Change
Ready for a fresh breeze of change?
The main theme of this edition of Skytanking Life is change and what it means to us as employees of Skytanking that has seen so much change in its 15 years plus of history.

We take a look at the subject from the perspective of Marquard & Bahls and the implementation of Project SPRING throughout the group, and we hear from senior managers and employees of Skytanking on how they see change in their professional and personal lives.

In this edition we are extremely pleased to take an in-depth look at two of the more recent changes affecting Skytanking; the expansion of Skytanking’s network resulting from the start-up of operations in Malta, and the establishment of Skytanking Ovenon joint venture in Turkey.

New technical and operational developments are introduced to you by our Operations Support team in the Operations News section, including the new Operations and Fuel Quality Control Manual, apron check-lists, the ‘train the trainer’ programme and into-plane productivity.

But this edition does not only concentrate on business and operational goals; we are also proud to support charitable causes, such as the project to upgrade the buildings at a primary school near the headquarters of IndianOil Skytanking in Bangalore, which will help young children to flourish at school and have the chance to develop and grow.

Indeed, we have an exciting time ahead of us; full of chances, development, growth and, of course, change. We will not be able to achieve all we want to achieve without the occasional frustration and without having to overcome a few obstacles along the way, but it will most certainly be worth it.

I hope you will enjoy reading this edition of Skytanking Life.

Paul Workman / Managing Director
Skytanking Holding GmbH
In the past couple of years, some check-lists have been implemented by the Operations Department to improve the performances and increase the level of control and safety on our operations.

The reason why check-lists may be efficient in improving performance is simple: when a task or a check involves multiple steps, it is likely to forget one or two and by ensuring, that any discrepancy of all the steps of the tasks being checked are noted.

Even though the tool is easy and efficient, when on paper, it has a limit: analysis and/or sharing of the data is neither efficient nor swift to carry out.

To tackle this issue, the Operations Team is currently working on a project that aims to digitalise the main check-lists (e.g. A-Z, Q-Check-List) through an application installed on portable devices, providing an easy, powerful and flexible instrument that can deliver spectacular results, gather data quickly, and show trends and analyses.

The project is not limited to field check-lists only though. Other paperwork and check-lists currently in use may be migrated to an electronic platform in order to reduce the time for analysis of the data, reduce the use of paper and be more eco-friendly.

Actually the project is about to face the testing phase. Once successfully accomplished, devices with the new check-lists filling system will be available for everyone, on request.

We are putting our foot down towards the future!

The milestones on which the project is based are:

* ATEX-certified Tablets, to allow the use of the device in most of our working environments;
* The possibility to capture information by various media, allowing the attachment of images too;
* A huge reduction in paperwork and consumption of time;
* An easy-to-use interface, which allows to work off-line too and synchronise the data afterwards;
* Easy access to data to analyse through a reporting system;
* Compatibility with existing databases (incidents, audits, training, etc.).

The awaited revision of the Skytanking Ops Manual has arrived. In the first part of 2017 the new Manual revision has been released.

There are two different options: paper copies and electronic ones, on PDF file. All copies are registered copies. The reason for this is not only to set a control on the copies through the respective destinations, but also to allow an easier tracking of reviews and updates. In fact, paper copies will be updated through the delivery of the changed parts, as well as the electronic files will be replaced for each assigned individual.

The new Operations Manual is J1G12-compliant and includes more details about work procedures. Expectations are that the new manual may become a practical and useful reference for our operations in a way that it shows not only what needs doing to comply with Skytanking and industry standards, but it also provides guidance on how work should be carried out.

Easier consultation should be possible through a new set of tables of contents: analytical, by subject, and for all figures and tables.

The Manual will now include a number of standard operational forms too. We are looking forward to providing you all, on the basis of your requests, with the new Skytanking Operations Manual soon.
The first-ever Skytanking Train the Trainers course

Skytanking Operations has now fully launched its online Learning Management System (LMS), and all employees will benefit from visiting and completing their allocated training. Skytanking can ensure, and give assurance, in an easier way that all employees have received the level of training necessary to develop the required competence, wherever they may be in the world.

The LMS is only one side of the training management system, being theoretical and focusing on the knowledge delivery aspect only, and our employees still need hands-on practical training.

It’s one thing to complete an online training but completely different to actually put PPE on and get physical with equipment on the field.

Bearing this in mind, and following the mantra of the LMS that everyone should have the same level of understanding, the Operations Department wants to ensure that the practical training given at site level is proficient for everyone. To achieve this, the Operations Department will be asking the various assets and sites to nominate suitable employees to become ‘Train the Trainers’ and to invite these individuals to attend a practical training course, hosted and delivered by the Operations Department, in Q4 2017 at BRU airport. Once they will have been trained and qualified as ‘Skytanking Trainers’, they can then cascade their knowledge and either train local ‘Training Champions’ at their sites or even train everyone within their area or region of competence.

If you are interested in becoming a ‘Skytanking Trainer’, please speak with your Operations Focal Point or Line Manager to contact the Operations Department and appoint you for the first Skytanking ‘TTT course’.

Best Practice Competition

The Skytanking Best Practice contest has been going ahead successfully, and submissions are varied and useful. Have you ever wondered how the winner is selected? Well it’s through a very fair process designed to avoid favouritism among the submissions. Every member of the voting panel (Ops and HSSE) gets to evaluate the submissions and complete a score card giving points for each of the following categories; HSSE Benefits – Cost Benefits – Originality – Ease of roll-out. Scores can be between 1 and 10, and are weighted as a percentage. Obviously the highest scoring submission will win the 6-monthly competition, but this does not mean the remaining submissions are not good. Indeed, there are some fantastic ideas submitted, and everyone can read them by going to the Skytanking Sharefile site (https://mub.sharefile.eu) and look under ‘Operations’ and then ‘Best Practice’ to see all of them.

