



ROMAN FORUM

Just shy of 100 delegates attended the magazine's ground damage event in Rome in May and the two days of papers, live demonstrations and discussions gave those present a fresh focus on the perennial problem that is safety on the ramp.

Day one began with an absorbing (and to be honest, a milestone) presentation from easyJet's David Cross and Adam Simonson from gategoup. The nub of the paper was a simple one: collaboration pays off. In admitting the complexity of the airline operation, Cross wasn't covering any new ground, but the acknowledgement that multiple organisations are involved in a turn led to the establishment of the *I Am Safety* concept that was launched in 2015. This was a runaway success – and the escalation to *We Are Safety* the following year saw easyJet's operation improve accordingly.

The idea involved teams working together and not remaining in silos; and the realisation that the big stick approach to tackling damage and incidents was leading nowhere opened up the doors to a better relationship with the caterer. Cross emphasised that the whole matter was never intended to be an easyJet initiative – and it still isn't; rather, he wants this kind of approach to be industry led. For gategoup's Simonson, the change in

philosophy has been a welcome one, with the two companies now sitting amicably round the table. Incidents have dwindled and further progress, such as working with other low cost carriers to form a sort of birdstrike database, is helping the sector even further.

Damage reduction progress

On to Airbus: Diego Alonso Tabares was able to explain to the audience what measures had been developed to date to help guard against damage to aircraft doors, and presented a vision of the near future, one that involved an autonomous ramp. Target markers for affixing to an aircraft near the door edges were first mooted back in 2015 at the IGHC, they were favourably received and so work continued on the project. Trials were successfully conducted in 2016 and with the advent of automated docking courtesy of Mallaghan's steps, the reality and wisdom of the device was no longer put in any doubt. Ahead, more testing, before the retrofitting stage is finally reached.

His future vision, presented in animated cartoon format, revolved around the concept of a single operator running the turnaround thanks to wireless technology. On the screen, it all looked perfectly straightforward, from cargo loading (with ULDs) to refuelling and eventual pushback via Mototok-type autonomous tractors. Catering, cargo, water and toilet... all could be performed via a handheld tablet. Apparently the concept was developed some five years ago: so how long will the sector wait to see it achieve reality?

In a follow-up paper, Tabares took the lead as he invited the audience, in groups, to spend some time looking at the ideal aircraft design and coming up with ideas and modifications that could see an end to ground damage. The key suggestions were then collected and briefly discussed. An avalanche of ideas was received, ranging from pitot tube placement to luminous paint (to make aircraft stand out in the dark) and the uniform opening of hatches. On board palletisation systems were favoured by some whilst others felt the need to dispense with beltloaders. Could cargo be accessed under the aircraft? And what about doing away with bulk loading? This magazine will feature some of the collected wisdom in the next issue, so readers may want to watch out for this feedback.

VR for training

Kpass is an innovative tool that was brought to Rome by Hocine Amara and Bruno Vandenbroucke. The pair believe that virtual reality, although by no means a new technology, is the way ahead for

7TH GROUND DAMAGE STAKEHOLDERS' CONFERENCE

the sector in terms of training. Whilst the proponents are not in the business of marketing training courses nor yet again selling software, they can supply the tools to enable any institution to carry out simulation in a confined space. The whole package can be transported in a flight bag: that's how compact it all is. By getting the operative to don 3-D goggles and following the on screen directions, training is speedy, efficient and totally safe. It's amazingly cost-effective, too. FOD checks, marshalling, walkarounds, towbar connection and push back are all covered. Citing cost savings of up to 60%, and the possibility of learning by *doing* rather than watching, this was an answer to potential problems for many in the room.

The first day concluded with the popular panel/audience debate: What keeps you awake at night? For easyJet, Cross retook the stage, and he was aided by Menzies' Stuart Carmichael, JBT's Nick Heemskerck and Simone Bovi from Neos. Much was discussed: unreported damage was high on the agenda for the panellists, whilst Bovi reported challenges with staff not always adhering to the correct manual procedures. There was, it was universally felt, a need to move towards a more understanding Just Culture; and where

damage was being reported, retraining was the order of the day. Heemskerck commented on the quantities of old GSE that were doing the rounds, mentioning that moving it from station to station wasn't a good idea; he also flagged up the fact that JBT is now moving towards the autonomous concept, and making GSE easier to operate, since user skill sets were apparently on a lower level today.

