

Arab Aviation and Media Summit

Aviation & Tourism - Common Vision & Purpose

Ras Al Khaimah 2014



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Under the patronage and presence of His Highness Sheikh Mohammed Bin
Saud Bin Saqr Al Qasimi, Crown Prince of Ras Al Khaimah

Arab Aviation & Media Summit 2014

Ras Al Khaimah
September 23-24, 2014

Event Report & White Paper

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Arab Aviation and Media Summit 2014

1. About Arab Aviation and Media Summit 2014

The Arab Aviation and Media Summit #AAMS is the largest gathering of Arab media together with top executives from the aviation & tourism industry, providing a platform for insightful discussions on the current trends and challenges faced by the avia-tourism sector in the Arab world and its impact on social and economic growth.

AAMS is the only summit of its kind and takes place in a different Arab city every year. Its unique format facilitates more interactive discussions between the media fraternity and top executives and business leaders from various industries. The summit is always held under the patronage and support of the host city, whereby, the public, private and media sectors come together in a unique platform sharing experiences, showcasing success stories and challenging upcoming opportunities.

AAMS has grown to become a catalyst for destination awareness of the host city and as a result, a bidding process is now followed to choose each year host city. In 2014, AAMS was held under the patronage and presence of H.H Sheikh Mohammed Bin Saud Bin Saqr Al Qasimi, Crown Prince of Ras Al Khaimah and the summit hosted over 150 attendees from all over the Arab world. In 2013, AAMS took place under the patronage and presence of H.E Maitha bint Saif Al-Mahrouqi, the Undersecretary of the Sultanate of Oman Ministry of Tourism whereby, Salalah has seen a tremendous improvement in inbound tourism following the awareness AAMS has brought to the city.

In 2013, Airbus's Global Market Forecast report was launched at AAMS and into the world. In 2014, the UAE Ministry of Education and the UAE General Civil Aviation Authority has chosen AAMS to conduct 'The Little Engineer' workshop and took place for three consecutive days.

In addition to its commitment to improving the state of the Aviation & Tourism in the Arab world, AAMS impactful results is mainly driven by the enormous press coverage it receives pre and post the summit across the entire Arab world, acting as an educational tool for Journalists as well as shedding light on some of the most important topics facing Arab Aviation.

Learn more about AAMS by visiting www.aamsummit.com Follow us on: twitter @AAMSummit | Blog: Travelspree.tumblr.com

2. Execution

2.1 Eminent panelists at AAMS 2014

- Engr. Sheikh Salem Bin Sultan Al Qasimi, Chairman, Department of Civil Aviation (DCA), Ras AlKhaimah
- Abdul Wahab Teffaha, Secretary General, Arab Air Carriers Organization (AACO)
- Adel Ali, Group Chief Executive Officer, Air Arabia
- Fouad Attar, Managing Director, Airbus Middle East
- Steven Rice, CEO, RAK Tourism & Development Authority
- Laila Al Muhari, Assistant Director General – Strategy & International Affairs, UAE GCAA
- Hussein Dabbas, Regional Vice President, IATA
- Ivan Jakovljevic, Head of Travel, Google
- Paul-Franck Bijou, Chief Executive Officer – Airbus Prosky
- Andre Herrenschmidt, General Manager Waldorf Astoria RAK
- Gamal Sadek, Regional Director, Sultanate of Oman Ministry of Tourism, GCC Representative Offices

2.2 Panel discussions

Opening remarks by His Highness Engr. Sheikh Salem Bin Sultan Al Qasimi, Chairman, Department of Civil Aviation (DCA), Ras Al Khaimah; followed by -

Key note address by Mr. Abdul Wahab Teffaha, Secretary General, Arab Air Carriers Organization (AACO) discussing Arab aviation role in lifting the regional economy & its direct impact on tourism growth

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PANEL #1

Case study Ras Al Khaimah: Emerging tourism destination

Discussion Points:

- Assessing the current impact of Aviation and tourism on the Arab economy.
- The Ras Al Khaimah experience in the regional travel & tourism scene.
- Ras Al Khaimah is emerging as a key tourism market. How different RAK is to the Arab tourism experience?
- Aviation and tourism – a pillar of the modern economy and a key driver of both supply and demand in global and local markets.
- The Primary and secondary impact of Avia-tourism on the economy.

