Data Take Off

A Practical Guide for Airport Executives



UAF & FA

UNION DES AÉROPORTS FRANÇAIS & FRANCOPHONES ASSOCIÉS

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Data Take Off

A Practical Guide for Airport Executives

Current situation
Major trends
Practical considerations

Editorial



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Data sharing is not a new practice for airports. The aviation industry was built on the very principle of sharing data between different stakeholders in order to ensure the safe transportation of passengers.

Technological change has however revolutionised our industry: **data are more abundant, can be used in more versatile ways and now inform our most strategic decisions.** This paradigm shift has profoundly transformed data sharing, which has now developed never before seen dimensions.

Following on from our practical guide on cybersecurity, we would like to present this new guide as food for thought on data sharing. **It is a matter of vital importance, on which airports must take a stance, while balancing the risk of having the potential of their data harnessed by others.**

Happy and instructive reading!

Editorial



Daniel SLUYSMANS
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the IT Commission
and Innovation Group

It is difficult to comprehend that an intangible asset that does not feature in our financial records can be so valuable. **Data are however fast becoming the black gold of the 21st century.**

Airports need data to optimise operations. Airlines want data to communicate better with passengers. The tech giants (Google, Apple, Facebook and Amazon - GAFA) use data to add greater value to their content... Everyone has their own reason to get their hands on data. There is one thing that they all understand: **in a highly interdependent ecosystem, access to data will involve exchanges with partners.**

What is the situation in terms of data sharing right now? What obstacles do airports face? How can they be overcome? Our working group has produced this guide to **answer such questions and support you as you consider exchanging data with your partners.**

Methodology

This guide is the product of a study conducted by the UAF&FA in collaboration with the consulting firm Sia Partners. The study was conducted between **November 2018 and March 2019.**

30 interviews were conducted with stakeholders in the aviation industry (airports, airlines, handlers/service providers, authorities, etc.) as well as the data science and technology sector.

UAF&FA member airports were also asked to respond to an online survey. **76 responses were collected,** representing **48 different airports** (including the top 10 in France) and **220 million passengers** transported annually.

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DATA SHARING

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The Data Era

By 2025, globally we will produce approximately four times more data than we do today.

Smart cities, self-driving cars, robotics… **the world as we know it is about to undergo significant change, driven by data and its use.**

From a simple raw material to a highly strategic asset, **data is becoming the black gold of the 21st century,** at all levels. A recent electoral scandal, brought on by doubts about the misuse of data from one social network, is a particularly enlightening example: **data is a source of power.**

No business, in whatever sector it operates, can ignore data's potential any longer: **you must master data to prosper and address the new challenges of the digital age.**

Data sharing is inevitable

80% of participants surveyed as part of the study think that data sharing is a major topic that will deliver significant benefits.

In a community where stakeholders are profoundly interdependent, a new issue has emerged.

Airport data alone is no longer enough

Airports get it: optimising operations, providing passengers with a high-quality experience and even creating new services are just some of the endeavours that will require access to data held by others. Airport data alone is no longer enough.

Data sharing must provide the answer to a simple question: **how can we ensure the smooth flow of data between our airports and our partners?** This guide explores the sometimes-complex dimensions of this topic and gives you the keys you need to overcome any obstacles you might encounter.

The multitude of stakeholders has led to the fragmentation

TECHNOLOGY PARTNERS

INSTITUTIONS AND AUTHORITIES

ASSOCIATIONS

TECH GIANTS/GAFA

MOBILITY SECTOR

... and data sharing

How can we motivate partners to share their information?

Which technology should we use to facilitate exchanges?

Is disintermediation a risk?



in the aviation ecosystem of data

CARRIERS - CARGO | HANDLERS/SERVICE PROVIDERS

GENERAL PUBLIC | RETAILERS/BUSINESSES | PASSENGERS

AIRLINES | AIRPORTS

often raises many questions

Should I share my data? Should I sell it ? At what price?

How do we position ourselves in our relationship with the technology sector With startups? With tech giants/GAFA?

Which stratégy should we implement for data sharing?



