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A black and white photograph of Michael Jordan in a crouching pose, looking intently to the right. He is wearing a basketball jersey with the number 23. The background is dark and out of focus.

**THERE WAS BASKETBALL.
UNTIL THE DAY THERE WAS MICHAEL JORDAN.**

**THERE WAS GSSA.
UNTIL THE DAY
THERE WAS ECS GROUP.**

ECSGROUP



The weekly newspaper for air cargo professionals



No. 1,259 | 04 December 2023



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With the Middle East's rise as a global trading hub, unit load device (ULD) provider ACL Airshop has been expanding its regional footprint.

Already home to several of ACL Airshop's top clients, including long-term ULD fleet management customers, the company is looking to countries, such as Saudi Arabia, where there is a changing economic landscape and large investments in aviation and its related infrastructure.

"This region is very important to ACL Airshop," Maurice van Terheijden, ACL Airshop's Director of Europe, the Middle East and Africa, stated. "ACL Airshop's vision is clear and very simple, scalar growth over time with an expanding network, technology investments with lean and very efficient operations."

Steve Townes, CEO of ACL Airshop, reinforced that by saying, "In a few short years we have almost tripled our hub services network, nearly quadrupled our own ULD fleets, and achieved award-winning logistics technology innovations. The EMEA region is critical to our global growth strategy."

Boost to business

With the industry returning to normalcy, it's clear that there are growth opportunities in the region. Meeting the moment, ACL Airshop is focused on its key mission of ensuring the right equipment is at the

right place at the right time.

"With our 57 stations around the world (and still growing) and over 75,000 pieces of ULDs in our operation we are able to service our customers with the largest and quickly deployable lease-ready ULD fleet in the industry," van Terheijden explained. "Customised leasing has been our core expertise for 40 years," adds Townes.

The expanded role of the region in the airfreight industry is not just benefiting companies that are based there but also in the markets Middle Eastern carriers serve. As stark evidence, look at the recent announcements by Saudi Arabia, alone, for investing over \$100 billion in airports infrastructure in the next ten years.

"It is not always the Middle East region where we have a higher demand for ULDs but also outward to the rest of the world delivered by the Middle East carriers," van Terheijden highlighted.

Keeping it green

Despite having a large and ever expanding network of stations, ACL Airshop puts sustainability at the fore of its operations, implementing "lean" techniques at their bases, repair shops, and manufacturing centre to control wasted time and materials, while keeping quality high. Materials velocity and business process improvements have paid off with better throughput.

"Sustainability is playing a big role in our company," van Terheijden stated. "We are continuously seeking companies who are able to reuse our waste materials such as unserviceable straps and nets that are beyond repair. Our ULD Management system helps our customers optimise the use of equipment so no excess equipment is needed."

Digital drive

ACL Airshop is keen to ensure that, for its customers, doing business is as easy and efficient as ordering a ride-share car, describing it as "Uberisation" in the ULD business. But innovation is not without its challenges. ACL Airshop has to navigate working with stakeholders and clients that might be at very different levels of digitalisation.

"Technological developments are not restricted to certain regions. The demand for innovation has increased interest globally," van Terheijden stated.

"Our "Digital Suite" puts all of the company's technology in the palm of your hand such as FindMyULD," van Terheijden. "One of our strategies that we have implemented is to develop an open and secure system environment so customers and other stakeholders can push/pull data from our systems. This way our customers have easy access to all of the information their shippers are requiring," van Terheijden added.

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ABU DHABI TO ASIA

HAVING grown its presence in Asia, Etihad Cargo offers 335 weekly scheduled passenger and freighter flights across major trade routes in the region.

As part of the carrier's winter schedule, Etihad Cargo has also strengthened its commitment to the Asian market, introducing additional cargo capacity via new routes and increased frequencies.

For China, they have added three more flights to Beijing and four more flights to Shanghai per week, providing additional cargo capacity and adding further depth to their Chinese network.

To meet increased cargo capacity demand in the Indian market, Etihad Cargo is offering more belly hold cargo capacity across new passenger routes to Kozhikode and Thiruvananthapuram, operating seven flights per week to each destination. Seven new passenger flights to Chennai bring the total number of weekly flights to 21, supported by a twice-weekly freighter service. The carrier is also offering eight additional flights to Kochi. For Japan, they are operating five passenger flights per week to Osaka, a second Japanese gateway destination for the carrier.

