 212-904-4697, fax: 212-904-3993
Email: mike_triunfo@aviationweek.com
Elizabeth Meyer Classified advertising
Tel: 212-904-3675, Fax: 212-904-3334
Email: elizabeth_meyer@aviationweek.com

To order:

Tel: 202.383.2354
Group pricing available

Web Access To Airports

Subscribers to the electronic version of *Airports* can access the current issue and archive at:
<http://www.aviationweek.com/airports>
AWIN subscribers go to
<http://www.aviationweek.com/awin>

Available Electronically

For electronic delivery, please call
1-866-857-0148 in the U.S.,
or 515-237-3682 internationally
E-mail AWNord@cdsfulfillment.com

Reprints

For reprints of *Airports*, contact Bill Jordan at
1-800-360-5549 ext. 175
bjordan@reprintbuyer.com

The McGraw-Hill Companies

Published weekly by AVIATION WEEK, a unit of the Business Information Group, The McGraw-Hill Companies, Inc., 2 Penn Plaza, New York, N.Y. 10121. (ISSN No. 1044-9469). Tom Henricks, President, AVIATION WEEK, tom_henricks@aviationweek.com; Anthony L. Velocci, Jr., AW Editorial Director, velocci@aviationweek.com; Mark A. Flinn, VP-Sales, mark_flinn@aviationweek.com. Officers of The McGraw-Hill Companies, Inc.: Harold W. McGraw, III, Chairman, President and Chief Executive Officer; Kenneth M. Vittor, Executive Vice President and General Counsel; Robert J. Bahash, Executive Vice President and Chief Financial Officer; John Weisenseel, Senior Vice President, Treasury Operations. COPYRIGHT © 2007 by The McGraw-Hill Companies, Inc. All rights reserved. None of the content of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without the prior written permission of the publisher. Available in print, World Wide Web and E-mail editions.

New Orleans Enhances Incentives For New Post-Hurricane Flights

Louis Armstrong New Orleans International Airport's aviation board approved a plan to waive the seat and landing fees for the first two airlines willing to offer service to a new city.

The airport continues its efforts to restore its air service levels to pre-Hurricane Katrina levels. The effort is a modification of the airport's year-old Air Service Incentive Program (DAILY, Jan. 23, 2007), spokeswoman Michelle Wilcut said. "Continental, American and AirTran have all taken advantage of the seat incentive part of the program. JetBlue will be eligible when they return to [Airbus] A320 aircraft in May," she said.

ExpressJet has been the main recipient of landing fee incentives, Wilcut said. "AirTran's once-weekly service to Indianapolis and Delta's once-weekly service to Boston will be eligible for the landing fee incentive," she said. "This change to the program allows for another carrier who may come into one of those once- or twice-weekly service cities to also get the incentive." **-benet_wilson@aviationweek.com**

RFID Passport Cards Go Online This Week For Land, Sea Travel

Starting this week, U.S. citizens can begin applying for a radio frequency ID (RFID) passport card for land and sea travel between the U.S. and Canada, Mexico and the Caribbean that the State Dept. says will help ease travel between the U.S. and its neighboring countries.

The RFID card will function as a de facto passport, but it cannot be used for air travel yet because it doesn't meet certain international security standards, people familiar with the matter said. The card was created in response to border communities' demands for a less expensive and easier-to-handle option to a traditional passport book, the U.S. State Dept. said on its Web site.

The card uses "proximity" RFID technology, which means that the data it contains can be read from a distance of 20 to 30 feet. The card doesn't transmit any personal data; rather, its signal links to a secure database that only government personnel can access.

The travel industry supports these cards, but continues to be concerned about the drop in international visitors to the U.S., which the passport cards do not address. The cards facilitate travel across the border and should be one of many secure options available to travelers, said Rick Webster, VP-public policy for the Travel Industry Association. But travelers from the U.S. are only one side of the equation, and it is imperative that the secure options for international visitors are created, he said.

The State Dept. has not issued a timeline for when RFID passports or passport cards may be used for air travel. **-madhu_unnikrishnan@aviationweek.com**

DFW Airport Takes Marketing Campaign, Cheerleaders To Seoul

Officials from Dallas/Fort Worth International Airport have debuted DFW's \$5 million "Visit DFW" marketing campaign in Seoul, South Korea.