Wary airports

69% of airports surveyed do not have a budget dedicated to data sharing.

Data sharing has caused a buzz at airports over recent years, **but many are still wary.**

Questions and concerns surrounding data sharing have limited the development of some uses, and data sharing has reached different levels of maturity depending on the profile of the airport.

73%
of airports surveyed do not have any open data

Open data, **publicly and freely accessible data,** is one particular area of data sharing where airports remain cautious: 73% of participants surveyed do not currently have any open data.

Why are airports so cautious when it comes to sharing their data?

Opening up, a risky step?

There are many risks that must be considered before embarking on a data sharing project.

REGULATORY RISK

Airports have to ensure that they comply with the regulatory frameworks for data sharing in place, in particular with the GDPR, which tightly regulates the use of personal data.

CYBERSECURITY RISK

Airports have to ensure that creating new flows of data through exchanges will not expose the organisation to unacceptable risk.

BUSINESS RISK

Airports have to ensure that the data they share does not give competitors an advantage or allow them to take revenue that the airports should have generated independently.



4 obstacles to opening up data

Beyond the inherent risks of data sharing, airports also encounter many obstacles during their data sharing projects.



❶ Legacy (ageing systems)

Data sharing projects involve internal cooperation between several airport teams. However, legacy systems often cause this collaborative work to stall. From a technical perspective, the systems can turn out not to be particularly suited to openness and data quality can be a major difficulty. From an organisational perspective, silos are still in effect and the skills required to process the data are still lacking.

❷ Standards

The standardisation of data exchange in the aviation community has progressed over recent years, in particular with the development of the ACRIS (Airport Community Recommended Information Services) standard by Airports Council International (ACI), and the AIDM (Airline Industry Data Model) by the International Air Transport Association (IATA). Nevertheless, despite the technical maturity that seems to have been achieved, questions around the speed of adoption and the convergence of these different standards persist and raise concerns for airports.

❸ Monetisation

What price should you put on your data? Answering this difficult question, which a fair number of airports have run into, could enable you to generate new revenue streams. However, monetisation remains an obstacle: 80% of participants interviewed do not think they are in a position to put a price on their data. For more on this topic, see page 41.

❹ Cultural aspects

Sharing data is above all a choice, of whether or not to sign up to the drive for openness. The risks of data sharing, seen by some as inevitable, have in some instances caused something of an aversion to openness. The cultural obstacle is further embodied by the lack of a shared vision among stakeholders. For instance, cybersecurity is seen as a major challenge for data sharing projects by 55% of the IT managers interviewed, as opposed to only 29% for the other profiles surveyed.

Which partners for tomorrow ?

Despite the risks and obstacles, airports are no less enthusiastic about data sharing.

Who are you considering sharing data with in the future?



The airport : a natural partner

More than two thirds of respondents think that data sharing with other airports could be **beneficial and implemented quickly.**

The relationship between airports seems to be an obvious arena for data sharing projects.

Building trust more easily

Airports are stakeholders that speak the same language and share similar challenges. Trust can be built more easily, and the obstacles to data exchange seem smaller as a result.

However, despite this optimism, data sharing between airports remains relatively tentative. Only 19% of survey respondents reported that their airport has already implemented a use-case in relation to data sharing with another airport, compared to 53% with an airline.

Airlines: I love you, I love you not

39% of respondents think that data sharing with an airline could be **beneficial and implemented quickly.**

Airlines are priority partners when it comes to the day-to-day operations at airports.

The information they hold is critical to the optimisation of operations at the airport, in particular in terms of managing incidents and flight delays.

A sometimes-difficult discussion

Discussions with airlines are not however always easy to get off the ground, due to differing objectives. Indeed, although 54 % of respondents anticipate sharing data with airlines in the future, only 39% think that this can be implemented quickly.

The technology sector: a lack of trust

Only 3% of respondents think that data sharing with tech giants/GAFA could be **beneficial and implemented quickly.**

Start-ups gain popularity for their agility

The technology sector can play different roles: **supporting the deployment of the project, providing technical solutions, or acting as an intermediary to facilitate exchanges.**

Among the different types of actors, start-ups are particularly in demand given their agility and capacity to implement solutions quickly.