"Asia's prominence in airfreight operations can be attributed to a combination of geographical, economic, and industrial factors," Latha Narayan, Director Commercial APAC, Australasia and ISC, Etihad Cargo, said. "The strategic geographical location of Asia plays a crucial role.

"It serves as a central hub connecting the East and West, making it a natural transit point for international cargo," she added. "This positioning allows for efficient and cost-effective transportation of goods between major global markets. As a result, Asia is a target region for Etihad Cargo, as our hub in Abu Dhabi is also establishing itself as a strong

region for airfreight operations."

Trade targets

Two key markets with great potential for growth and opportunity are China and India. Etihad Cargo is committed to expanding its reach into the Chinese market, growing its network and adding frequencies across key routes in resonance with the growth of its European and American networks.

In recent months, Etihad Cargo has added a fourth Chinese gateway to its network, offering a weekly freighter service to Ezhou in the Hubei Province of China.

Earlier this year, they entered into a mutual blockspace agreement with China's SF Airlines. This partnership saw both airlines operate freighter flights between Abu Dhabi and the Hubei province.

"As a result of this partnership, we are providing our customers and partners with greater access to 25 offline domestic destinations, including Shenzhen, Hangzhou, Chengdu and Nanjing, with plans to add more destinations in the future," Narayan stated. "The introduction of Ezhou to Etihad Cargo's Chinese network has enabled Etihad Cargo to offer greater connectivity to China's five national-level city clusters via the airport's transportation infrastructure, including railway, waterway, expressway and air links.

Etihad Cargo has also identified India as a key market for growth, increasing the belly hold and freighter capacity it offers to this market to meet increased demand. Etihad Cargo reinstated a twice-weekly freighter service from Shanghai to Abu Dhabi via Chennai in 2022, providing additional capacity into two key global markets.

"While we have always served that demand, through continuous evaluation of our network, Etihad Cargo identified the need for a direct service, and we will continue to review our network, adding destinations and frequencies, and optimising freighter utilisation to support key trade lanes and customer demand," she continued.

Importance and investment

Generally, Asia has become an increasingly important hub for cargo operations because of its strategic geographic location and economic boom, with China and India especially witnessing increased production and trade activities. This surge in economic activity translates to a higher volume of goods being transported, necessitating efficient cargo operations.

Abu Dhabi and the UAE align with many of Asia's key cargo hubs, and Abu Dhabi International Airport has invested significantly in its cargo infrastructure, including the development of dedicated cargo terminals equipped with modern handling and advanced warehousing facilities, the launch of a dedicated, state-of-the-art cool chain facility and the Midfield Terminal, which will launch later this year.

"We have also established partnerships that have contributed to the UAE's evolution as a cargo hub and strengthened ties between the UAE and Asia, including Etihad Cargo's partnership with China's SF Airlines, which will enable both carriers to achieve mutual growth and support the vision of Abu Dhabi and Ezhou in the Hubei

Province to become major global logistics and express hubs," Narayan explained.

Etihad Cargo is further focusing on specialised commodities, such as live tropical fish, valuables and pharmaceuticals, in addition to general cargo, via its eight-strong premium product range. Ensuring a strong product mix on its flights allows it, in a sense, to avoid putting all our eggs in one basket, so it can continue to achieve maximum loads on its flights.

The exponential growth of e-commerce has further elevated the importance of Asia in cargo operations, with garments driving this demand. The region is a major source of goods for online retailers, and the time-sensitive nature of e-commerce transactions often requires the speed and reliability offered by airfreight. Etihad Cargo has continued to develop its dedicated e-commerce product to meet the demand for the sector.

Perishables and pharmaceuticals are also key sectors for Etihad Cargo's operations in Asia. 15-20% of its perishables and pharmaceuticals cargo originates from Asia, and 60-70% of its volumes are destined for Asia. India is one of its top perishable markets. Pharmaceuticals is also a growing sector in India. The country is establishing itself as a healthcare hub, which is driving demand for IATA CEIV Pharma-certified products. Bangalore, Mumbai and Hyderabad are some of the key gateways used out of India for pharmaceuticals traffic.

Hyderabad, for example, is a top healthcare and active pharmaceutical ingredients (API) commodity production and distribution area. Etihad Cargo estimates that up to 50% of global flows ex-Hyderabad are currently from this segment. Some of the commodities transported out of Hyderabad require a temperature-controlled environment and advanced packaging solutions. Etihad Cargo's PharmaLife product is perfectly positioned to address these needs.