We can now tell you that the 2016 2nd half Best Practice winner was submitted by Aberdeen, one of North Air’s more northerly sites. The idea is to install a LED ice warning sign that flashes when the temperature drops and ice likely forms, warning operators and drivers to take care.

Can hydrant dispensers refuel without producing CO₂? Dream or Reality?

Different solutions have been implemented and tested in the last 20 years: full electric vehicle (UK), static cart energised by solar panel (US), underground refuelling station (SK), electrical turbine in the inlet fuelling pipe (GVA) … but we continue to operate diesel dispensers on the majority of the European airports.

It is actually impossible to imagine a full electrical vehicle that has a sufficient capacity to operate more than 2 hours without to be reloaded during a period of more than 6 hours!

The best alternative that Skytanking operates successfully at Vienna airport since several years is an ‘hybrid version’ that permits to move the dispenser to the aircraft with the diesel engine, to charge the batteries during the transfer, and to stop the motor during the refuelling for a full electric operation.

A similar solution is being tested at CDG, and some alternative manual methods are in operation at MUC.

This improvement allows to save +/- 2000 liters of diesel per year per vehicle, equal to 20-25% of the total consumption and works through the control of an on-board computer (PLC) that manages the power use in function of the needs for platform movement, hose reel rewind, recovery tank transfer and for all the other consumptions of power during a refuelling (lights, hydraulic piston, deadman, …)

Actually, 5 fully automatic and 4 semi-manual dispensers are in operation, and 5 more will be built in 2017. It will take some time to adapt our fleet, but initiatives that reduce our CO₂ footprint are all welcome for our future.
Productivity

The Operations Department has conducted last year an in-depth analysis of our into-plane activity with the purpose to identify possible ways to improve the efficiency, and consequently the productivity, of the business.

The study has been carried out through the DMAIC approach from the Six-Sigma methodology to Define, Measure, Analyse, Improve and Control your business process.

The project started with the definition of productivity means for a business process in general terms and, specifically then, for the into-plane activity. The whole into-plane process has been dissected into basic tasks to analyse and measure activities by means of performance indicators. The final step implied the identification of the potential ‘defects’ which may affect the productivity of the into-plane process in order to plan their elimination, or the reduction of their effects.

The analysis also resulted in the identification of those tasks which affect more significantly the productivity of the into-plane business, both in terms of magnitude and likelihood, allowing to achieve the ranking of the into-plane activities in terms of priority for the improvement.

The huge amount of work has then resulted into a Report which is now in the hands of our Managers for the local implementation. Of course the Report is not aiming to apply the full study to each location as it entails a lot of resources and time. Of course the Report is not aiming to apply the full study to each location as it entails a lot of resources and time. However, it certainly will represent the opportunity, within our organisation for a deeper knowledge of our business.

Then the field observation of the into-plane activity at the concerned location would bring to the identification of the real ‘defects’ which affect negatively the process.

Finally the analysis would result in planning the actions to remove or reduce the identified defects. A negative balance between costs of removal vs. the benefits of the productivity improvement for each defect may sometime bring about keeping such defect as structural, but at least better knowledge of the limits of our efficiency improvements would be achieved.

Provided that the productivity is the reason for which we all manage daily our operations, the main target of the project is to change the approach to our into-plane business, setting the conditions for the periodic control of the efficiency of our activity and for a structured systematic analysis & measurement (KPIs and field observations) of our activity, for the continuous improvement through the identification of defects and the planning of the actions to eliminate or reduce such defects.

We expect that the study may bring about good results in terms of improvement of our into-plane processes, and certainly will represent the opportunity, within our organisation for a deeper knowledge of our business.

Into-plane process description

The study is indeed meant to provide practical guidance to both better understand our into-plane business and to promptly identify practical solutions to improve the efficiency. In practical terms, the implementation of the productivity analysis would more practically go through a reverse approach.

The optimisation would start from the measurement of the processes (through operational and safety KPIs and HSSE ones too, because a productive business cannot afford to leave HSSE out of consideration) to focus on the areas or tasks which may be affected by defects.

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The Turkish aviation industry has been undergoing a comprehensive transformation. Skytanking Holding is pleased to announce its new joint venture completion on 12th August 2016 with the purchase of a 60 percent shareholding in the new JV Skytanking Ovenon Aviation Services (SOAS), which has Into-Plane and Storage services at 18 airports in Turkey.

At the crossroads to the Orient

This new JV will handle around 800,000 m³ volume and uplift over 100,000 aircraft annually. Here, Baris Demirci, our new General Manager for Skytanking Ovenon, gives us an insightful introduction into the new market:

SOAS became operational as of 15th of November by taking over all ITP and storage activities for fuel suppliers such as Shell, OMV, etc. Currently, Skytanking Ovenon has 48 operators working at the airports and 6 employees at the head office to handle HR, as well as finance and operational activities.

The number of people employed in the industry demonstrates the growing clout of the Turkish aviation sector as well. The number of people employed by the industry was only 48,000. However, the last decade saw more than a 100% increase in the numbers of people working for the industry which has already exceeded the 100,000 mark. In 2014, the Turkish air traffic growth rate was 10.9%, which is a lot more than the world’s average (5.9%) as well as Europe’s average (5.7%).

The new airport of Istanbul is planned to be the biggest airport in the region once all the phases are completed. This will be a big game changer for all players in Turkey. Entering the market before this completion is a big step for Skytanking Ovenon.