Conversely, the tech giants/GAFA are more widely mistrusted: only 3% of respondents interviewed think that data sharing with a tech giant/GAFA could be beneficial and implemented quickly, compared with 14% for start-ups.



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Airports looking to the future

What will the airport of the future look like?

Higher passenger expectations, the capacity crunch, new economic challenges... **let's take a look at some data sharing usecases that are helping airports to respond to the major challenges they face.**

The 8.2 billion challenge

By 2037, IATA forecasts that there will be 8.2 billion passengers flying annually, double today's volume. How can airports respond to this growth?

Airports cannot just keep building new terminals ad infinitum. Optimising their operations through data sharing is more vital than ever.

A-CDM ET APOC

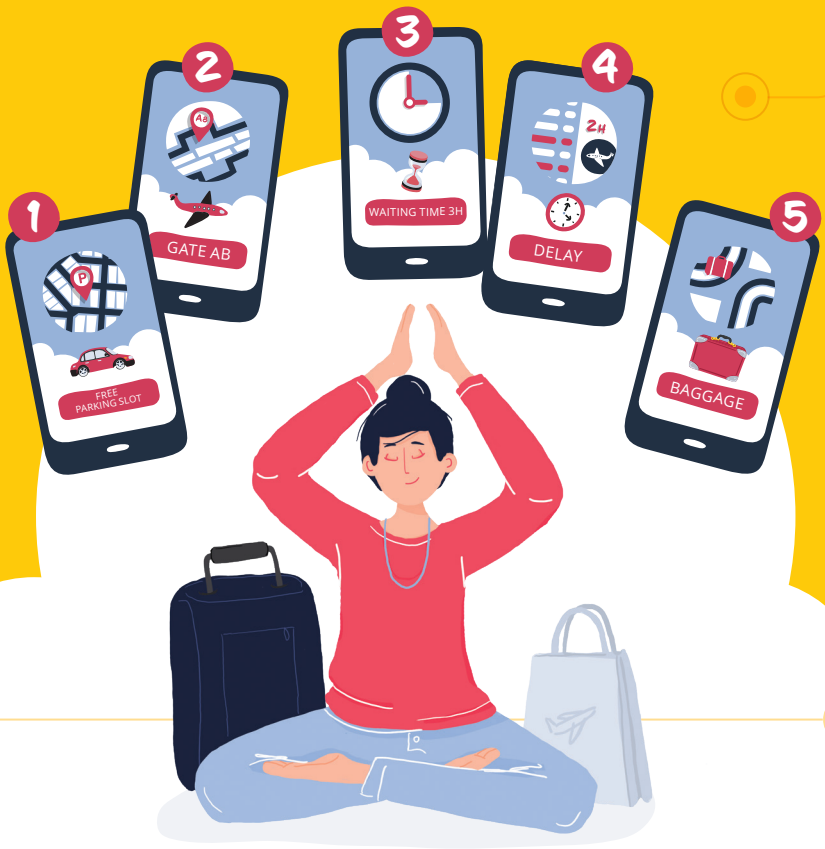
Airport Collaborative Decision Making (A-CDM) initiatives, already deployed at more than 30 European airports, are run via the Airport Operations Centre (APOC). A space that brings together key information from across the airport and various aviation partners, the APOC is the bona fide nerve centre for collaborative decision-making and airport risk management.

BIOMETRICS AND SEAMLESS JOURNEYS

Using biometrics has become another way to smooth the flow of people around the airport by allowing passengers to pass through frictionless checkpoints by automatically identifying them using their biometric data.

A smooth passenger journey

Guided by technology at each stage of their journey, through a choice of media channels, passengers are provided with the necessary information to plan their movements with peace of mind.



The smooth passenger journey is a theme that brings together a range of use-cases which, working end-to-end, provide a very highquality passenger experience.

❶ Access to parking facilities

Facilitating access to parking facilities by allowing passengers to ascertain their geolocation and see available spaces in real-time.