"Partnerships will continue to be a focus for Etihad Cargo as a key enabler to expanding our capacity for this key region and addressing the growing demand for pharmaceuticals and e-commerce," Narayan stated. "We are exploring further partnerships that will benefit not only Etihad Cargo's customers but also further position Abu Dhabi as a global logistics and express hub."



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Annual subscription rates: £100 • €120 • US\$140



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© AZura International 2023 • ISSN 2040-1671
Printed by Warners Midlands plc. The Mailing, Manor Lane, Bourne, Lincolnshire PE10 9PH

Recognising excellence in the airfreight industry

NOMINATIONS for the Air Cargo Week World Air Cargo Awards 2024, celebrating excellence and innovation in the air cargo industry, are open. The prestigious Awards, organised by Azura International, highlight outstanding contributions across various sectors within the air cargo community.

In an effort to strengthen the integrity and neutrality of the awards, 2024 will see the appointment of an Awards supervisory board for the first time. Giving confidence to the industry that the Air Cargo Week World Air Cargo Awards are fair, the board will be responsible for overseeing the handling of the process externally.

Entries open

Nominations for the Air Cargo World Air Cargo Awards 2024 commenced on 23rd October and will continue to be accepted until 15th December.

While companies are allowed to nominate themselves, they are prohibited from voting for their own nominations in case they are selected as a finalist. Each company can submit only one nomination per category, ensuring a fair and competitive process.

Those eager to showcase industry achievements and advancements can submit nominations through the official Awards page:

<https://www.aircargoweek.com/world-air-cargo-awards-2024/nominate/>

Award categories

With a total of 10 categories, the Awards encompass a broad spectrum of the air cargo industry; including Airfreight Forwarder of the Year, Air Cargo Handling Agent of the Year, Air Cargo Charter Broker of the Year, Airport of the Year, Air Cargo General Sales Agent of the Year, Air Cargo Industry Customer Care Award, Air Cargo Industry Achievement Award, Information Technology for the Air Cargo Industry Award, Air Cargo Industry Marketing & Promotional Campaign Award, and Cargo Airline of the Year.

Rigorous process

Following the close of nominations, a meticulous evaluation of the entries will begin, calculating the number of nominations each company received. The more nominations a company received, the greater its chance of making it to the finalist list.

There are a maximum of seven finalists in each of the categories except for the Airline of the Year which has a maximum of 10.

Voting period

Voting takes place on the aircargoweek.com website, where participants can cast their votes for the finalists. The voting period spans several weeks until 3rd May 2024.

After voting closes the results are carefully examined, with self-voting companies invalidated and removed from the results.

There is one winner per category and the results are based entirely on the number of votes received.

Voters are the ultimate judge, with the team at Air Cargo Week and Azura International having no input at all on the process.

Winners will be revealed at the Awards ceremony at air cargo China in Shanghai in June 2024.

Confidentiality

To maintain the confidentiality of the process, details on votes received are known only by key personnel: Kim Smith (Director of Operations), Norman Bamford (Chairman of the Supervisory Board), Dawn Jolley (Accountant), and finally the Supervisory Board members.

Complaints

In the rare event of disputes post-Awards, a thorough investigation and resolution process will take place. Azura International's Managing Director and Director of Operations will lead the investigation, working in collaboration with the Supervisory Board to ensure fairness and transparency.



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Conservation in the cargo sector



QATAR Airways Cargo has looked to take its commitment to sustainability to the next level, extending beyond traditional green goals to make a positive impact on the industry and society.

As part of this, the carrier has established a long-standing relationship with United for Wildlife, as well as becoming an inaugural signatory to the United for Wildlife Transport Industry Declaration and participant in the USAID Reducing Opportunities for Unlawful Transport of Endangered Species (ROUTES) Partnership.

"Our initiatives have fostered a spirit of collaboration within the air cargo sector. We actively engage with industry stakeholders, sharing best practices and insights to collectively address environmental challenges and drive positive change," said Liesbeth Oudkerk, Senior Vice President Cargo Sales and Network Planning at Qatar Airways Cargo. "We believe that our sustainability efforts influence market trends. By setting a precedent, we aim to encourage other players in the industry to adopt similar measures,

influencing market trends, stakeholder perceptions, employee engagement, and the overall standards of sustainability within the air cargo industry," Liesbeth Oudkerk continued.

Disrupting illicit trade

For Chapter 2 of its WeQare programme, "Rewild the Planet", Qatar Airways Cargo has committed to preserve wildlife and endangered animals and to transport them back to their natural habitat free of charge.