Our biggest challenge will be to shape the perception of the fuel companies towards Skytanking Ovenon. Providing a professional aviation service is a new concept in Turkey, we need to switch the mindset from the current manpower provider towards a professional service provider. There is a huge potential in Turkey in aviation.

Besides adding new airports and customers to our portfolio, our main target will remain being the ITP service provider at the new Istanbul Airport, which is planned to be opened in 2018. In conjunction with the rapid economic growth of the country, the Turkish aviation industry has been registering a remarkable growth during the recent years. Turkey, which is the third largest country in Europe and positioned at the crossroads of Europe, Asia and Africa, has been one of the fastest growing markets of the world with a 12.8% CAGR (compound annual growth rate) in passenger traffic between 2005 and 2015. The Turkish passenger traffic has grown at a rate of 196% from 56 million to over 166 million in the last decade. As an attractive tourism destination, Turkey’s steady economic growth, young labour population and liberalised market are the main drivers of this impressive growth.

The main focus for Skytanking Ovenon will be on delivering high-quality, safe and efficient Into-Plane and Storage services at all 18 airports. Skytanking Ovenon does handle operational activities for fuel suppliers such as Shell, OMV, etc. Currently, Skytanking Ovenon has 48 operators working at the airports and 6 employees at the head office to handle HR, as well as finance and operational activities.

Despite some recent turbulences, Turkey has strong fundamentals that underscore its potential for long-term economic growth. Turkey has started to utilise its great advantages in the air transport sector. We are more than thrilled to be part of this enterprise and look forward to it’s future achievements.
Istanbul New Airport – a few facts

With an estimated investment of €10.25 billion, Istanbul new Airport is not only the largest infrastructure project in Turkey’s history, but it will also generate thousands of jobs. According to the recently published Istanbul New Airport Economic Impact Analysis, the airport could provide employment for up to 225,000 people by 2025. Employment will come in such fields as ground services, airlines, security, maintenance and repair, food and beverage. Around 100,000 jobs could be directly created. Istanbul will be one of the main beneficiaries of the new airport, whose first phase is planned to be activated in the first quarter of 2018.

Fuel farm

- Total size of the fuel farm: 300,000 m²
- 10 tanks with 30,000 m³ each
- Estimated annual throughput: 4,500,000 m³

Passenger numbers

- 2,000 flights per day
- 90 million passengers every year
- 3,500 passengers every year
- 200 million

More Facts

- Serving 350 destinations worldwide
- Supporting 150 airlines
- 6 runways
- Main terminal building 1.3 million m²

Business Development

On the Skytanking Ovenon joint venture

Each project requires a solid amount of research to be done up-front to recognize whether it has potential. This was also the case for Turkey, and it was clear that the Turkish aviation market offers many attractive opportunities for an independent operator like Skytanking.

- By Christoph Clemens –

With this in mind, Skytanking’s business development team paid one of the fastest growing aviation markets in the world a visit in July 2015.

Various meetings were lined up with local industry stakeholders including the new Istanbul airport operating company IGA as well as major oil companies like SOCAR and BP. After two extensive days of meetings, we had established some good relationships with various key players in the industry. One of them eventually pointed us in the direction of a local company called Ovenon that had been awarded contracts for the provision of refuelling staff for a number of jet-fuel suppliers in Turkey, including Shell, BP and THY Opet.

A first face-to-face contact with Ovenon’s CEO Onur Canseven was made during a second trip to Istanbul at the end of November, which followed an Expression of Interest sent to Ovenon some weeks before. After commercial discussions and an initial high-level due diligence process, a commercial non-binding offer was made, which seemed to be in line with the expectations of Ovenon.

After finally agreeing the heads of terms in March 2016, we appointed a Turkish law firm to assist us in the legal due diligence and help us drafting the shareholder’s agreement, which was clearly the most difficult part of the project. However, at this stage we all agreed that the project was more or less a question of time.

To prepare the new joint venture for its upcoming operations, we held various interviews at the beginning of May to fill the position of General Manager. When we first met Baris Demirci, he made a very good impression. He showed that he had a good background in aviation fuel with experience on the operational and sales side. He was also very motivated to be part of a new venture that’s going to change the market. This is exactly what we were looking for. Skytanking Ovenon Aviation Services (SOAS) officially came to life on 28th August 2016. Two weeks later, Baris officially joined the company and has been in charge of SOAS ever since. We are glad to have him on board and hope he can successfully promote SOAS as the new preferred aviation fuel service provider in Turkey. We also appreciate the very professional work relationship with Mr Canseven, which has been commendable throughout the entire project. We look forward to working with him for many years ahead.

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Fast fashion players already rely on speedy deliveries by air to ensure customers get their hands on the must-have dresses and coats of the season. Typically, air freight is 4–5 times more expensive than road transport, and 12–16 times more than sea transport. Fast-fashion brands aim to renew their collections almost every week, making other forms of freight impossible.

**Aviation Facts**

**Worldwide commercial shipment**

- 99% Transport per ship, train or truck, etc.
- 35% value of goods

**Freight distribution**

- 60% Air cargo
- 40% of goods were transported in special air cargo planes while 40% of the goods are carried along on passenger airplanes.

**Made in China**

- 54% of all worldwide sold clothes come from China according to the WTO.

**Sources**

1) http://aviationbenefits.org/case-studies/fast-fashion/  
2) Lufthansa Cargo magazine ‘Planet’, issue 02/2016  
3) Lufthansa Cargo magazine ‘Planet’, issue 01/2016  
4) IATA Annual Review 2016  
5) Airlines International magazine, issue 08/2016
You win that big contract – congratulations!!