❷ GPS guidance through the airport

Enabling passengers to see where they are inside the airport and to locate key areas, from entering the airport through to their boarding gate.

❸ Waiting time estimates

Informing passengers of waiting times at different check points, ideally before they arrive there.

❹ Flight tracking

Providing passengers with more information about flight times and boarding gates using notifications.

❺ Luggage tracking

Enabling passengers to track the progress of their luggage in real time and notifying them of its movements using notifications.

Airports must consider sharing this data with partners. One of the main challenges with these use-cases is ensuring that passengers can access the information via their choice of channel (such as airline apps, in-car sat navs, etc.).

Corporate Social Responsibility communication 2.0

Better communication of airports' CSR commitments via an interactive online platform.

Instructive and clear information

CSR, corporate social responsibility, is an area to which many airports have dedicated significant efforts over recent years. However, most often presented in PDF reports, CSR information would benefit from being more readable and more informative.

The solution? **Set up an online platform dedicated to the main CSR indicators,** so they can be communicated in a more engaging way to both experts and the general public. Notably the ADP Group has harnessed this opportunity, using data visualisation tools and techniques, by setting up an interactive online CSR platform to get the most out of its commitments and results.

Airports, the last shopping centres?

As passengers have to spend some time at the airport, there is a clear advantage when it comes to developing the airport shopping areas.

Considering that passengers have to spend considerable time at the airport before, and even after, they fly, airports can **position themselves as strongholds of offline shopping.** Sharing data with retailers will enable airports to develop this strategic area.

Additional revenue for the airport

SHARING PASSENGER DATA

Passenger profiles, geolocation, destinations... By sharing this type of data, airports can help retailers to better tailor their offer and generate additional revenue, benefiting both parties.

SHARING DATA ON PASSENGER FLOWS

Airports could also help retailers to better adjust their resources in line with peak times.

Airports at the heart of cargo coordination

To avoid saturation, airports must take the lead on cargo.

The transport of goods has been impacted by **the growing pressure of e-commerce** and the compression of delivery timescales.

Airports can act as facilitators for the different transporters by providing **a centralised platform for exchanging information,** in particular descriptions of the goods and their aerial and terrestrial movements.

Facilitating the flow of information

Such a platform would speed up the flow of information between stakeholders, **optimise** depots and storage centres, and provide airports with **better visibility** of the goods in transit in order to ensure the security of the most sensitive, and more generally gather data for marketing analyses.

Data sharing, real-life usecases

In France and abroad, some airports have already implemented data sharing projects.

GENEVA AIRPORT has shared its maps with Apple and Google to enable geolocation within the airport via their apps. Two protective contractual provisions have been implemented to guard against business risk: the option to withdraw from the contract at any time and a prohibition on the use of the maps for commercial purposes.

TOULOUSE-BLAGNAC AIRPORT has launched a project to share data on boarding gates and luggage delivery with an airline in order to enable the airline to send push notification in real time to passengers via its app.

LIÈGE AIRPORT is currently working to implement the Cargo Cloud platform to smooth the flow of information between its goods transport partners. Having led the project for the first two years in order to get it off to a good start, Liège airport will become just another participant, leaving the administration of the platform in the hands of a service provider and guaranteeing greater neutrality in doing so.

Surfing the technology wave

It's unanimous: **while technology could have been seen as an obstacle to data sharing in the past, today it has become a real driver of it.**

Just like the Cloud, which was developed in response to the growth of data and issues around efficiency, **many new technologies are currently positioning themselves as data sharing facilitators.**

Data viz

New tools are being developed to facilitate our understanding of data and strengthen the narrative around them.

Data viz, or data visualisation, involves **a range of tools and techniques that enable data to be presented visually in order to facilitate our understanding and analysis of them.**

This concept could be equally applied to the management of airport operations, in particular as part of an APOC to set and monitor risk indicators visually, as to communications with other stakeholders, for example, when showcasing CSR results.

Data viz is now open to all

While data viz is not a new activity, **its use has been widely democratised more recently** thanks to new technologies and new actors that make it more accessible to all types of user.