One of the most important observations came from Cross, who faced with the slow-moving machinery of IATA, took the bull by the horns at Luton airport and began to rationalise the current IGOM. Stressing that the manual had not been thrown out of the window, with the airport's agreement he had set about making procedures more uniform, typically seven at a time. Thus now all carriers utilising the handlers there follow the station rules regarding the number of chocks placed and so on – and because the airport sees a lot of B73-series aircraft and A32-types, the formats can be adhered to. Carmichael was quick to endorse the progress that had been made, stating that incidents had dropped in the wake of these changes.

Did the industry require some sort of BTEC qualification? Yes, it did – the problem lay in who would confer the



award. On that subject, the panel all agreed that the aviation sector needed to make plain the possible career paths for aspiring staff. Financial incentives for good work were not the whole answer by any means; and until the lot of the baggage handler improved, it was felt that not much progress would be likely to be made. If less responsible jobs at better wages were on offer elsewhere, it was hardly surprising that employee turnover was high. Staff were not getting the recognition they deserved, that much was known; and as Cross observed, at one station when the management were encouraged to get out and visit the ramp on a weekly basis, 30% better performance figures were noted. Talking to staff during their downtime and even arranging for fruit in their rest rooms, as well as physiotherapist visits, had all been explored. In short, the problems of the sector were well understood: the challenge was, and remains, that of overcoming them.

Roller coaster ride

Day two was something of a roller coaster ride, with assorted subjects and topics and the chance for those present to sample the VR training facility that was set up near the conference room. Human factors were explored (and explained) by Dr Sarah Flaherty and Sarah Tapley in an engaging presentation that sought to demystify the subject. In a nutshell, it was all down to having the right people, in the right place with the right equipment performing the right task and getting it right first time: easy to say, but rather less easy to actually implement. Ergonomics, first studied in the 1940s, has undergone a transformation to become allied to human factors and the pair went on to explain about the role of the psychologist in today's workplace. The subject is certainly a useful asset when it





NOTEWORTHY POINTS FROM THE EVENT

- Ramp automation is on the rise
- Stakeholder collaboration pays dividends
- Silos need to be erased
- Just Culture is an essential element of any operation
- Look after your workforce

comes to the recruitment process, and is helpful in terms of compiling rosters and routines. Questioning everything, admitted Tapley, was helpful in analysis; and the audience learned that it was always good to know why things happened. Sadly, the aviation sector seems more wrapped up in asking why things go wrong rather than celebrating the good.

ISAGO and the changes to the SGHA

for 2018 formed the backbone of Hervé Guesquin's paper. The most telling part of his presentation was the short Air France film spanning 75 years of aviation: remarkably, aside from technology, little had changed over the decades. He stressed the importance of being ready for any sort of aircraft disaster, a topic that would be taken up by a panel later on.

Simon Walker's tour de force of safety and training competency frameworks gave plenty of food for thought, the underlying premise of which was that being trained did not necessarily equate to being competent: education played a vital role in this area. Some case studies reinforced his points. His talk led into the panel discussion of that other bete noir in the sector, the technology interface. Automation, the near perfect Japanese handling model and managing the transformation to a more automated workplace were all dissected. But, as one audience member pointed out, automated

technology was already in the marketplace, and had been for some time: the question was, when would the aviation sector adopt this solution.

As for Ivar Busk, the focus of his presentation was one of culpability. The audience received a diluted incident report and were asked to list causal factors to assist with the apportioning of blame. Management transpired to be the guilty party, showing that sometimes what appears obvious is actually less so. Neale Millett rounded off the proceedings with a panel debating the twin topics of a safer push back and how to handle an emergency on the ramp.

Finally, an optional tour to view event sponsor TCR's maintenance facility at Rome Fiumicino was held on day three.

In conclusion, it was an absorbing conference, with much networking in evidence. The event moves to Amsterdam for 2019, and is scheduled for May 21/22. *ghi*

SECOND TIME AROUND

This magazine first visited Hitzinger nearly a decade ago. The Editor recently returned for an update.