But wait — where do you put those new people? And how are you going to manage to comply with yet another set of reporting requirements? Or maybe your longtime and beloved office manager resigns. That’s a big loss to the company, but it also opens the door to bring in someone with new skills. Determining the changes that need to be made is just ‘step one.’

Moreover, organisations are facing faster, more complex, more interdependent and more cross-functional change than ever before. Being able to deliver results on multiple changes allows an organisation to achieve their strategic vision and thrive in today’s changing landscape.

Today’s successful companies are dynamic, adaptive, evolving with the environment they thrive on and welcome change. But that is certainly easier said than done. Most corporations do not even share a clear definition of what successful change management looks like.

Applying change management enables companies or generally organisations to deliver results on each change more effectively and build competencies that grow the organisation’s capacity to tackle more changes at one time.

Over the past decade, Marquard & Bahls has grown enormously and managed to become a global leader in energy supply, trading and logistics. The way in which the company collaborates and organises itself has not evolved accordingly, according to Mrs. Anke Schouten, CCO (Chief Change Officer) since February 2016, who pointed out that we have outgrown the way we work.

Project SPRING is a group-wide project Marquard & Bahls has initiated to structurally align the group functions with the needs of the businesses. The Project is addressing this transitional challenge and tries to introduce new and more efficient structures with the help of change management. Where it makes sense, M&B will harmonise and standardise more administrative procedures. Project SPRING recognises that while our size has changed, our systems and business processes haven’t. From how we communicate to how we make decisions – we want to adjust the way we work to our new scale and ambition. We want to enable our operating entities, freeing them from more routine tasks and helping them focus on valuable activities like entering new markets and opportunities, and working on innovation – to remain competitive tomorrow. That is the real challenge!

Anke Schouten as sponsor for project SPRING ensures that the top management will react accordingly to the requested changes and enables the divisions or managers, if necessary, for concrete action. The definition of the function of a Chief Change Officer could be summarised as follows: the permanent questioning of established business models, the company processes, the way everyone works and the established company culture have to be analysed permanently under the aspect of requested change. Since the transformation is rather widespread throughout the group and tackles all dimensions of change, the CCO has to continuously observe and (re)evaluate the existing processes.

In order to help Anke Schouten with this tremendous challenge in putting the right structures in place for change, Sophia Porcelli, former Vice President Finance for Gulfanking Asia-Pacific in Singapore, has been assigned since the 1st of July 2016 as Head of Change Management Office to Marquard & Bahls in Hamburg. In her role, Sophia Porcelli is now coordinating the implementation process of Project SPRING. Together with her dedicated project management team, she is now structuring the change process, making it accessible to each employee.

Marquard & Bahls has now reached an internal consensus on how they want to structure the support functions, as well as how they want to interact and work with the business in order to achieve the strategic objectives. Project SPRING will considerably reshape the support functions as we know them today.

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Like in any change project of this size, it requires patience and collaboration from all divisions. The SPRING team has already finished the analysis and design phase and has started the implementation process. Along the journey, the support and involvement of all employees is crucial to the project’s success.

So an exciting period lies ahead of us. It will be shaped by our joint efforts to implement the new structures, processes and improvements. Our businesses and support functions will move closer together, offering new development opportunities for us all. We want to leverage the benefits that operative excellence will bring, such as common standards, processes and systems.

Nevertheless, it is important to realise that the transformation in the meantime, from one level to another, goes hand in hand with ‘a little bit’ uncertainty. This transformation means leaving one stable structure for a new one, and it often entails transition of functional units. We somehow forget that the transformation that we have embarked on as a company, and to embrace the changes and opportunities it entails.

We encourage everyone to support the exciting journey of transformation that we have embarked on as a company, and to embrace the changes and opportunities it entails. Feel free to email the Project SPRING Team any time you still have any questions, concerns or ideas: spring@marquard-bahls.com

The interactive graphic in this post combines all of these 14 entries, totalling 40 goals.

We somehow forget that the instability and the challenges that come with the success story are an essential part of that change. Cultivating curiosity while taking risks and at the same time tolerating the uncertainty (and the risk) are all aspects that need to be harvested at the heart of a company, according to Prof. Peter Kruse, late scholar at Bremen University and Change Management expert. He believed that we need to embrace the risks and uncertainty in the transitional process and tolerate it as part of the process. Change is not possible without a real transition/shift. We need to cultivate a business culture which embraces entrepreneurship and the inquisitive child in all of us.

Each employee has the potential to engage in a reliable and authentic development, but it is important to see through the change processes and understand the transformation. The three main core principles that underline a successful change management are: comprehension, transparency and involvement. The employee that fully understands the ‘why’ of the change is able to cope with the ‘how’ much more easily (taken from Prof. Peter Kruse).

The group activities in the evening were filled with diversity and fun. Our managers competed at the longest go-kart track in Berlin with 752 metres and up to 80 km/h quick. The group were able to discuss issues regarding aircraft design, on technical related topics such as operations & HSSE. The Skytanking D-A-CH stations to the capital to take time to discuss various operational issues that came up during the year. Additionally, colleagues from M&B, such as Sabine Beckmann, the HR Manager, and Mark Dose, our HSSE Project Manager, attended the meeting, and our this year’s special guest has been Luc Maes from Brussels.

Regardless of the additional timeframe, the various topics very quickly filled the agenda. The first two days focused on technical related topics such as operations & HSSE. The group were able to discuss issues regarding aircraft design, JIG, HSSE and PPE and further the newest development in operations. On the third day, the meeting’s emphasis was on the overall HR and Skytanking’s group development within the Marquard & Bahls group and its ongoing projects.