One of the notable milestones of this initiative was the successful transportation of seven lions from Ukraine in 2021. This operation demonstrated Qatar Airways Cargo's dedication to supporting the efforts of NGOs and conservation organisations in their vital work to rewild the planet.

"We are very proud to be the Official Airline Partner of United for Wildlife (UfW), an initiative working to tackle the illegal wildlife trade and protect endangered species, founded by Prince William and The Royal Foundation of The Prince

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thereby contributing to a more sustainable and responsible ecosystem."

Qatar Airways Cargo's sustainability efforts have also had a notable impact on employee engagement, sparking pride through its prioritisation of responsible and ethical practices. This commitment has not only boosted morale but has also become a factor in attracting and retaining top talent within the industry.

"In essence, our sustainability program demonstrates that responsible business practices can lead to a positive ripple effect,

and Princess of Wales in 2014. This partnership plays a key role in amplifying the reach of our mission to raise awareness and advocate for a zero-tolerance policy towards the illegal trade of endangered wildlife," Liesbeth Oudkerk said.

"We were the first airline to be certified under the Illegal Wildlife Trade Assessment, developed by IATA with support from The Royal Foundation and the ROUTES Partnership, in May 2019. This certification demonstrates Qatar Airways Cargo's commitments to the United for Wildlife Transport Industry Declaration," Liesbeth Oudkerk added.

Qatar Airways Cargo's activities reflect their unwavering commitment to wildlife conservation. Qatar Airways Cargo and United for Wildlife will pursue campaigns around their shared mission to fight the illegal wildlife trade and advance the work of the United for Wildlife Regional Chapters.

"The illegal and unsustainable wildlife trade threatens our global biodiversity, and poses a risk to health and safety, particularly in marginalised communities. We are taking measures to disrupt this illicit trade in order to conserve biodiversity and safeguard our delicate ecosystems," Liesbeth Oudkerk stated.



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Developing Dubai's vision for the future

HAVING rebounded strongly after the Covid pandemic, Emirates SkyCargo is looking to continue its growth, as they look to support Dubai and the United Arab Emirates (UAE) in becoming the centre of global trade.

Back to operating their entire fleet of wide-body aircraft, Emirates SkyCargo has substantial cargo capacity across its network of almost 150 destinations. Connecting six continents through daily flights on the Boeing 777 or A380, Emirates flies into most of the main and secondary cities in Africa, the Middle East and the Indian subcontinent. These routes are bolstered by connectivity into key location across Europe and Asia.

"As an airline, we've always had the philosophy of having an aircraft that can accommodate both passenger and cargo. That's been there from day one," Nabil Sultan, Divisional Senior Vice President of Emirates SkyCargo, said.

"That's what makes us unique. If you look at some operators, you'll probably see 50-60% of their fleet consist of small body aircraft where there's hardly any cargo space. With us, it's the opposite," Sultan added. "With the 777 and A380, you are moving huge capacity, not just into big cities, but smaller cities, which gets us that extra reach."

Quick connections

With its location in the UAE, Emirates finds itself only a short flight time from 2.5 billion people, positioning itself in a perfect position to swiftly serve a wide range of global destinations. However, for Emirates, it's not just about where they are based but the overall vision of the UAE to become the world's biggest trade hub.

"I know that a lot of countries claim they are at the centre of the world but it's not just about being in the centre. It's about ensuring that you have a network that actually works," Sultan explained. "You need to have a country that is able to eliminate bureaucracy and get things going. Dubai has always been a pillar in terms of creating a conducive environment for businesses."

This has been reflected in the increase of distribution centres and manufacturers who have made their home in Dubai, with Emirates working to ensure they have the connectivity to deliver their products to the market.

"Unless we're able to sort the necessary capacity to these companies, it will be difficult for them to sustain their business," Sultan highlighted. "Dubai and Emirates will grow hand in hand. As the UAE grows its portfolio and different business opportunities emerge, we have to step up and ensure we can support different industries and cater for their movements."

Technological roadmap

With innovation spreading throughout the industry, Emirates has worked to embrace digitalisation where possible. "We've already started looking at various aspects of our business to see how we can digitalise to ensure minimum human intervention in the whole end-to-end process," Sultan said.

Emirates works to make sure that customers have the whole process available on their mobile 24/7 without having to go through a massive amount of documentation and approval that has previously been used.