Data science and big data

A new role has emerged dedicated to mining volumes of often unexplored data: the data scientist.

Faced with the exponential growth of data, airports are coming up against the challenge of big data: **how can these huge volumes of data in a wide range of formats be put to use?**

The field of data science could provide the answer. By mining and studying the evolution of data sets, **different phenomena can be identified, classified and predicted.**

The data scientist, a bona fide expert on data

Bona fide data experts, data scientists are new actors that airports could benefit from bringing on board. Data sharing projects could take advantage of big data and the results of specific algorithms on airport use or marketing, for instance, or even on data quality and cybersecurity.

The ACRIS standard

Created in 2009 by ACI World, **ACRIS** (Airport Community Recommended Information Services) sets the standard for data exchange.

The ACRIS standard seeks to **promote closer and more coherent cooperation between the various stakeholders in the aviation community.** It offers the opportunity to make the efficiency gains required to overcome the challenge of growth in a context of limited resources.

The experts responsible for developing ACRIS at ACI World say that this standard will benefit airports **by reducing the cost of largescale IT projects** and **enabling new ideas and innovations to be adopted faster.**

ACRIS will help to reduce the cost of IT projects

More detailed information about ACRIS is available via the resources provided on the official ACI website.

Data marketplaces

Selling your data is a complex subject.
What if technology could help?

25%
of companies will have access to data by using marketplaces by 2020.

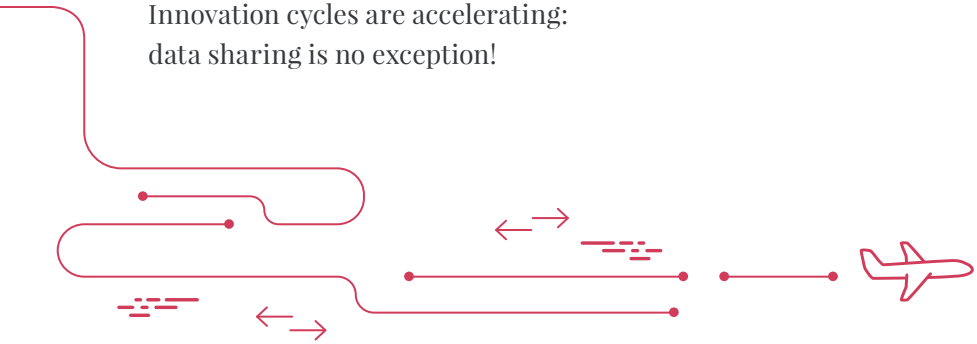
A data marketplace is **an optimised environment for companies to sell and exchange data with each other.**

Considered an emerging arena, most data marketplaces have however already entered their adoption phase. A Gartner study predicts that one quarter of businesses will buy or sell data in specialist marketplaces by 2020.

Many stakeholders, whether innovators or members of the aviation community, are in the process of positioning themselves and have already launched their own platforms. Airports have a choice to make: do they want to join one of these platforms or get together and set up their own data marketplace?

Innovative technology

Innovation cycles are accelerating: data sharing is no exception!



Let's take a look at **two innovative technologies** that promise to revolutionise data sharing:

ARTIFICIAL INTELLIGENCE

Like a real-life crystal ball, artificial intelligence enables us to use a range of data from different stakeholders to anticipate events. Several trials are now underway to forecast flight arrival times using artificial intelligence.

BLOCKCHAIN

More secure and efficient exchanges? Having emerged in 2009 with the advent of the cryptocurrency Bitcoin, that's exactly what blockchain promises. Among other uses, blockchain can help to streamline the process of identifying passengers and improve luggage tracking.

Models for opening up data

Is it a mistake to share data for free? Should we be looking to sell them above all else? How can we put a price on our data?

It is easy to understand why data sharing models are attracting airports' attention. **Data has been positioned as a new lucrative revenue stream,** and finding the right balance between financial and operational benefits has emerged as a major challenge.

The 3 models for opening up data:

Paid **Open data** **Free-Exchange**

Selling data

One question to keep you up at night: should you put a price on your data?