The time went well too quick, and not every topic and challenge of the daily business could be thoroughly engaged in. Hence, it had been agreed to have specific groups in the future that can discuss various topics in greater detail, such as tank farm logistics or ITP. The next General Meeting in November 2017 will most likely be as versatile and interesting as this one.
CHANGE

How do you define change, whether in work or personal life?

Why is change important?

Why is change so difficult? Or why is it difficult to implement change?

What factors make change easier or harder to implement?

What and when was the last time you changed something? Please give us an example.

Where and when do you have the best ideas for change?

Chris Smith, General Manager, Stansted

I see change as something physical or mental that needs adapt to thrive.

It helps to challenge complacency. You should always be compelled to self-evaluate and learn from new experiences.

People fear the unknown.

It’s a brave move to make changes. I feel change is easier to accept when you’re not alone.

I moved positions from an into-plain operation to a fuel storage and hydrant location.

Ideas start small, normally on my drive into work (I was going to say, after a nice beer 😃).

Michele Anello, Operations Support Analyst, Rome

As an inevitable process, sometimes searched for and other times imposed by need, that tries to move forward and improve. To improve is to change; to be perfect is to change often. — Cit. Winston Churchill

No change = no improvement (or at least, no attempt to improve)

I think, you may summarise it in one word … uncertainty. Many people, including occasionally myself, feel uncomfortable with uncertainty, and they may try to slow down the change.

If a change is well planned, shared and discussed with all the involved parties, it may help to make implementation easier.

It’s a work-in-progress change … trying to stop eating junk food.

When I’m relaxed and inspired

Sven Truyers, Engineer, Brussels

For me, change is about improving aspects of life.

It improves the quality of life.

It takes energy and time to change habits and ways of thinking.

Time is a big factor I think … Sufficient time makes it easier to implement change, while lack of time does the opposite.

Currently I’m trying to change my eating patterns into even more healthy ones 😊.

During relaxing moments: holidays, a walk in nature 😊.

Giovanni D’Andretta, Airport Manager - Roma Fiumicino

When I think about change, I like to use a phrase of Alvin Toffler: ‘Change is the process by which the future invades our lives.’

To grow, to evolve, to improve, to succeed, to find the right personal dimension in a world that will certainly change. Change is an absolutely natural and inevitable process of the life cycle.

I think that change is difficult because leaving the known for the unknown, unless you are brave enough, is not rational, and it is inherent in human nature to avoid change.

Many factors can help to make change easier, but first of all, we should be aware that not all change leads to improvement, but to improve, it is necessary to change.

Every day I try to change something to avoid the error of the day before, but two truly radical changes. I feel change is easier to implement, while lack of time does the opposite.

During relaxing moments: holidays, a walk in nature 😊.

Our business is constantly moving.

Christian Guth, Into-plane Manager, Munich Airport

All in all, something in your environment changes, and the way you operate also has to change. For example, you are married now, so you have to eat your dinner with a knife and a fork, or you got some new refuelling equipment, and everyone has to be trained how to use it.

Well, if we do not have any changes, we would still be riding horses or living in caves.

Not everybody likes improvement. Some people believe you should never change a well-running system.

It is easier if you talk to your people (or to your wife), try to get some understanding of how the change will improve the company (or family life). If you change something and then ask for understanding, it can lead to a hard fight. If you have to make a change, for example because of JIG, and you ask your people for ideas, it is easier to implement new things because it is not an order anymore.

New ideas come all the time from JIG, employees and contractors, so we are always changing. Fuelling vehicles which can stop the engine during refuelling to save diesel is one of the changes we are implementing, for example.

During meetings or in the afternoon after work. Some ideas come like small bubbles. I have a pen always near me, so I can quickly write down my thoughts and ideas … because after a while they are gone.

Brian Watson, Regional Manager, UK

I define change as something that takes me out of my comfort zone, whether in my work or personal life.

Simply because everything has to change eventually.

The majority of people dislike change and are happy to continue doing things the way they have always been done. Just because something has always been done that way, then this is seen as the right or correct way. My experiences have shown that if people do not understand what the change is along with the impact and benefits, they will resist the implementation of change.

Easier: By understanding that the majority of change is good and not bad. Good planning & communication. Reviewing and looking back to learn lessons for the next time. Harder: Tension makes change harder. The unknown lack of understanding of what the change is. Resistance by others to change.

I changed my lifestyle for the better and took up cycling. Now I cycle most mornings and feel better for it. Guess what? The positives (feeling better, more energy) outweigh the negatives (cold wet winter mornings).

Probably when I am travelling as that is when I do all of my thinking.
For me, change is simply a fact of life. The whole universe is in a permanent state of change; the seasons change, we get older every day, new technologies come and go. Business change is just a subset of this; competitors come and go, the market goes up and down. We just need to have answers to the changes affecting our business. It is our job to absorb all the change around us, with the uncertainty that it brings, and to plot a course for the company through it. The company may get tossed around by change, but we should always be heading to a goal that people can see and can support.

Our shareholders have asked Skytanking to grow considerably in the next few years whatever external changes are going on around us. To achieve that goal, Skytanking has to change the way it works and particularly anything that prevents us from achieving our goals. People like some certainty in life, and change always brings a hint of uncertainty; we cannot see ourselves in 5 years from now, we cannot see if we will be successful or happy, and whether we made the right decisions.