Panelists:

- Mr. Adel A. Ali, Group Chief Executive Officer, Air Arabia
- Mr. Fouad Attar, Managing Director, Airbus Middle East
- Mr. Steven Rice, Chief Executive Officer, RAK Tourism & Development Authority

PANEL #2

Public/Private sector dialogue on the future of Arab aviation: what, when & how?

Discussion Points:

- The public / private partnership scenario. What is missing?
- Government's role in supporting private sector to invest more in the avia-tourism industry? Infrastructure challenges versus existing opportunities?
- Middle East is leading the world's aviation growth. Is it enough? What else is needed?
- Travelling online – influence of technology on modern travel trends?
- How can best aviation & tourism operators and regulators use 'online' to best serve the industry?
- The human factor – are we doing enough to prepare for the future manpower needed?

Panelists:

- Ms. Laila Al Muhari, Assistant Director General – Strategy & International Affairs, UAE General Civil Aviation Authority (GCAA)
- Mr. Hussein Dabbas, Regional Vice President, IATA
- Mr. Ivan Jakovljevic, Head of Travel, Google

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Key note by Airbus (findings report on MENA Air Traffic Management: projections, challenges & opportunities)

- Mr. Paul-Franck Bijou, Chief Executive Officer – Airbus Prosky

PANEL #3

MENA aviation & tourism: growth path versus global trends

Discussion Points:

- Highlights from Airbus white paper presentation
- The impact of aviation infrastructure future obstacles such as Airspace management on tourism growth?
- What measures are needed to overcome challenges and maximize opportunities to best boost aviation and tourism growth in the wider MENA region?
- How can aviation and tourism align efforts to better serve the economy?

Panelist:

- Mr. Paul-Franck Bijou, Chief Executive Officer – Airbus Prosky
- Mr. Andre Herrenschmidt, General Manager Waldorf Astoria RAK
- Gamal Sadek, Regional Director, Sultanate of Oman Ministry of Tourism, GCC Representative Offices

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2.3 Attendance

Organisation	Name
His Highness Sheikh Mohammed Bin Saud Bin Al Khaimah	Saqr Al Qasimi, Crown Prince of Ras
Department of Civil Aviation (DCA), Ras Alkhaimah	Engr. Sheikh Salem Bin Sultan Al Qasimi
Abdul Wahab TeffahaArab	Air Carriers Organization (AACO)
Air Arabia	Adil Ali
Airbus Middle East	Fouad Attar
RAK Tourism & Development Authority	Steven Rice
General Civil Aviation Authority	Laila Al Muhari
International Air Transport Association	Hussein Dabbas
Google	Ivan Jakovljevic
Airbus Prosky	Paul-Franck Bijou
Waldorf Astoria RAK	Andre Herrenschildt
Oman Ministry of Tourism	Salim Al Mamari
Air Arabia	Housam Raydan
Air Arabia	Arin Bazdekian
Asdaa Burson Marsteller	Essam Aljifri
Asdaa Burson Marsteller	Iman Ahmad
Asdaa Burson Marsteller	Tamem Al Kintar
Asdaa Burson Marsteller	Hashem Awamleh
Asdaa Burson Marsteller	Omar Nasro
Asdaa Burson Marsteller	Sudha Chandran
CNBC Arabia	Crew (3)
RAK TV	Crew (3)
Abu Dhabi TV	Crew (3)
Dubai TV	Crew (3)
Sharjah TV	Crew (3)
Abu Dhabi TV (Sabah Al Dar)	Amer Talal + Crew
Amrita TV	Joy Matthew
ARN	Siham Osmane
Al Hayat	Dalal Abu Ghzaalah
Khaleej Times	David Light
Gulf News	Thomas Billinghamurst
The National	Andrew Scott
Al Ittihad	Emad Abdulbari + Photographer
Al Bayan	Rabab Jebara
Emarat El Youm - Ras Al Khaima	Musbah Amin
Arab Economy Magazine	Reem Al Mahmood
Gulf Today	William Faria
Siraj Malayalam Daily	Albert Alex