"Things are progressing very fast towards digitalisation now. A lot of countries are realising that you're losing opportunity for huge economy growth with these bureaucratic barriers," Sultan outlined. "Countries can no longer afford that today, so we're seeing a lot of receptiveness from different companies and countries who now see value in digitalisation."

The benefits of innovation are particularly beneficial for time-sensitive shipments, as Emirates SkyCargo has discovered. Arriving in Dubai, due to the digital processes in place, Emirates has electronically cleared goods through customers before the aircraft event lands, so they can get straight into the delivery process after arrival.

This will help support Emirates SkyCargo in its mission to bring same-day delivery to the industry. For example, goods are ordered in the UK, packaged swiftly, put on a plane and delivered to the customer's home that evening thanks to the quick clearance process.

Serious about sustainability

Emirates SkyCargo has been realistic in outlining its green goals, working on a number of initiatives, both at their hubs and with their aircraft.

Having embraced both Airbus and Boeing in its fleet, Emirates has consistently shown interest in finding the best aircraft for its activities, rather than siding with one manufacturer or the other. Recently, Emirates signed an order for an additional 15 A350s, taking its total order to 65 aircraft, as they look to bolster their fleet mix and serve a new range of markets, including long-haul destinations.

"The A350 is a great, fuel efficient aircraft. And so is the Boeing 777," Sultan stated. "As an airline, we have probably one of the youngest fleets of any airline."

Facilities have been electrified where possible, to ensure a healthy, environmentally friendly set up. Hubs are also using solar panels to generate the energy needed to operate activities.

Sultan is open that there is a lot of work ahead to reach net zero goals but Emirates and the government of the UAE are aligned in making sustainability a top priority for the region.

"We've been very conservative in terms of making any big announcement, as we understand the situation and don't want to greenwash the whole sustainability issue," Sultan said. "Everyone will have to play a part."



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GSSA MARKET HOTS UP IN THE MIDDLE EAST

“History shows that it will be the most agile companies that offer the most options that prevail”

Having operated in the Middle East since 2006, HAE serves as the GSSA to a number of key non-competing carriers. With its regional base in the United Arab Emirates, they have worked to cultivate relationships in multiple markets and with a variety of carriers.

“We believe demand will remain strong as the Middle East remains a hub for East and Northern Africa. We have gained business through our representation of Air Astana, Air Canada and DHL aviation, whose services continue to grow into 2023 and into 2024,” Andy Watson, Regional Director, UAE, Kenya & Egypt, explained. “The UAE continues to be a key hub for transshipment cargo despite some challenges of growing direct options operations from the subcontinent and Asia to EU.”

“We have seen increasing number of GSSA tenders. These include new entrants to the Middle market, return carriers and carriers looking to re-examine their options,” Watson outlined. “The experience we offer across full freighter intercontinental, regional and schedule passenger operations put us in an advantageous position in some cases. Our local knowledge both operationally and commercially is of significant value.”

The Middle East will always be very competitive due to its position as an ideal hub to feed into Africa, the GCC and most destinations globally direct. The current market reflects this with a lot of the world’s largest carriers based in the region and others offering significant capacity to multiple destinations, with multiple rotations.

“This makes maximising revenue and capacity extremely challenging on a week-to-week basis. Sea Air business remains the primary service and we are seeing volume slowly increasing ex ISC & Asia via the ME region, however we have seen developments with the traditional transit through the Region moving towards uplift direct from origin to destinations,” Watson continued.

Carriers and competition

HAE credits its growing presence in this key trading hub to its approach of being the solutions provider to both the airline partner and the forwarding client.

“History shows that it will be the most agile companies that offer the most options that prevail,” Watson said. “We believe and indeed have shown that GSSAs will be a digital distribution channel for multiple airline partners to access a territory’s potential customer base – a one stop shop for multiple service providers and offering API-type integration to as many service partners as possible for shipment options.”

HAE Group believes GSSAs’ responsibility will grow into dynamic pricing, capacity management. They are actively trying to link a number of carriers inventory and network partners to maximise the return for the carrier and give the customer competitive options.

“GSSAs will provide more services to the airline as well – examples are back office, data management services and finance and accounting – more carriers means more competition for GSSAs,” Watson said.

Operational drivers

Digitalisation will continue to be a key development within the airfreight industry, as innovation with technology are more widely embraced. The ability to develop in house systems and utilising access to airline and customers systems through API connections etc, will lead to efficiency both from an operational and commercial point of view.