It is easier to implement change if we have a shared goal that we can agree on and if we can remove as much uncertainty as possible. We should make sure the change indeed leads to progress and deal honestly with change that does not go well.

‘A routine is not bad in itself, and in our business it helps to prevent failures, while changes are more difficult to control.’

For me, change is about thinking differently, being innovative and looking at the things from a different angle even though we believe we are already doing things in the best way possible. It means challenging the certainties of our industry without losing sight of the need comply with the expectations of our stakeholders.

I read a statement by Jack Welch that said, ‘If the rate of change on the outside exceeds the rate of change on the inside, the end is near.’ In everyday life I see that we need to change to keep up with the natural evolution of things around us.

Some people resist any change that affects their daily routine or well-functioning organisation. A routine is not bad in itself, and in our business it helps to prevent failures, while changes are more difficult to control. But sometimes it would be more productive to use the energy involved in resistance, simply to control the change itself so that things would go better.

Poor understanding of the change and the need for change are key factors that increase resistance to change in a company.

Surprisingly I experienced that a lack of time can make a change easier: sometimes the sense of urgency may facilitate the change process which can get stuck in excess planning and forecasting. Finally, open dialogue, transparency and trust are all essential elements in promoting change.

‘Sometimes the sense of urgency may facilitate the change process which can get stuck in excess planning and forecasting.’
Business Development is, by definition, all about change because our primary role is to grow the company. We are constantly working in new markets and with new commercial set-ups, cultures and teams. In particular, acquisitions mean integrating new teams into our group and merging different corporate cultures.

By nature, most people don’t like to step out of their comfort zone. Change means moving away from what we know today in terms of organisation, scope, markets and processes. Often, changes don’t work straight away because organisations don’t see the rationale behind it or merely lack the resources to do it well. It all depends on the commitment, support, communication and flexibility of the management and the involvement of people at all levels in the organisation.

As the only certainty in life is change, change should be perceived as a natural phenomenon that creates opportunities rather than obstacles and threats. By setting up a culture of change that is flexible and adaptable, and hiring the right people or coaching existing staff, we can create lasting change.

‘Change means moving away from what we know today in terms of organisation, scope, markets and processes.’

Change means being able to adapt our services to external changes, whether it is the market, the scope of services, country-related legislation, industry standards or competitors. It can also involve internal changes in terms of strategy, priorities and organisation. This requires internal processes to detect, register and implement changes, while keeping all staff in the loop. For example, regular meetings with Business Development, to review upcoming projects and new markets.

A recent example of change involved a true paradigm shift: creating awareness within the team that Engineering should be a means to an end, i.e. changing the approach from pure technical excellence to a value-adding contributor to Skytanking’s growth.

It is important to create an environment where proposals for change, from the staff or coming from the top down, can be appreciated and supported. I often use one-to-one or group meetings to re-explain why a particular change is needed, and I allow people to make suggestions in the implementation of change, which boosts their involvement and support. Staff will believe in change if the organisation remains interested in their development and growth, which is their own personal change process.

With effect from April 1, 2014, every company in India, private or public limited, which either has a net worth of Rs500 million or more or a turnover of Rs1,000 million or more or a net profit of Rs5 million or more needs to spend at least 2% of its average net profit for the immediately preceding three financial years on corporate social responsibility activities. Since the Company’s net profit is more than Rs5 million, it is being covered under CSR rules.

To comply with the Companies Act, 2013, and the rules made thereunder, subsequent to approval of the Board, IOSL has started searching for the suitable projects in and around Kempegowda International Airport – Bangalore. The Company identified the Government lower primary school at Yerappanahalli village of Devanahalli Taluk of Bangalore Rural District.

The Yerappanahalli village has a very low literacy. People are accustomed to customary agriculture, floriculture and horticulture for their livelihood, and generally the education is not given importance. In order to meet the provision of the Company Act and to provide aid to the school for assisting the education of the underprivileged, IOSL decided to build the additional classrooms and allied facilities.

IOSL had entered an MOU with the Government Education Department – Devanahalli on 29th March 2016. Accordingly, they constructed a new classroom, dining area, reading room, kitchen room, toilet block for boys and girls and a stage in the school premises. At the same time IOSL has taken up minor repair works of the existing school building and its complete painting, as well as wall write-up activities. IOSL has successfully completed this rural education development project during February 2017 within the target range.

On 28th February 2017, the completed school was handed over to the Education Department authorities. This gesture of IOSL has been very much appreciated. Few photographs of the occasion are attached for publication on the Skytanking website.
Malta is a rather small island and covers just over 316 km² with a population of just fewer than 450,000, making it one of the world’s smallest and most densely populated countries. Despite the rather small size of the island, Skytanking was able to find a reliable and knowledgeable partner to bid for the tender of the second into-plane service provider in Malta.

Attard Services Limited (ASL) is a Maltese family-owned company that has been in operation since 1979, actively involved in the handling of petroleum products and associated services. The company is a leading supplier in the automotive, industrial, marine and aviation sectors of the Maltese market. Together with ASL, Skytanking Holding GmbH decided to form a 50:50 joint venture company called Skytanking Limited for the purpose of bidding on the tender.

After spending weeks to prepare a solid bid, Skytanking handed in an offer in July 2015 at the Malta International Airport (MIA) head offices. Six months after bid submission, Skytanking then finally received the letter of acceptance by MIA. With this in hand, the new joint venture had set the basis for any future commercial discussions and immediately started to coordinate itself. But what distinguished this tender from others was that an agreement had to be reached with Enemed Company Ltd. for the usage of the country’s on- and off-airport storage and fuelling installations in order to provide refuelling services at the airport. But nine months of dedicated contractual negotiations admitted Skytanking to successfully reach an agreement with Enemed in September 2016. This allowed the new joint venture to now find suppliers that could use the installations to bring new products to the airport and thereby finally create a competitive environment at MIA.