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Wam - Ras Al Khaima	Saleh Al Nuaimi
Xinhua News Agency	Gérard Al-Fil
Saudi TV	islam alshiwi
Destinations of the World News	Steven Bond
Infrastructure ME	Anoop Menon
The link	Malcolm Dias
Global Supply Chain and Top hotel Middle East	Munawar Shariff
Rak Radio	Mohammed Mustafa
CNNArabic.com	Dareen Al Omari
Al Riyadh newspaper	Habiba Talib
Mergermarket	Lucia Dore
Cargo Village/Airport Cities	Paoula Popova
Al Akhbar	Reda Helal
Al-Ahram	Maged M. Monir
Arroya	Hawari Ajal
Snob/Business Pioneer	Bassam Dou
Saneou Al Hadath	Yasir Al Ameer
Al Watan	Ahmed El Neimy
Al Arabyia Radio	Siham Osman
Jai Hind TV	Elvis Chummar
Al Iqtisad Al Islami Magazine	Abdulwahab Abdelkader Ismail
Manorama TV	Iype Vallikadan
Oasis Living/Emiratestimes.com	Samer Albahri
Bloomberg	Deena Kamal
Times of Oman	A E James
Oman Economic Review	Mohammed Nafie
Al Shabiba	Ahmed Al Souti
Al Roya	Faiza Alkalbani
Oman Daily Arabic	Sarahan Al Mahrezi
Kuwait Times	Ayad Farouq yousif
Al Watan	Mahmoud Abdulrahman A. Issa
Al Qabas	Alaaeldin Abdelfattah Abdelaziz
Al Seyassah	Belal Soliman Abd Elhak Ibrahim Badr
Al Anba	Mahmoud Farouk Fayed
Al Jarida	Amer Mohammad Amer AlHajri
Al Riyadh	Saad Al Ghamdi
Saudi Gazette	Saleh Fareed
Okaz	Saleh Al Zahrani
Al Eqtisadyah	Rana Hakeem
Al Jazirah	Abdullah Al Zahrani
Akhbar Al Khaleej	Karim Hamed

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Al Watan	Waleed Qasim
Al Wasat	Hani Al Fardan
Gulf Daily News	Avinash Saxena
The Gulf Magazine	Jennifer Gnana
The Arab Traveller	Abdul Wahad Alalwani
Al Bilad	Nader Al Ghanem
Daily Tribune	Roberto Carrillo
Al Arab Al Yawm	Ahmad Ne'amat
Al Rai	Jameel Hamad
Al Ghad	Haitham Hassan 's wife (Rowida Al Nabelsi)
Ad Dustour	Anas Al Khassawnah
ArabAviation.com	Salem Khalidi
Al Gomhoria	mustafa mashhour
Al Akhbar	Khaled Al-Ngar
Al Alam Al Youm + ELQarar EIMasri	Nagwa taha
Al Masry Al Youm	Mohamed Ahmed Salaheldin
Al Youm 7	Mohammed Tantawy
Al Messa	Lamiaa Abdelhamid
Qatar Today deputy	V L Srinivasan
The Peninsula	Mohammed Shoeb
Al Joumhouriah	Antoine Farah
An Nahar	Maurice Matta
Le commerce du Levant magazine	Bashir el Khouri
Executive magazine	Thomas Schellen
Al-Akhbar	Mohammad Wehbeh
Al-Akhbar	Haitham Al Mousawi
Al Mustaqbal	Raed el Khatib
PRMedia	Samy Sabir
Assabah	Sofien Rejeb
Ecotech & Al Watan	El Hadi Bahloul
Radio Monte Carlo/France 24	Nidal A. SHOUKEIR
Travel Biz Monitor	Y S Venkatswamy

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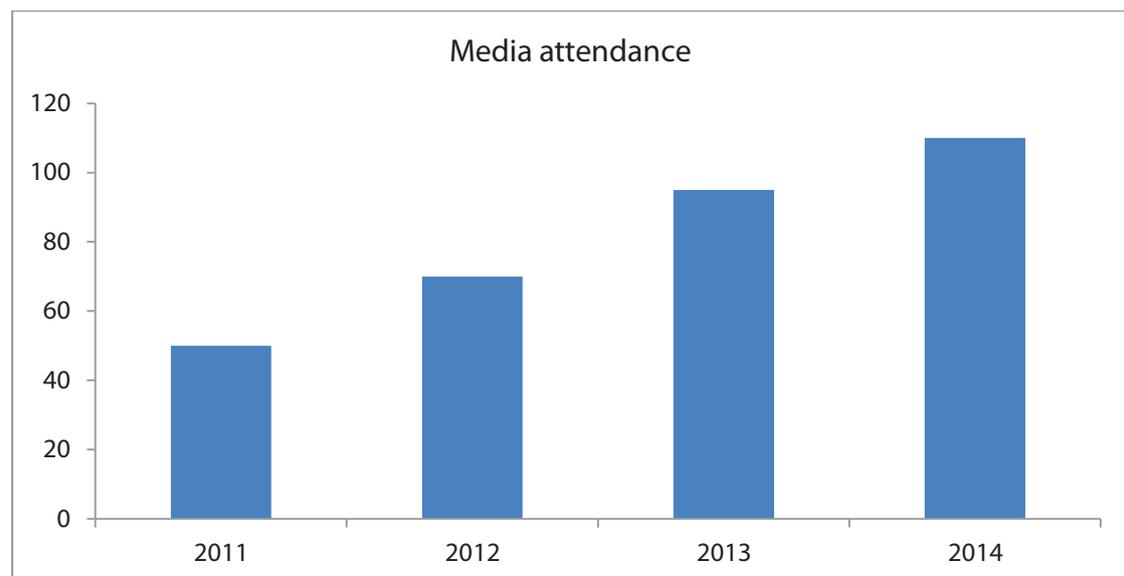
2.4 Communication