The campaign is a joint venture between DFW and the Dallas and Fort Worth Convention and Visitors Bureaus (CVBs) to promote the airport in South Korea as the gateway to the Asian region (DAILY, Nov. 7). "The campaign was presented to top Asian and Korean media during a

Continued on Page 3

DFW Airport (*Cont.*)

press conference held last week, as well as at several meetings with tour operators and travel planners in Korea," spokesman Brian Murnahan said.

The No. 1 city is Seoul, South Korea. Future campaign targets include cities in Japan and China, said Joe Lopano, DFW's executive VP-marketing and terminal management. "Even in today's Internet, Blackberry and conference call world, a face-to-face meeting even 7,000 miles from DFW is still the best way to build trust and to build the case for new business," he said.

The economy is strong between South Korea, China and DFW, Lopano said. "The visa waiver that is expected to come from South Korea in the coming year will likely help to double the number of Korean tourists to the United States," he said. "Korean Air has some of the best connections between Seoul and the major cities of China. The Korean travel market is still largely untapped, and DFW is touting just how great DFW Airport is for their travel needs."

The team traveling to Seoul included DFW Board Secretary Robert Hsueh, CEO Jeff Fegan, Lopano, and Public Affairs VP Ken Capps, along with David DuBois, president and CEO of the Fort Worth Convention and Visitors Bureau, Ross Crusemann, senior VP-Dallas Convention and Visitors Bureau, and four Dallas Cowboys Cheerleaders.

The Dallas Cowboys Cheerleaders understood that they are part of the international brand and image of Dallas/Fort Worth, Lopano said. "They have been a huge hit in Korea," he said. "In addition, the cheerleaders accompany the USO and make an annual trip to Seoul as part of the normal duties to perform for soldiers stationed in South Korea." Korean Air used the event to announce it would add a fourth weekly flight from Seoul to DFW this year, he added.

The Visit DFW team will next head to Mexico City, Mexico, to work on more opportunities there, Lopano said.

Editor's note: Go to the Towers and Tarmacs blog to see photos and a presentation from the Seoul trip. [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

Copenhagen To Spend \$197 Million To Upgrade Airport Facilities

Copenhagen Airports A/S has unveiled a plan to invest \$197.8 million in 2008 to upgrade its facilities.

The investment is the highest since the construction of Terminal 3, spokeswoman Anette Haaning said. "In 2008, investments will be made in check-in facilities, gates, baggage facilities, security, commercial projects and other passenger service improvements," she said. "We have a special focus on improving the passenger experience in the check-in area and in the baggage delivery area."

The investment plan is based on an analysis of

customers' needs, along with Copenhagen Airports' desire to be the world's best airport for airlines and passengers, Haaning said. "In 2007 a number of service improvements were carried out which have increased passenger satisfaction, including a new central security checkpoint. This development will continue," she said. "The increased competition among airports calls for extensive investments for Copenhagen Airports to be able to meet capacity requirements and increase passenger satisfaction in the future." [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

BAA Builds Pod Taxicab System For New Terminal 5 Passengers

BAA has begun building Phase I of a \$50 million system of driverless pod taxi cabs at London Heathrow Airport to link the new Terminal 5 with its parking garages.

The ULTra Personal Rapid Transit System is composed of 18 low-energy, battery-powered, driverless pods that will be able to carry four passengers and their baggage along dedicated guideways. If successful, use of the vehicles may be extended across the airport.

"This innovative system forms part of BAA's plan to transform Heathrow, improve the passenger experience and reduce the environmental impact of our operation through the development of cutting-edge, green transport solutions," said Mark Bullock, managing director of Heathrow Airport. "It offers a completely new form of public transport — one that will deliver a fast, efficient service to passengers and bring considerable environmental benefits, saving more than half of the fuel used by existing forms of public or private transport."

The system will have carbon emissions 70% lower than car emissions and 50% lower than buses and trains, Bullock said. "This benefit increases significantly when in congested areas such as Heathrow," he said. [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

FIFA Opens First Official Store At Singapore Changi Airport

International soccer governing body FIFA has opened its first official store at Singapore Changi Airport.