A couple of months later, in January 2017, the Board of the new company Skytanking Limited then reached a decision that time has come to make the physical start-up of the operations. Given that various airline contracts were to be renewed as from April 1, it was decided to go for this date. Although it was a rather short time frame, Skytanking’s team managed to take care of all commercial and operational issues that came up along the way. With the support from our Italian colleagues who agreed to initially rent out two of their trucks to the new operations and also assist us by making some of their staff available, April 1 eventually worked out perfectly with seven successful refuellings and no delays. In the meantime, Skytanking has managed to secure additional customers already and is preparing for the next trucks to be sent to Malta to be prepared for the future.

660 days - that’s the number of days between the dates that Skytanking received first the tender documents and the successful start-up of into-plane fuelling operations at Malta International Airport on April 1, 2017.
Welcome to Skytanking

Mathilde Lastra, HR Manager for Skytanking CDG

Who are you? My name is Mathilde Lastra. I'm 34 and I'm French. What is your job? I work at CDG airport as HR Manager. How did you come to the aviation fueling business? I was contacted by a recruiter while working in the automotive industry. The meeting with Olivier Duquesne and Ludovic Zermann determined my choice. I started on the 2nd of January 2017. What does your job involve? As an HR business partner, I have to develop and maintain a high level of skill and motivation to increase human performance. There's no daily routine in this job, and that's what I like. I like being at the heart of the business. HR is essential to help the growth of business by respecting values and the people who make it up. What has surprised you the most since starting? Refuelling of an AIRBUS A380. What do you find most interesting about the aviation business? The incredible logistics of trade. As a passenger, we do not consider the entire logistics that goes on at the airport. Your challenges: Using a new eye in this profession and the process to be critical and be able to propose new solutions. Your motto in life: Do not sacrifice urgency to the essential. Your hobbies: Spending time with my 4-year-old twins. I am an active woman, passionate about my job, and I am lucky to have had a girl and a boy in a single time. In another life I would be ... a stage designer, as Es Devlin who works as well for hip hop music concerts as for very classic operas or theatre plays.

Silvia Cestola, COO Skytanking Srl

Please introduce yourself: I am Silvia Cestola, 48 years old, Italian and the new COO at Skytanking Italy Srl. How did you come to the aviation business? I used to be a former ExxonMobil employee working for the aviation operation business. I joined Skytanking on 20th of March 2017 as the COO Italy. My job involves: I am the Chief Operating Manager of ST Italy responsible for day-by-day operations, safety, maintenance, projects, and of course, people involved. What do you like about your job? It is dynamic and challenging, but the best is the relation with my team. Interesting aspects about the aviation business: Multiple actors in the game. Current challenges: Getting higher efficiency while focusing on safety and customer care. The development of the business development strategy for ST Italy. Characteristics you value: Trustable, committed, focused on objectives. Motto in life: I can get what I really believe in. My hobbies: I used to dance tango, but nowadays my family life with children takes up most of my time. Sailing is also one of my passions, I try to go sailing whenever possible. Things you could not live without: Family, work (that I love, too), the sea. Family status: Married with twins, 15 months old. In another life I would be ... A MAN, then life is easier!

Baris Demirci, General Manager Skytanking Oyenon

Please introduce yourself: My name is Baris Demirci, I am 42 years old and Turkish. I am the new CEO for Skytanking Oyenon in Turkey. How did you come to the aviation fueling business? I have worked in a public sector for 3 years and was considering to switch to a private sector just at the time when the position within Skytanking was advertised. The opportunity in an industry completely unknown to me sounded very exciting and challenging, and so I took the chance. I joined the team in November 2016. What do you like about your job? I like this job because it gives me the opportunity to learn, it is versatile in its nature and because of the very positive working environment. The first things I noticed and which impressed me the most were openness, politeness and professionalism of my colleagues which appear to be constant in their everyday work. What do you find most interesting about the aviation business? Looking from a perspective of the Business Development department, the most interesting thing about the aviation business is its extremely international character. I am still learning more about existing procedures and practices and get familiar with terms used in the aviation fuelling business. Your hobbies: I love to play basketball and spending time outside with my kids. Your family life: I am married, and we have a 4-year-old daughter and a 20-month-old son. Things you could not live without? Family, humour and the summer.

Tanja Popovic, Assistant Business Development in Brussels

What is your name, age and nationality? Tanja Popovic, I am 30 years old, Belgian/Serbian. Where do you work? I am the Executive Assistant for Business Development at Skytanking Holding, at Brussels office. How did you come to the aviation fueling business? I have worked in a public sector for 3 years and was considering to switch to a private sector just at the time when the position within Skytanking was advertised. The opportunity in an industry completely unknown to me sounded very exciting and challenging, and so I took the chance. I joined the team in November 2016. What do you like about your job? I like this job because it gives me the opportunity to learn, it is versatile in its nature and because of the very positive working environment. The first things I noticed and which impressed me the most were openness, politeness and professionalism of my colleagues which appear to be constant in their everyday work. What do you find most interesting about the aviation business? Looking from a perspective of the Business Development department, the most interesting thing about the aviation business is its extremely international character. I am still learning more about existing procedures and practices and get familiar with terms used in the aviation fuelling business. Your hobbies: I love to play basketball and spending time outside with my kids. Your family life: I am married, and we have a 4-year-old daughter and a 20-month-old son. Things you could not live without? Family, humour and the summer.
What is a Deadman?