1. Fourth annual Arab Aviation and Media Summit to be held in RAK (August 12, 2014)
2. Distinguished speakers announced for fourth annual Arab Aviation and Media Summit (September 6, 2014)
3. HH Sheikh Mohammed Bin Saud Bin Saqr Al Qasimi opens 4th annual Arab Aviation and Media Summit (September 23, 2014)
4. AAMS TVC on CNBC Arabiya (August 15 – Sept 24)
5. Social Media Campaign (August 1st – Sept 30)

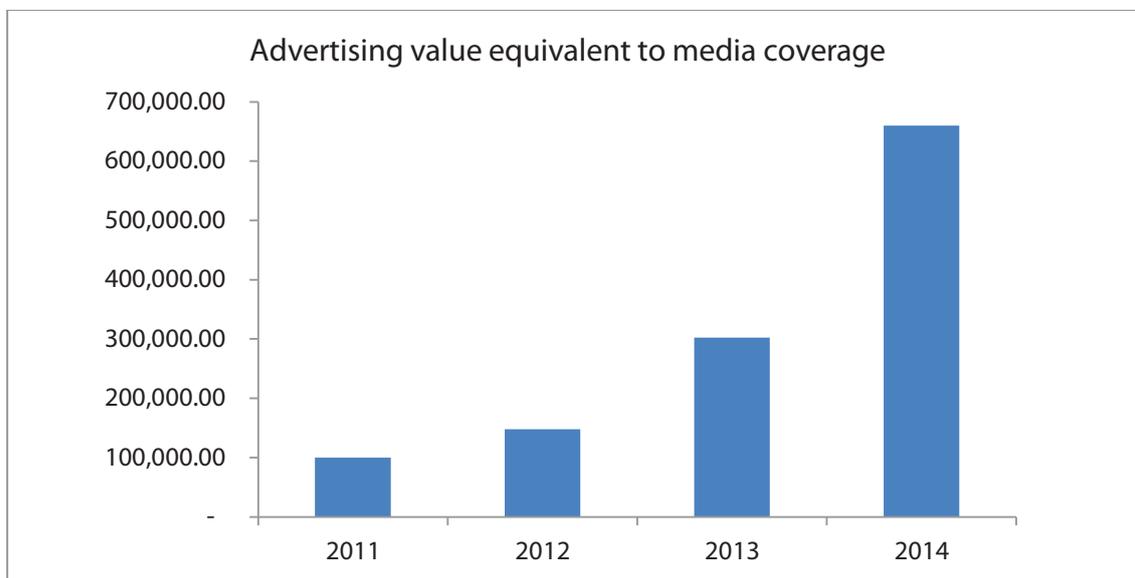
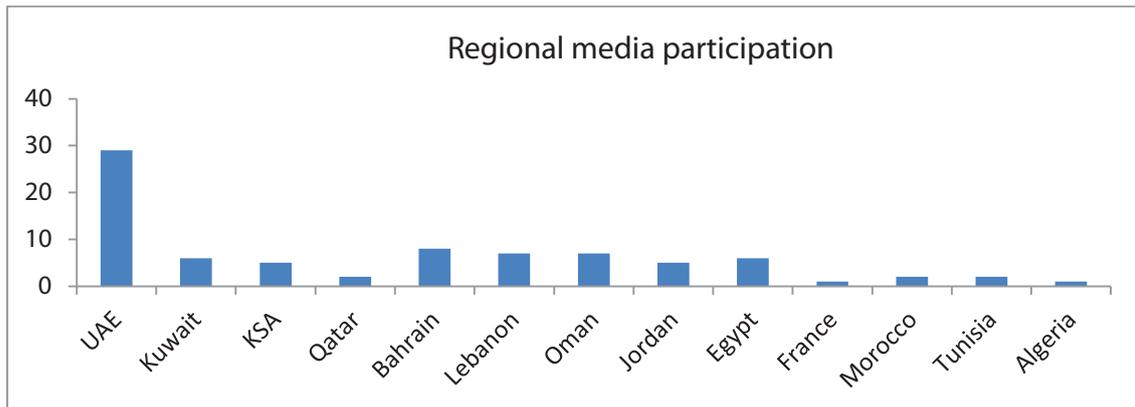
2.5 Event wins:

- Over **135 journalists** in attendance from all GCC markets, plus Jordan, Lebanon, Egypt, Morocco, Tunisia, Algeria, France and India.
- 27 journalists attended in 2014 who had participated in previous years
- Over **170** pieces of print, online and broadcast coverage generated.
- Generated media coverage worth **AVE of approximately US \$660,000** and **PAV of \$2,301,000**.

2.6 Media Analysis:

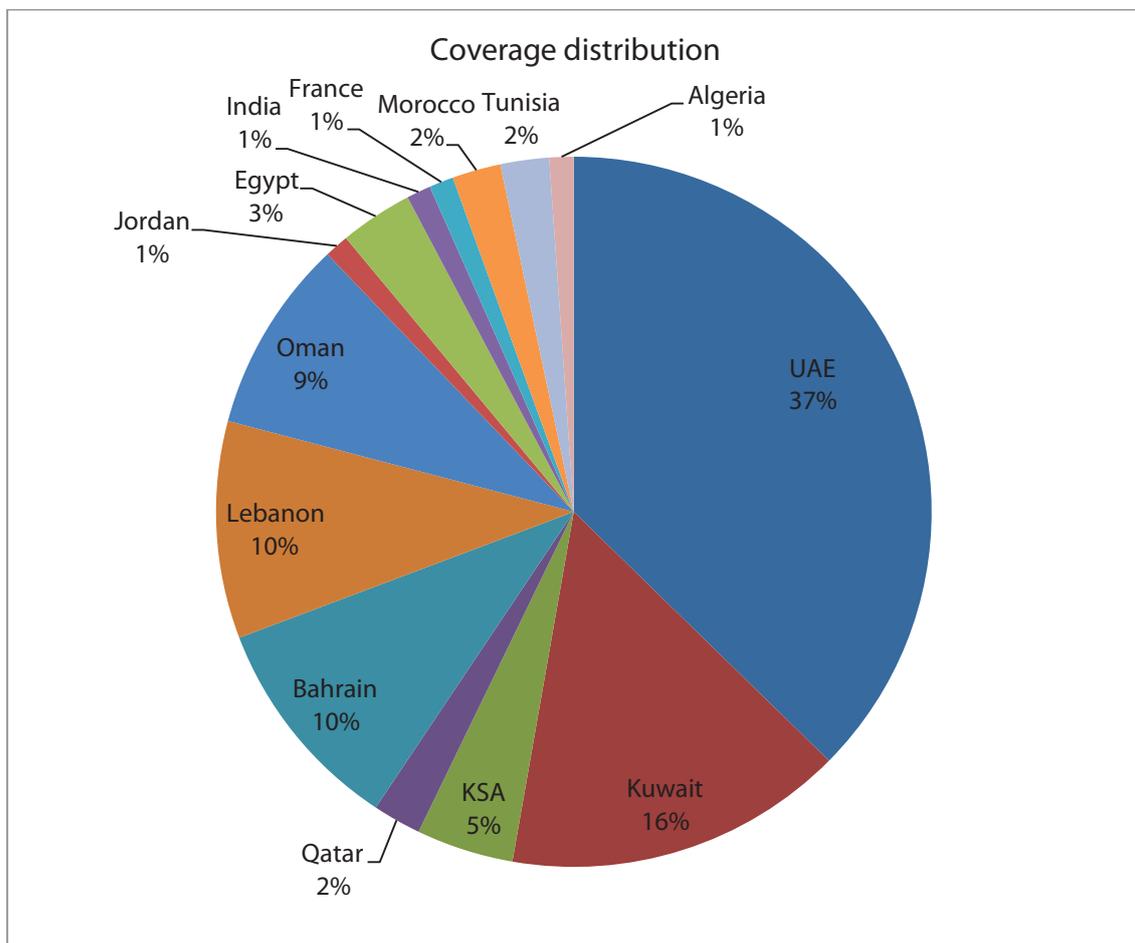


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3. Whitepaper - key outcomes from Arab Aviation Summit 2014