“Acknowledging the potential of technological innovation, HAE Group has taken steps towards digitalising its cargo operations with the introduction of cutting-edge solutions. By leveraging their Webportal and Quote Management System (QMS), HAE Group has transformed the way freight forwarding customers and airline partners interact, enabling real-time engagement, enhanced security, and streamlined processes,” Watson stated.

HAE Group’s Webportal seamlessly integrates with carrier systems through API connections and industry-standard



protocols, including SITA messaging. This integration allows freight forwarding customers to access a range of benefits, including a personalised login, branded quotations from airlines, the ability to request spot rates, and confirm acceptance of quotes and terms and conditions. The Webportal facilitates efficient communication and collaboration between HAE Group and its customers, enabling swift and accurate response times.

Sustainability is also playing a crucial role in shaping GSSA operations by driving the adoption of environmentally-friendly practices across the business, reducing resource consumption and promoting responsible and ethical operations.

“The HAE Forest initiative explicitly covers restoration of stressed environmental systems, maintains biodiversity, and creates social and financial benefits to local communities. Our staff have an opportunity to visit project sites, thus learning and creating links with local stakeholders. It also enriches our customer relations as everybody can engage through the virtual platform,” Watson added.



NAVIGATING THE FUTURE OF GLOBAL LOGISTICS FROM DUBAI

Serving 159 airlines in cargo and moving 2.7 million tonnes of goods per year, dnata provides an extensive suite of services out of its Dubai base including: warehousing and equipment supply, export cargo acceptance and flight build up, import cargo flight breakdown and delivery, customs control, transfer and transit and mail handling.

These operations have seen dnata become part of the regional ecosystem that has led Dubai and the UAE grow into a global trading hub, as the country moves toward its 2033 vision.

"You get out of this community what you put in," Guillaume Crozier, dnata's Head of Global Cargo Strategy, explained, "We are full steam ahead to activate all the plans to reach our goals. It's about increasing capacity, increasing product portfolio and covering all the requirements of the logistic chain."

Power of partnerships

Working in the supply chain requires key connectivity to ensure smooth transition of goods from A to B with care and speed. While dnata benefits from the quality of infrastructure in Dubai that has made it a key location in the cargo sector, not every destination has the same facilities, risking shipping standards.

One dnata was launched in 2011, meaning that they have minimum standards everywhere within our network. It's not about having the full set of services on offer in all locations but being able to guarantee what service customers can expect and promise on their end.

"I think, with that approach, it's really realistic and practical. It's all about a clear framework and assurances behind it and having a strong product offering the systems in place for both ensuring the quality but also preparation," Crozier explained.

With that in mind, dnata has been focusing on its abilities around data, making big investments in the sphere, boosting data architecture, governance and models to provide the best possible picture for customers.

"We increase the integrity and quality of our data to provide very strong transparency in the supply chain, something that's extremely important when it comes to specific products," Crozier said.

Greener vision

Sustainability has come to the fore in the logistics as companies look to minimise their carbon footprint while expanding operations. dnata has put that into practice in its hubs, electrifying activities where possible to cut down on the impact of on-the-ground services.

"Sustainability is becoming more and more important and everyone is looking at the same direction," Crozier said.

In terms of sustainability, dnata's aim is to reduce 20% of emissions by the end of 2024 and 50% by 2030.

"As long as you have clear, tangible KPIs, you have a starting point that can lead you to a good global approach," Crozier added.

Innovation plays a role in this evolution to a greener industry, using data to ensure that operations are as efficient as possible.

"It's very important as a community that we join forces to set up clean data model across the industry that everyone can participate in whatever the level of maturity," Crozier highlighted.

Opportunities and priorities

Looking to continue its growth in the airfreight space, dnata has identified the Asia-Pacific region and Africa as a potential target for expansion. However, for dnata, it's not just about increasing the size of their network but ensuring they achieve a high standard of service wherever they work with customers.

"We are looking at all the opportunities and there are a lot. But what we really want is to be the most admired," Crozier stated. "We want to deliver on the promises we make to our customers. That's why we put a lot of focus on offering a robust blueprint to serve the customer. That's our top priority."

Growth is a two-way street for dnata, where they work with customers to understand their goals and how the two can work in tandem to move forward.

"Our customers make more and more promises and new policies, which lead us to increase our capability on the ground with more logistic capability, visibility and efficiency," Crozier continued. "We've done a lot in terms of processes. It's a continuous improvement. It's about lean methodology that we've implemented on our organisation."

"Sustainability is becoming more and more important and everyone is looking at the same direction"



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