The store will offer official merchandise inspired by the past, present and future of the game, making FIFA merchandise available to fans year-round and not only in host countries during FIFA events. Items available include vintage-style jerseys that honor FIFA World Cups of the past, casual wear and high-end apparel. FIFA plans to open official stores in London, Tokyo and Los Angeles, along with emerging markets such as Latin America, China and India. [-benet_wilson@aviationweek.com](mailto:benet_wilson@aviationweek.com)

Top 50 European Gateway Airports

Monthly Departures By Region

January 2008



		Africa/ Middle East	Asia/ Pacific	Canada	Europe	Oceania	USA	Total
1	Mexico City Juarez	0	0	210	241	0	2,296	2,747
2	Cancun	0	0	118	144	0	1,885	2,147
3	Nassau	0	0	74	22	0	1,634	1,730
4	Sao Paulo	71	0	31	663	0	513	1,278
5	Guadalajara	0	0	0	0	0	1,062	1,062
6	Puerto Vallarta	0	0	31	0	0	900	931
7	Los Cabos	0	0	25	0	0	869	894
8	Montego Bay	0	0	70	50	0	742	862
9	Tortola	0	0	0	0	0	819	819
10	Monterrey	0	0	0	9	0	704	713
11	San Jose	0	0	13	41	0	654	708
12	Punta Cana	0	0	51	153	0	503	707
13	Santo Domingo	0	0	0	90	0	614	704
14	Buenos Aires	9	0	0	273	18	323	623
15	Caracas	4	0	18	211	0	335	568
16	Freeport	0	0	0	0	0	566	566
17	Panama City	0	0	0	14	0	527	541
18	San Salvador	0	0	13	1	0	523	537
19	St. Maarten Juliana	0	0	4	31	0	464	499
20	Bogota	0	0	13	133	0	353	499
21	Marsh Harbour	0	0	0	0	0	471	471
22	Guatemala City	0	0	0	0	0	456	456
23	Aruba	0	0	8	27	0	407	442
24	Lima	0	0	14	123	0	282	419
25	Kingston	0	0	31	20	0	321	372
26	Leon/Guanajuato	0	0	0	0	0	368	368
27	Santiago	0	0	31	110	31	192	364
28	Barbados	0	0	47	121	0	189	357
29	Rio De Janeiro	14	0	0	212	0	124	350
30	Grand Cayman Island	0	0	17	0	0	321	338
31	Port Of Spain	0	0	45	0	0	269	314
32	Virgin Gorda	0	0	0	0	0	308	308
33	Santiago	0	0	0	0	0	285	285
34	Bermuda	0	0	31	34	0	217	282
35	Mazatlan	0	0	8	0	0	250	258
36	Antigua	0	0	13	54	0	178	245
37	Guayaquil	0	0	0	80	0	155	235
38	Havana	0	0	36	188	0	0	224
39	Belize City	0	0	0	0	0	223	223
40	Puerto Plata	0	0	28	61	0	134	223
41	Port Au Prince	0	0	5	0	0	217	222
42	Managua	0	0	0	0	0	217	217
43	San Pedro Sula	0	0	0	0	0	207	207
44	Providenciales	0	0	18	0	0	184	202
45	Pointe A Pitre	0	0	9	149	0	35	193
46	Cozumel	0	0	4	0	0	189	193
47	Treasure Cay	0	0	0	0	0	180	180
48	Ixtapa/Zihuatanejo	0	0	12	0	0	158	170
49	Fort De France	0	0	0	133	0	35	168
50	Liberia	0	0	0	0	0	156	156

Based on OAG schedule data.

OLIVER WYMAN



Flight	2340	6:42P	D5
on Air	470	6:10P	D8
		41P	B10
		05P	

AVIATION WEEK
MANAGEMENT FORUMS

ATC Demand Management



February 13 & 14, 2008
New York, NY

Learn Actionable Strategies & Solutions to Maximize Space and Sustain Growth

Join leading industry stakeholders, from operators to regulators, for a 360 perspective as they discuss the hot topic of Air Traffic Management.

FIND OUT:

- what's working, what isn't and what are the latest innovations
- the fiscal impact of delays and who will be most affected
- the impact of Open Skies
- short and long-term solutions to congestion

Don't miss this discussion!

ATM improvements are a fiscal & operational necessity:

"Our estimates say that by 2022, it [airline delays] will cost \$22 billion in lost economic activity if we don't act," said U.S. Transportation Dept. Secretary Mary Peters.

- Aviation Today, 10/02/07

REGISTER BY JANUARY 5 TO SAVE \$400!

Visit www.aviationweek.com/forums or call us at 212.904.3195.

PRODUCED BY



SUPPORTED BY



MEDIA PARTNERS



AVIATION WEEK & SPACE TECHNOLOGY