Upcoming challenges and Issues in Arab Aviation & Tourism Sectors

Aviation is a multi-billion dollar industry. Commercial aviation, which completed a century at the start of 2014, today carries billions of passengers every year.

Arab Aviation has been over the largest drivers of the region's economy. Capitalising on the region's central location and favourable time-zone, aviation opened up more than just the skies– it connected people and businesses to markets and brought together friends and families, as never seen before.

To discuss the impact as well as the long-term outlook of Arab Aviation, industry experts gathered at the fourth edition of the Arab Aviation and Media Summit, held under the Patronage of His Highness Sheikh Mohammed Bin Saud Bin Saqr Al Qasimi, Crown Prince of Ras Al Khaimah on the 24th of September 2014 at the Al Hamra Convention Center, Ras Al Khaimah, UAE.

An annual industry initiative, supported by strategic partners such as Air Arabia, Airbus Group, CFM and CNBC Arabiya, Oman Ministry of Tourism and 2014 edition was in collaboration with Ras Al Khaimah Tourism & Development Authority.

This year's event was organised under the theme: "Aviation and Tourism: Common Vision and Purpose" and sought to shed light on the unique aspects of Arab travel and tourism. A not-for-profit initiative, the AAMS is aimed at raising awareness on challenges & opportunities faced by the Aviation & Tourism sector in the Arab world.

This event is by invitation only and hosts the largest gathering of Arab media serving as a communication platform for insightful discussions.

In keeping with the concept of an all-Arab initiative, and given the Emirate of Ras Al Khaimah's growing significance in UAE's tourism sector, the 2014 AAMS was organised in Ras Al Khaimah.

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Attended by diverse stakeholders, including industry executives, pan-Arab media and academics, the event was an excellent platform for various insightful discussions about the impact of aviation and tourism on the economic growth of Arab nations.

Awareness Creation about Arab Aviation and Tourism Sectors

According to industry experts, the centre of gravity of aviation is rapidly moving eastward and the Arab economies are in the middle of this growth. Travel from and within the Arab world is expected to see significant growth in the next decade resulting in corresponding growth in regional tourism.

Closely related to this growth are several **issues and challenges that need to be showcased, highlighted and better understood in order to further streamline this growth**, and the main objective of the 2014 Arab Aviation and Media Summit was to generate awareness among relevant stakeholders about such issues.

The main subjects that generated meaningful discussions at AAMS 2014 included:

- Regional Air Traffic Management including Lack of Skilled Airline Professionals
- Significance of Aviation on Tourism industry – Ras Al Khaimah as Case Study

Background: Arab Air Transport Market – Reality and Potential

- According to Abdul Wahab Teffasha, Secretary General, Arab Air Carriers organisation (AACO), the total Air transport market in terms of passenger traffic was about 3 billion in 2013
- This is expected to touch about 5.028 billion in 2026.
- Of this, the direct Arab Air transport market and passenger traffic from and within the Arab World is expected to grow from 193.7 million in 2013 to about 364 million in 2026.
- This is one of the highest rate of growth in comparison to markets across the globe.
- Arab Airlines currently have a market share of 65.2% of the total passenger traffic to, from and within the region.
- Significant growth is expected in passenger traffic between the Arab World and other global regions including EU, Sub-Saharan Africa, Asia, North America, Latin America and within the Arab World itself.