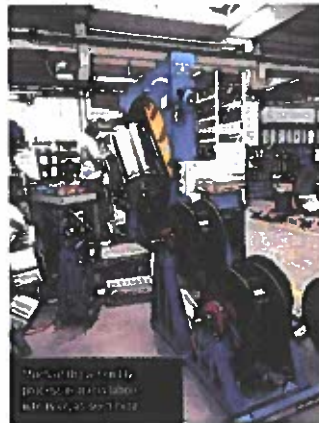
Tucked away on a small industrial estate just outside Linz, Hitzinger is quickly accessed from the imposing mainline railway station. Employing some 260 staff, it has grown in stature since *GHI*'s last visit, although many of the faces are familiar and that of the company's Division Manager Airport Equipment, Jochen Philipp, even more so. Shuttling between Linz and Singapore, he keeps an eye on one of the enterprise's daughter companies; other offices are to be found in the UK (with sales and after-sales functions) while in the US, the Florida branch of Hitzinger actually assembles power units.

Philipp declares that Hitzinger's aviation section is growing by some 20% per annum, which testifies to a product and a range that is obviously popular within the marketplace. "Aviation ground power accounts for about 50% of the company's output now," he declares. "It's a five day manufacturing week here, with double shifts – and if I'm honest, there are no real peaks or troughs during the year."

Diesel power still rules the roost and Hitzinger can offer mobile, fixed or bridge-mounted ground power, according to requirement. Engines are typically Deutz although some Cummins are deployed, and Philipp explains that the chosen speed of 1,500rpm is the happiest medium for such applications. "In the past, speeds over 2,000rpm were not uncommon," he recalls. "But we stick to 1,500, for us it gives the best combination of torque, economy and performance."

Hitzinger has also covered all the bases where the various Tier levels are concerned. Able to offer Tier IV Final, it effectively has Tier V sorted, too – although Philipp lets slip that for some specialist customers, Tier levels are all but ignored.

He also stresses the altruistic nature of the company that employs him. "We aim to help customers save money – it's that simple," he confides. "Maintenance is another key goal for the company: it can help reduce manpower. If you take a GPU, about 85% of the maintenance centres on the engine, not the other elements. We aim to enhance efficiency and drive down the cost of running this kind of equipment."



Mobile ground power unit for aircraft maintenance.



Large industrial power unit for airport ground power.

TOWARDS AN UNDERGROUND FUTURE?

Working with Moser, Hitzinger is also able to offer an underground or pop-up ground power solution. Such innovations are becoming more popular although Philipp readily admits that new build airports are the prime beneficiaries. Cables are protected in such an environment and are not subject to the friction and degradation that normally occurs to them on the ramp.

The challenge of electric

But he is the first to admit that philosophies are changing, both here in the factory and outside in the marketplace.

As if to emphasise this statement, Philipp goes on to talk about the company's S Power range. It's almost ten years old now but its traits, those of compactness, reliability, easy servicing and user-friendly controls, have made it a popular choice amongst handlers around the world. It's a best seller, yes, but in tune with the changing mood in aviation, Hitzinger is now firmly behind the electric ground power concept.

"Everything is moving that way," he observes. "Electric can be utilised on the ramp or inside baggage halls, for example. We've already sold some units in Europe (the product had been available for about half a year at the time of writing), to three major German airports and Vienna, and feedback is positive. In Vienna we are doing a full energy concept study, including energy storage in low load times to reduce the consumption in high load periods."

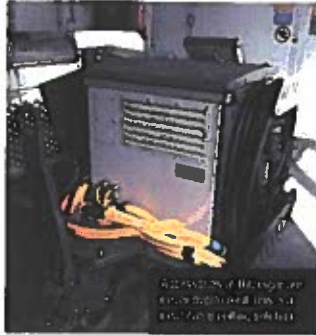
That said, he's under no illusions about the hurdles that electric power throws up. "Selling the idea is not that difficult but

price still tends to be a big deciding factor," he admits. "We might be talking of 2,000 charging cycles, which could entail a battery life of four to six years. But no-one really knows. The batteries are lithium manganese cobalt and are heavy duty compared with those in cars, so replacement and longevity are the main buyer questions.

"When the airport is the customer, you have to remember that most are government owned." Bridge-mounted power is a popular choice but one difficulty is that of what the airport authority charges for using its electric power. After all, the airport is more interested in the rents from its tenants – and there have been reports of high tariffs levied on handlers, for example.