Selling data is an inescapable trend

All the studies agree on one key fact: selling data is an inescapable trend. By 2020, 50 % of large businesses will generate revenue by selling their data according to one IDC study.

The paid model should not be ignored by airports, which will have to face up to its complexity fast unless they want to leave a new revenue stream in the hands of others.

Several approaches are possible: value your data according to its characteristics (rarity, attractiveness, freshness, etc.), seek the market value in a data marketplace... But every approach has the same starting point: **airports must master the data they hold.**

Open data and regulatory burden

In some circumstances, airports could be required to make certain data freely available.

Airports will have to be ready to demonstrate their compliance with European Regulation 2017/1926 of 31 May 2017, implemented in France via the Loi d'Orientation des Mobilités, *(Mobility Orientation Law)*, which requires certain data to be made open in order to speed up the development of innovative transport services.

Airports will becalled to action bythe end of 2019

This law has not yet been fully refined, but airports will likely be asked to open up their flight data by the end of 2019 (schedules, disruptions in real time, etc.). To limit the impact of making this data freely available, airports could consider implementing a freemium model, which involves paying for data after a certain number of requests.

Data for free, a model that can pay

Some stakeholders will not necessarily be prepared to pay for data or they won't have the resources to do so. Should they be ignored?

Sharing data for free **does not mean there's no benefit to be had.** For instance, by sharing data with their commercial partners, airports could enable them to generate higher revenues and gain financial rewards indirectly.

The free model can offer financial benefits

The free model can offer financial benefits The free data model could work in two ways: either the data are **transferred directly** to one or more stakeholders when their motivations and the added value for the airport are clearly identified, or they could be **exchanged or combined with other data** to take advantage of synergies and achieve a shared objective, as in the use-cases of A-CDM and APOC. The latter model, based on exchange, nevertheless requires rigorous governance.



Part 3

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7 conclusions about data sharing

1 OPENING UP IS THE START OF A VIRTUOUS CIRCLE

Airports' future will depend in part on the data held by their partners. But what if the best way to convince them to share it is to do so first? By opening up your data, you not only establish a climate of trust beneficial to future exchanges, but you also invite your whole community to think about getting involved in such a beneficial scheme.

2 THE BATTLE OVER DATA SHARING HAS ALREADY BEGUN

Innovators, tech giants/GAFA, foreign airports... everyone is getting their pieces in position to become the data sharing leaders of tomorrow. Airports, the ball is in your court: now is the time to make your move!

3 AN INFORMED LEADER IS WORTH THEIR SALT

Data sharing is not currently a strategic priority for airports. Significant awareness-raising efforts are required, and everyone can become a spokesperson on the subject with the following message: not only can sharing data be an excellent revenue stream, but the non-financial benefits it brings, in terms of optimising operations and improving passenger experience, are equally essential.

4 AIRPORTS MUST UNITE UNDER A SINGLE BANNER

Airports, now is the time to unite! To achieve the highest added value, it's in everyone's interest to pool some of your data. Imagine being able to provide the boarding gate information for tens, or even hundreds, of airports via a single data feed. This feed would hold a very high value for other stakeholders.

5 DATA SHOULD BE PRESENTED IN THE BEST LIGHT

The value of data will evolve depending on the approach adopted today. Too often exchanged in its most basic format, data is a raw material that must be made to shine by adopting a marketing approach and creating truly personalised offers.

6 DATA SHARING IS A TEAM EFFORT

Data sharing projects require the involvement of multiple teams to run smoothly: the business expert to identify relevant use-cases, the CIO to ensure technical implementation, the legal team, the marketing team, etc. To really drive the project forward and ensure group cohesion, the airport's top management should support and sponsor the project.

7 SOLID FOUNDATIONS NEED DEDICATED GOVERNANCE

Who owns the data? Who is responsible for updating it? Why do two departments come to different conclusions? These questions will come up on a daily basis for the teams at your airport and the answers lie in robust governance. There are several ways to solve this conundrum: creating a dedicated data team, implementing a digital platform centralising all data and managing access, etc.

Which strategy?