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- However, this growth is expected to be shared across all airlines (global carriers and Arab carriers).
- It is therefore estimated that market share of the passenger traffic will probably remain more or less constant, which means Arab Airlines are expected to carry at least 238.5 million passengers to, from and within the region by 2026.
- Additionally, there is increasing growth in the Trans-Arab transport market (*passengers travelling from point A to B via point C within the Arab World*)
- Arab airlines share of this Trans-Arab transport market is expected to grow from 12% to 16%, accounting for another 61 million passengers.
- Arab Air carriers have several strengths including being backed by a young population, strong heritage, a culture of hospitality, a competitive cost base, young fleets and a regulatory appreciation for the role of Air Transport.
- However, they often suffer from archaic regional regulatory regimes and political instability and have considerable issues with restriction on movement of people and goods.
- Additionally, Arab Airlines are at the mercy of cyclical passenger traffic through their countries and also face the challenge of limited involvement of the private sector.
- Most important challenge that Arab Airlines will face going forward is the issue of Air Traffic Management

Air Traffic Management: Major challenge for Middle East Aviation in the future

- Globally, about 27,000 new aircraft are expected to join the airspace in the coming year
- Of these about 1,000 new aircraft will be operational within the Middle East region alone
- Given the massive expected growth in the Middle East, there is a significant risk of locked skies
- Air Traffic Management (ATM) could prove to be a major issue for the region, resulting in:
 - Heavily congested skies
 - Delays to passengers
 - Possible environmental issues

The mission of ATM is to separate aircraft safely and efficiently and some of the challenges to efficient ATM in the region include:

1. Lack of regional co-ordination

Most Arab Airlines are flag carriers of the countries and not independent private sector organisations. This obviously creates a significant challenge, as political relationships between countries come into play while coordinating for inter-country air travel. This has also resulted in individual governments/airports implementing protective policies, which is a huge challenge to regional coordination. The issue becomes even more complex because often certain destinations are not the endpoint. For example only 30% of airlines have the UAE as the final destination.

2. Need for efficient partnerships between airlines and airports

Typically, governments should have nothing to do with the running of an airline except as the regulatory body. In fact, in various countries, ATM is not the purview of the civil aviation department, but is efficiently run through private sector organisations. However, being flag carriers, most airlines in the region are managed by national governments and operate like government bodies. There is a crucial need for efficient partnerships between airlines and airports in the region.

3. Geo-political tensions in the region

The Middle East has traditionally been associated with being a conflict zone given the historical Palestinian conflict and the ongoing political tensions in Iraq, Syria and Lebanon. These ongoing conflicts have created various challenges of air space management, particularly with regard to flying over sovereign airspace of various countries or finding alternative routes in times of conflict situations. Recently there has also been a loss in revenues because of drop in over-flying charges, particularly over conflict zones.

4. Capacity of aircraft to give estimated time of arrival

Capacity shortage in the region means that going forward there could be an increasing possibility of airborne aircraft holding over airports – particularly busy airports like Dubai, Abu Dhabi and Qatar. Dubai is planning to host around 220 million passengers ahead of the World Expo 2020 – without proper ATM this could become a major problem. In fact, airborne aircraft holding is perhaps the worst outcome of inefficient ATM, because it results in heavily congested skies, delays for passengers and even environment issues.

There is need for long term investment in ATM – currently investment in ATM is only 10% of overall US\$50 billion investment in aviation infrastructure or aircrafts.

5. Lack of trained Air Traffic Control personnel

One of the main challenges to efficient ATM in the region is the significant lack of skilled airline professionals including Air Traffic Controllers. There is a huge demand for Air Traffic Controllers and airports are constantly on the lookout for new talent.

Traditionally, there has not been enough investment in technical skill development, as the regional mindset leans more towards the services sector or focuses on skills like marketing. Technological innovation has also given rise to greater reliance on automation and it is imperative to have adequately qualified personnel to manage these technologies.

Challenge of Middle East Air Traffic Management: Possible solutions

1. Lack of regional co-ordination between various countries in the region

The objective should be to move towards a single skies policy, so that any aircraft taking off from any airport within the region should be able to accurately predict estimated time of arrival at the destination airport. In turn, the destination airport should be able to manage the resultant traffic without airplanes having to circle around over the airport.

'Think Regional,' is the magic mantra that will enable unified growth in the region. Optimal growth can only take place if countries begin to think regional about Air Traffic Management. Currently most countries have the technological expertise for regional coordination.

Although the political dialogue has begun it is difficult to set deadlines on when there will be concrete decisions.

2. Efficient Partnerships between the various airlines and airports in the region

Air Navigation Services in the region are currently provided by regulatory authorities or civil aviation departments. The debate is still on about privatizing this aspect of aviation. Having said that, ATM requires considerable investment for long term growth, which may not be possible for the private sector alone. Also, current estimates show that while ATM

services currently provide revenues to the tune of US\$750 billion, actual profits are only about US\$18 billion. Accordingly, this is a key area that will benefit extensively from efficient public private partnerships.