Traditional ties

If electric is fast becoming the present (and it is certainly the future), then bumping into a pair of diesel-powered GPUs from Dubrovnik airport tends to refocus the conversation. These units are destined to spend two days at the factory for routine maintenance – and a quick look at the manufacturing plaques reveals that each is over 20 years old. Thus they have been



PLUGGING THE GAP

Plugs are plugs – except that they aren't. Again, in conjunction with Moser, Hitzinger has developed in-house a uniform plug in an attempt to standardise fittings. Given that plugs and cables are the first elements to deteriorate on a GPU set-up any improvement to the status quo has to be a welcome one.

written off the books some years back and are, to all intents and purposes, worthless: yet they labour on. Indeed, some of the company's gen sets have passed 50,000 working hours. What this tells the observer about Hitzinger's engineering expertise needs no further explanation. Simple and rugged, these units do the job; moreover, they are far easier to work on than the Tier IV models nearby, which have external cooling facilities and which sport bulbous pipework to accommodate the catalytic elements that this particular Tier mandates. Testing of a new unit takes a day, says Philipp, who sets great store by customer feedback. "We have a known product and a known quality," he says simply. His enterprise has also addressed the bugbear of ramp safety: units are fitted with an interlock so that the drawbar has to be vertical when the unit is operating – and this bar cannot be pulled down if the power unit's cable is still attached to the aircraft.

Business in Linz, then, is booming, but with it comes headaches. Philipp's main difficulty is that of finding international sales staff and new partners. Readers might like to take note... *ghi*

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GSE OWNERSHIP OPTIONS

Whilst there may be no simple answer to GSE provision, the fact remains that its acquisition has never been easier. All kinds of finance packages are available for those who do not seek outright purchase; and equally, if pre-owned is on the agenda, there are some useful savings to be made if the fleet manager chooses the refurbished route.

New sales outstripping used

More than a few of those offering reconditioned GSE are located in the US. Gabriel Serrano, of Miami-based Acroservicios, is one.

"For refurbished equipment and rental equipment, the market keeps on growing in the US, as well as in central South America and the Caribbean," he relates. "But the market for new has been growing much, much faster; so now we are always keeping in stock non-motorised equipment, such as bag carts, dollies, towbars and stairs, along with brand new tractors, ground power units, air conditioning units, pushbacks and so on."

In brief, then, the number of unit sales keeps growing, while the sale of new GSE is quicker than ever. He adds that the short term rental business and sales of refurbished equipment bring up the third and fourth places.

Insofar as popular equipment for refurbishment is concerned, the biggest sector of motorised units is that of baggage tractors. Serrano notes that more are also being rented and indeed, many are being sold. After the baggage tractor comes the beltloader, then the GPU and finally the pushback tractor. For non-motorised GSE, the baggage cart and the dolly make up the portfolio.

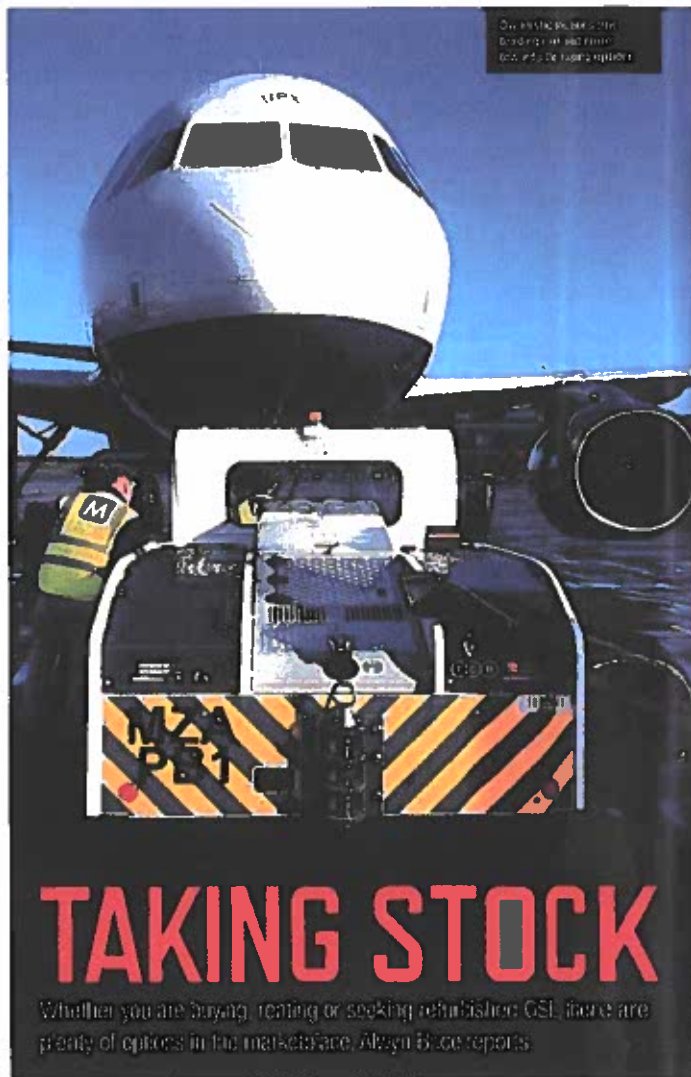
Zero Hours overhaul is offered to customers who want it.