Let's take a look at 5 areas where airports can invest to tackle data depending on their maturity.

Mastering your data 1

 # CHALLENGER
- Map your data, their type (sensitive, personal, aggregated, etc.) and how they are processed

 # PRO
- Get in a position to put a price on your data based on their characteristics (rarity, reliability, attractiveness, cost, etc.)

 # LEADER
- Build an offer around monetisable data.

Technological prowess 2

 # CHALLENGER
- Map the APIs available in house and their quality
- Have a clear vision of the in-house skills linked to the data

 # PRO
- Set up a digital platform to centralise in-house data
- Establish a data skills development plan
- Capitalise on data viz

 # LEADER
- Set up a digital platform to open up the data to external stakeholders
- Create a dedicated data team (e.g. data science)

Leading cultural change 3

 # CHALLENGER
- Make data sharing a strategic priority and put it on the roadmap
- Run awareness-raising activities and workshops

 # PRO
- Become an active member of the ACRIS community

 # LEADER
- Participate in or initiate projects bringing airports together (e.g. to launch a data marketplace)

Implementing usecases 5

 # CHALLENGER
- Identify partners and relevant usecases
- Evaluate the use-cases based on their risks, complexity and expected benefits
- Implement quick wins

 # PRO
- Implement complex use-cases on a limited scale

 # LEADER
- Implement complex use-cases on a large scale

Regulatory compliance and cybersecurity 4

 # CHALLENGER
- Conduct an internal cybersecurity and legal audit
- Ensure your internal people (especially your top management) are aware of the legal and cybersecurity challenges

 # PRO
- Assurer la conformité sur les
- Ensure compliance across priority areas
- Systematically involve the CIO and legal department in all data sharing projects

 # LEADER
- Ensure full compliance
- Actively monitor legal and cybersecurity issues

Glossary

ACRIS
(Airport Community Recommended Information Services)
A standard created by ACI World to standardise data exchange.

APOC
(Airport Operations Center)
A physical or virtual space that centralises key information from across the airport and various aviation partners. The purpose of the APOC is to act as the nerve centre for the management of risks affecting the airport and to facilitate collaborative decision-making.

Big data
The phenomenon of the exponential growth of data which, due to their volume and range of formats, can only be mined using specific tools and skills.

Blockchain
Emerging in 2009 with the advent of Bitcoin, blockchain allows information to be stored and exchanged without the system having to be managed by a central authority, relying instead on algorithms.

Data marketplace
An optimised environment where businesses can sell and exchange data with each other. Data marketplaces address the issues of cybersecurity and regulatory compliance and facilitate intersectoral exchanges.

Data science
A field of study concerned with mining and learning the behaviour of data sets, in order to recognise, classify and predict phenomena.

Data viz
(Data visualisation)
The range of tools and techniques used to present data visually to facilitate understanding and analysis.

Tech Giants/GAFA
A collective name for the four American giants: Google, Apple, Facebook and Amazon.

Open data
Data that has been made freely and publicly available. Open data promotes innovation by allowing data to be reused for commercial purposes.

GDPR
(General Data Protection Regulation)
This European Regulation, which entered into force on 25 May 2018, seeks to increase protections for individuals' personal data and regulates how it can be used by companies or third-parties.

Contacts

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www.aeroport.fr

ACI
Airports Council International
www.aci.aero

ACI Europe
Airports Council International Europe
www.aci-europe.org/

ACRIS
https://aci.aero/about-aci/priorities/airport-it/acris/

Eurocontrol
www.eurocontrol.int

Beta Gouv
France's state network of startup incubators
https://beta.gouv.fr/

Transport.data.gouv
National Access Point for transport data
https://transport.data.gouv.fr/

Data is an ever more strategic concern for airports. However, in an ecosystem where stakeholders are profoundly interdependent, airport data alone is no longer enough, and it will likely be necessary to exchange data with partners. How can we motivate them to share their data? Do we have to open up our own? To sell them? What are the risks? What are the benefits?

The UAF&FA has produced this guide to help you as you consider the complex yet crucial subject of data sharing.



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