With infrastructure investment from governments and the commercially successful management inputs from private sector organisations, **Public Private Partnerships (PPPs)** will enable countries to efficiently manage the challenges of ATM.

Another significant PPP in relation to Air Traffic Management is the possibility of rationalization of airspace between civil and military aviation authorities. Currently about 50 per cent of airspace is reserved for defence/military use and civil aviation authorities do not have any access to the same.

Given that military usage of airspace is far more limited than civil usage, there needs to be discussions between civil and military authorities in flexible use of airspace. This can best be managed by investing in predictive trajectories and is dependent on mutual trust and communication.

3. Geo-political tensions in the region

Political dialogue and diplomacy are crucial to overcome the challenges of geo-political tensions in the region. Air Traffic Management has to constantly try to figure out how to react to major changes in air space due to conflict situations

4. Capacity of aircraft to give estimated time of arrival

Aircrafts need to be equipped with suitable data link capacity, to enable them to become more efficient, manageable, and responsive to changing business needs. Fully equipped airlines and aircrafts will mean that there is continuous seamless communication between the various airports and airplanes resulting in a single traffic flow system and collaborative decision making.

With relevant infrastructure in place, airports will also be able to use the slot system that ensures best use of existing facilities and is able to anticipate upcoming delays and bottlenecks well ahead of time. Investment in technology will enable the implementation of time-based management giving rise to better air traffic flow.

Significance of Aviation to Tourism – Ras Al Khaimah as Case Study

Ras Al Khaimah is the northern-most emirate of the UAE and just 45 minutes from Dubai International Airport. Via strategic investments in its own tourism and aviation infrastructure, Ras Al Khaimah has plotted a name for itself on the tourism map.

The government established the Ras Al Khaimah Tourism Investment and Development Authority (Ras Al Khaimah TIDA) in May 2011 as a Government of Ras Al Khaimah entity to both develop and promote the emirate's tourism infrastructure and potential both domestically and abroad. As a clear strategic goal, Ras Al Khaimah TDA was mandated to increase the total number of annual visitors to Ras Al Khaimah to 1.2 million by 2013, and increasing the emirate's total hotel and resort room inventory to 10,000 keys by 2016.

The government of Ras Al Khaimah identified early that the emirate's tourist appeal lies in 'affordable luxury'. To this end, the Ras Al Khaimah Department of Civil Aviation entered into a long-term strategic partnership with Air Araba, the region's largest low-cost airline in February 2014, to significantly increase the number of destinations accessible to the residents of Ras Al Khaimah and to bring more tourists within reach of the emirate. Subsequently, on May 6, 2014, Air Arabia Air Arabia marked its inaugural flight from Ras Al Khaima.

While Ras Al Khaimah International Airport was served mostly charter flights after its low-cost carrier, RAK Airways, stopped operations, opening up the aviation sector via Air Arabia is set to improve the face of tourism in RAK. The low-cost carrier is now the official carrier of Ras Al Khaimah by the Department of Civil Aviation (DCA), and has made a significant contribution to the emirate's tourism sector.

This year, Ras Al Khaimah attracted 26,485 visitors during the July Eid Al-Fitr holiday according to data by the Ras Al Khaimah Tourism Development Authority. The UAE is the top source market for Ras Al Khaimah hotels, followed by the UK, Germany, India, Russia and Egypt.

In addition, visitor numbers are expected to grow by 50 per cent to around 1.9 million in 2014, from 1.24 million in 2013.

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The Little Engineer Workshop

Airbus Middle East with the support of the General Civil Aviation Authority and the UAE Ministry of Education held an aeronautic focused session on the sidelines of the Arab Aviation and Media Summit to promote science and technology amongst the UAE's youth. The interactive programme hosted over 30 UAE national students for 3 consecutive days from UAE schools. The workshop introduced students to the Airbus A380 assembly, with an emphasis on the importance of robotics in the aerospace industry. The workshops explored areas including identifying aircraft parts, the assembly process, and transportation procedures. Students learned to be team players, working to reach a common goal by using their creativity and imagination to solve problems and celebrate their achievements. By channeling students' potential through the use of modern technology and innovative thinking, the TLE workshop encouraged students to consider a career in the aerospace industry.

****white paper ends****