"We call it overhauling to as new condition. In most of the cases we only reuse the metal parts, such as tanks and chassis, with all the other parts sourced new and installed," states Serrano.

And what about engine tiers: was he having to upgrade the earlier technology?

"Yes. Unfortunately, we are moving more to petrol engines, as the new regulations on diesel engines are increasing the cost and making maintenance much more complicated." He refers here to the catalytic converter requirement which, inter alia, has occasioned manufacturers to redesign many of their products.

Serrano continues: "We are replacing diesel engines with new petrol engines in baggage tractors, beltloaders and narrow-



body pushbacks. The new trucks we use for lavatory and potable water, as well as stair trucks, along with cabin and catering trucks, are now all running on petrol engines. In fact, we do not offer new diesel engines in our trucks anymore."

Looking ahead, did he see the refurbished market sector continuing to be popular?

"Definitely; with more legacy carriers sub-contracting their ground handling, and with more international airlines arriving in the US, the GSE market keeps growing; and

it's growing faster than the number of flights or passengers."

Tugs and de-icers

Another exponent of refurbished vehicles is Ground Support Specialist Adam Houpt, VP Operations, says that over the course of the last couple of years the used/refurbishment market has been on the quiet side - but he believes that this is directly correlated to the rise of interest in new GSE. "Before that, we couldn't keep enough

used equipment on the lot, but we have experienced a significant decline in the used market as of late." (GSS offers the industry anything from a preventative maintenance through a repaint to a Zero Hours option).

Like Aeroservicios, he finds that baggage tugs are the most in demand (along with de-icers) but points out that the approach differs, according to the type of GSE being worked upon.

"We base the work scope on the equipment and budgetary needs of the customer. When we are selling used de-icers, for example, the preferred process is quite different from, say, a MA50 refurbishment. For the most part, and from recent sales, used de-icers are typically sold in full operating condition, with the occasional repaint. However, when we complete an MA50 refurbishment, it's pretty standard to replace the engine and transmission, in addition to a heavy PM schedule and paint or a complete Zero Time re-life. Regardless of the work scope, GSS stands with the customer and behind the work completed, to ensure full satisfaction.

"With the cost of new equipment continuing to increase, a large number of operations have ventured into the used sector. Having refurbished GSE is a necessity for smaller airports, municipals, and FBOs. Most smaller operations and remote locations don't have the budget necessary to afford new GSE, therefore refurbished equipment is their only option to keep business afloat. Refurbished GSE offers these locations reliable, long-lasting

equipment that can meet the needs of their airport and aircraft they are servicing."

The European scene

In continental Europe, Aviaco is in the enviable position of being able to supply both refurbished GSE and arrange renting and leasing options. Danny Vranckx, the company's CEO, states that the refurbished side of his business is expanding – interest has been growing steadily – and this is on a global scale.

"This is, I think, because the price of new GSE is getting higher and higher. However, the key to it all is good quality refurbished GSE: customers are now more demanding than ever, so we have to do more to the product. We haven't yet gone down the Zero Hours route but we are very thorough in our refurbishing process. Beltloaders, tugs and GPUs are all in demand; really, anything that is used for the narrow-body fleets."

Vranckx adds that he has set up a new company at Schiphol airport (Aviaco GSE and Truck Services), which will involve the servicing of catering trucks at the airport; repair and maintenance work on Aviaco equipment will also be carried out.