The purpose of the Deadman system is to enable the operator to stop the fuel flow quickly and easily in an emergency, and to stop the flow automatically if the operator is incapacitated.

The Deadman valve is also normally used for starting fuel flow. So that high pressure and severe surge are not suddenly imposed on the aircraft, the effective opening time from commencement of flow to full flow has to be greater than 3 sec (3 sec if flow < 2,000 l/min). The closure time must not be so fast (2 to 5 sec), otherwise this would result in excessive upstream shock pressures which could damage other equipment on the vehicle or on the aircraft.

On refuellers, the Deadman should operate on the downstream side of the delivery pump (in-line valve in general). In hydrant systems, the Deadman control shall, where possible, activate the valve closure upstream of the hydrant dispenser inlet hose (pit coupler in general). Where cordless Deadman systems are in use, the operator shall remain within 20 metres of the fuelling vehicle during cordless Deadman operation. Any movement outside of this zone or line of sight within this zone requires the operator to release the Deadman and stop fuel flow.

On all new pressure fuelling vehicles, the Deadman system shall be designed so that it requires the periodic activation by the operator, with a predetermined time interval, to continue functioning (not to exceed two minutes), otherwise the system automatically shuts down the flow. Deadman systems may include an override feature that allows the operator to complete a fuelling operation in the event of a Deadman failure. Where fitted, the preferred override is a push button type that requires the operator to push and hold the button in the depressed position to maintain fuel flow. If not of the push button type, the override switch must be sealed.

Features
- Stainless Steel Lever
- Fuel resistant switch housing
- Operating temperature range minus 40 °C to 105 °C
- Max voltage 100 Vdc
- Max switching current 0.25 amps
- Enclosure protection to IP67
- Shock rating to 100 G

The term ‘deadman’ comes from the device that the railroad locomotive builders developed in the 1800s. Back in those days, locomotives were fired by coal or wood to heat the boiler and generate steam. The engines were usually attended by two men, a fireman and the engineer.

The motion of the engine was regulated with two valves, one that provided the forward/reverse selection, and a long lever with a ratchet mechanism that controlled the speed and braking. The ratchet allowed the engineer to set the valve in one position and have it stay steady. As long as the boiler was producing sufficient steam, the engine would keep on rolling. The locomotives occasionally had problems with carbon monoxide building up in the cab, causing the engineer to slip into unconsciousness and sometimes even die.

In the summer, the possibility of a heat exhaustion or even heat stroke could possibly be a cause of a heat stroke for both men. The danger that both operators faint while the train was moving was the reason to develop the hand switch to prevent further fatalities. Since the speed valve was normally set in one position, the train could continue with the unconscious crew or worse. After some terrible accidents the designers came up with the ‘deadman’ control. Basically, the operator would be required to maintain a device in a certain position in addition to the speed control; otherwise, the brakes would be applied.

History of the Deadman

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In summary, Enabling devices are one of those protective measures that cannot be readily classified as a safeguarding device because they do not proactively prevent injury. However, like any emergency stop, the Deadman may allow an operator to avert or limit harm.
North Air launched new ‘safe2go’ messages in February as part of the 2017 HSSE improvement plan. North Air has always used safe2go as a key HSSE message, but this re-launch uses a new personalised slogan, ‘I am safe2go’ and ‘We are safe2go’. The new campaign has been welcomed with tremendous enthusiasm by our employees at each North Air site. Each station agreed to signing up to the safe2go commitment poster, each one signed by their CEO David Atherton and using a phrase from our safety policy statement to emphasise our commitment to safety. The campaign certainly refocused everyone on the importance of safety. We also issued new security pass lanyards with the ‘I am safe2go’ message and will be having further themed campaigns around the new slogan in the near future.

Miniatur Wunderland

Since September 2016 Skytanking is co-operation partner with the largest model railway in the world called ‘Miniatur Wunderland’, one of the most successful permanent exhibitions in Northern Germany. Our Skytanking logo is now visible on the tank storage of the airport model. The entire exhibition space comprises 1,490 m² with 9 different areas. The total construction period for the railway exhibition took 760,000 working hours, construction cost of 16 million Euro and 360 staff members. Miniatur Wunderland has a total of 15,400 metres of tracks with 1,040 trains and over 10,000 wagons. Next time you are in Hamburg near Miniatur Wunderland, you should go and enjoy this magical model railway exhibition.

One-man nightshift at STR

On the 3rd February 2017, a Boeing 747 from Hannover landed earlier than expected at Stuttgart airport for a quick refuelling before it continued on its way to South Africa. The initial plan was that the next day’s early morning shift would refuel the B747, but the crew asked for an earlier start. So, our night shift fueller Oliver Weitzmann started to fuel. The first 40,000 litres of Jet A-1 were fuelled by 23:09. He then continued refuelling the Jumbo until, by 02:17, the aircraft was filled up with 141,000 litres. After the aircraft was fuelled, four empty into-plane tankers had to be reloaded. By 04:30, when the early morning crew arrived, the B747 was ready for take-off, and all four tankers were loaded and ready for the morning wave of customers. Our colleagues were quite impressed by Oliver Weitzmann’s one-man accomplishment – the entire procedure to refuel the aircraft and reload the four empty tankers took one person 5 hours. As the Stuttgart General Manager Thomas Stitzl commented, "it was a typical Oliver Weitzmann action; flexible, innovative and a little bit crazy. Most other operators would have left the apron to avoid such a situation, but Oliver Weitzmann always seems to thrive on the challenge". Congratulations to Mr Weitzmann on his outstanding commitment!