As for the leasing element, the company has just been awarded a major project at the station, one that will see 30 units supplied in line with the increase in wide-bodied aircraft traffic this summer. The contract got underway in April and justifiably, Vranckx is pleased to have been chosen as the recipient.

Finally, as some readers will be aware, Aviaco recently formed a joint venture with Bliss-Fox in Thailand which, says Vranckx, offers good synergies between the two enterprises.

Deferring ownership

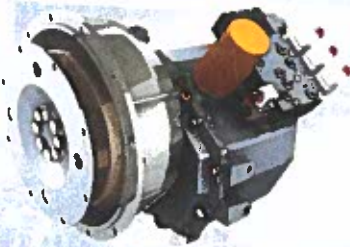
Leasing is gaining adherents, if the numbers of those offering this facility is anything to go by.

Experts like Neil Bennett (Global Manager GSE, for CSI Leasing), who have a long background in this discipline, tend to agree that the concept is coming of age – albeit with a few caveats.

"The market for GSE leasing in North America remains positive, with an upwards trend – but it's not as good as it could be. North America is still learning the benefits of leasing GSE. Legacy carriers continue to believe the outright cash purchase option remains the best way to procure GSE – but is a storm coming that might give pause

A PLAN FOR ALL SEASONS

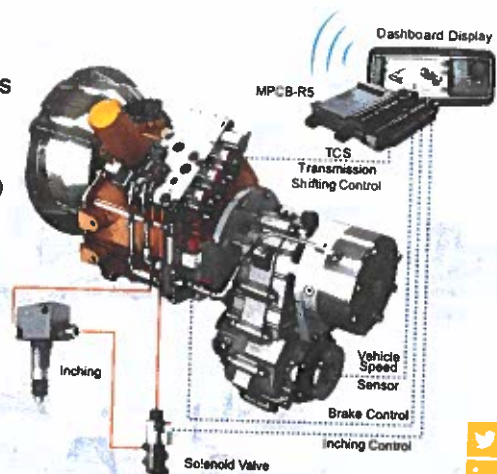
Aeroservicios has at its disposal a large rental fleet. "Today we have equipment in over 50 airports with 70 different active customers; we can offer weekly rentals or periods of anything up to three years," says Serrano. "In addition to airlines and ground handlers, we also rent to airport authorities, aircraft manufacturers and companies like Space X, as well as to air shows."



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to this trend? The airline industry is very tumultuous; it always has been, because of natural disasters, wars and computer glitches. However, what seems to affect the airline industry the most is fuel prices. Fuel costs are rising again and that cuts directly into airline profits as one of the largest of all expenditures.

"I am in the GSE leasing business because I believe it's one of the best tools available to control and manage costs for GSE usage. The key word here is usage. Is it important to actually take ownership of GSE or simply have the use of it for the task or project at hand?

"Why buy? If I gave you the GSE you needed with no capex requirements, a hundred percent financing and payment based on your operational income, and with a consistent stream of brand new



At Aeroservicios, baggage tractors and beltloaders are popular refurbishing subjects



Investment in costly GSE, like this cargo loader, can be mitigated by a leasing plan

equipment; and if I did this for less cost on a monthly basis, why would you ever buy for cash? This is not a magic trick, it's for real. Liquidity in a down economy equals survival.

"I'm guessing that all users of GSE, globally, have a combination of some new but mostly older GSE in their fleets, and they struggle to keep up with capex approvals and maintenance costs while balancing safety. There are reasons to lease: safety (resulting from the use of newer equipment); it doesn't tie up cash (use cash for profitable projects, not depreciating assets); it lowers costs, almost eliminates downtime, improves operational performance and can be environmentally responsible. It results in fewer parts in your shop, greater morale and more flexibility.

The best thing you can do is discuss your options with a full service leasing company that has GSE experience."

The long term specialist

The GSE Full Service Rental concept was launched back in 1999 by TCR. The company aims at assisting just-in-time and complex ground operations, making these smoother and more efficient, whilst making sure costs are kept under control. As a concept, it works well - and TCR has continued its expansion, whilst keeping in mind its pioneer position, one that requires a constant, open-minded approach towards progress and innovation.

A few extracts from TCR's global operation will serve to show how the leasing and rental programme has been

progressing. In Spain, the recent AENA tenders for PRM equipment led to TCR supplying ten units, with an appropriate back-up and maintenance package.

In Scandinavia, SAS Ground Handling recently decided to reinforce its business collaboration with TCR for the replacement of 194 units of GSE: these were deployed in Oslo, Stockholm Arlanda and Copenhagen.

Amsterdam continues to set the pace in terms of passenger throughput and innovation: TCR's operating model has meant that the rows of GSE have not had to increase exponentially, since the existing solution has worked so well. The Belgian specialist has a 45% market share there in terms of rented and maintained motorised equipment.

Jan De Leuw, TCR's Group Commercial Director, points to much success elsewhere in Europe, with impressive growth within Italy, expansion beyond Paris in France, new contracts in Ireland and growth at Liège. As for the Asia Pacific region, in Malaysia TCR has been instrumental in helping Safeair roll out an almost fully electric GSE fleet - no mean achievement, this. TCR was able to draw down over 600 available motorised assets globally within four weeks; 80% of the fleet was then serviced, repainted and made ready for action, with many of the items under two years old. TCR safety features and upgrades were also included.

In conclusion

Ultimately, whilst it's impossible to categorically state whether one GSE solution is better than another, the fact remains that there are options. What cannot be denied, though, is the fact that renting is gaining ground as one of those choices. **ghi**



MAKING LITE WORK OF BOARDING

UK-based Aviramp is now able to offer a powered version of its LITE model: users can choose between diesel engine and solar power as options. This unit has traditionally been manually operated, unlike its other family members. As well as this new improved version, Aviramp engineers have enhanced the steering ability, and included a fold-out walkway, along with a height adjustable feature, which allows changes to be made whilst the unit is in use.

The LITE retains its single-person operation, but with the new developments, the unit becomes more

robust and versatile, while offering time-saving advantages. Also available is a canopy option, useful for adverse weather conditions. Safety remains at the forefront of the manufacturer's mind, so non-slip, all-weather flooring comes as standard.

As for the actual design, this has remained the same in terms of the wheelchair friendly slope for boarding and deplaning. Since the LITE can be used operationally against aircraft and in static mode as a replacement extension bridge for safer boarding and disembarkation, it possesses a high degree of flexibility.

Telematics partnership signed

An industry-wide agreement has been signed in Brussels, cementing the partnership between TCR Group and Targa Telematics, a leader in solutions for car rentals and shared mobility. The latter will contribute its technologies for the management, maintenance, monitoring and pooling of service and ground support vehicles.

Through the partnership, TCR will seek to boost its offer to customers with a highly competitive and differentiated range of innovation-based services and, more generally, further the growth of a market in which it already enjoys a key position. Targa, in collaboration with TCR, intends to consolidate its role as a leader in the digitalisation of airport management and the challenges inherent in ground handling, a sector currently in a state of ferment.

The Targa Telematics digital platform is

well-proven, thanks to its solid experience in managing large fleets of connected vehicles, and is a pioneer in airport telematics, having specific patents to its credit. By enabling the remote, real-time monitoring of GSE vehicles and motorised assets, it improves processes and activities, ensuring optimal maintenance. The technology further allows sharing between different operators, while authorising access and use by relevant technical staff. Moreover, the Targa Telematics digital platform is also able to certify to the authorities the adequacy of activities carried out and their compliance with current regulations. These features will be integrated with TCR's competences, so that in addition to operating leasing services, it will open logistics and operational sites in all major airports for the support and the maintenance of customer vehicles.

Online slot booking system is rolled out

Frankfurt Cargo Services and LUG air cargo handling are introducing mandatory slot bookings for trucks delivering and picking up airfreight at their facilities in CargoCity South. The planned introduction of binding slot bookings was decided in co-operation with airport operator, Fraport, and the Freight Forwarding & Logistics Association of the States of Hesse and Rhineland-Palatinate.

Starting May 15, only trucks that have booked a loading or unloading slot online, in advance, using the airport's Fair@Link Door Management System, will be allowed to drive to the loading docks operated by the two handling companies. Drivers who have not given advance notice must use a computer terminal to register on site.

FCS and LUG decided to take this measure in response to the long waiting times freight carriers experienced in late 2017, which were caused by heavy cargo traffic at Frankfurt. As a result, all parties involved identified the need to introduce new innovative processes to ensure efficient operations at the airfreight hub.

