
AIRPORT MANAGEMENT AND THE ECONOMIC STRUCTURE OF ALEXANDRIA AIRPORTS AND CAIRO INTERNATIONAL AIRPORT WITH EMPHASIS ON BORG EL ARAB INTERNATIONAL AIRPORT

OMAMA SAMIR HELMY

**HIGHER INSTITUTE OF TOURISM STUDIES AND HOTEL MANAGEMENT (EGOTH),
ALEXANDRIA, EGYPT**

ABSTRACT

It is regularly said that regulating an airport resembles being chairman of a company or a city. Like a city, an airport is involved in immense assortment of offices, frameworks, clients, laborers, principles, and controls. Additionally, similarly as urban communities flourish with exchange and business with different urban areas, airports are fruitful to some extent by their capacity to effectively service travelers and freight cargo to and from different airports.

Moreover, similarly as urban communities discover their place as a component of its county's, states, and nation's economy, airlines as well must work effectively as a major aspect of the country's arrangement of airports. In this paper, the airport framework of Borg El Arab International Airport will be depicted in various ways.

The purpose of selecting Borg El Arab airport for this paper is because it serves as an important link between Alexandria, the Middle East, Europe and North Africa. Furthermore, Borg El Arab airport went under extreme renovations through 2015 to accommodate the increasing demand of serving Alexandria and the whole Nile Delta Region, providing all the latest conveniences for tourism and business travelers. It also handles extensive facilities for cargo.

To begin with, the national airport framework, all in all, will be summed up. Next, the different managerial structure that makes up the airport framework will be portrayed. Finally, the economic structure that governs the airport system will be illustrated.

KEYWORDS: Airport Management, Economic Structure, Alexandria Airport, Cairo International Airport, Borg El Arab International Airport.

METHODOLOGY

A methodology is presented herewith to assist in the systematic evaluation of operational conditions of the vital and dynamic processing facilities of airport management, which could enhance planning and administrative practices adopted for airports. The methodology focuses on the relation between the capacities of airport facilities, mainly Borg El Arab, and levels of service that passengers experience in them, whereby important operational aspects of those facilities are examined and analyzed.

HYPOTHESIS

The role of air transport in the economic development of a country and its regions cannot be overestimated. The decision concerning an airport's operations must be in line with the expectations of all the stakeholders involved. This paper deals with the issues related to the operations of airports, specifically Borg El Arab.

QUANTITATIVE AND QUALITATIVE METHODS

Airport-passenger related activity varies by quantitative measurements of seasons, the month of the year, the day of the week, and the time of day. For this purpose, it is imperative to give consideration to the scheduling and collecting of such data. Two sources include:

- Data– strategic objective of how it was collected and likely captivated for another purpose.
- People– from whom personalities and characteristic behavior insights and judgments are solicited.

Two main quantitative approaches related to the issue of airport operations are presented in this paper, i.e. the question of optimizing such a choice and the issue of selecting the airport from a predefined set. The former involves mathematical programming and formulating the problem as an optimization task, the latter, however, involves ranking the possible variations. Due to various methodological backgrounds, we present the advantages and disadvantages of both approaches and point to the one which currently has its own practical application.

THE SUBJECT OF THE STUDY

To illustrate a comprehensive overview of airports in Egypt, mainly Borg El Arab International Airport, the management structure and basic definitions that describe the types of airport activity. Borg El Arab Airport had a major expansion in terms of the airport's passenger and cargo handling capacity in response to growing demand and the new

facilities were inaugurated in 2010. The airport consists of a new passenger building and an administration building.

The airport has the capacity to handle 1.2 million passengers per year becoming an adequate replacement to Alexandria International Airport, which shut down in summer 2010 while the airport's facilities are overhauled. During this time all airlines operating to Alexandria will transfer to Borg El Arab Airport.

THE AIM OF THE STUDY

To provide an overview of airports in Alexandria from a systems perspective and provides background and historical information regarding the development of airports and the rules that airport management must adhere to, mainly Borg El Arab International Airport. Since Borg El Arab International Airport services Alexandria, Egypt's second largest city, and accommodates many major airline carriers, it is crucial that the aim of this study demonstrate the importance of its existence for both tourist and business passengers, and is displayed as the second largest hub for travelers, succeeded only by Cairo International Airport.

THE IMPORTANCE AND LIMITATIONS OF THE STUDY

The paper defines the ambitious objectives of Borg El Arab International Airport including the administrative structures that exist up to 2010. The objective is to identify the chronological changes from 2004 to 2010 that Borg El Arab International Airport had undergone to meet the passenger and cargo needs that services Alexandria and its surrounding regions. Although much of the references used were available through the references utilized, the limitations of the study only provide data dated up to 2010 and with interviews conducted with travel agencies. Airport civil employees declined to provide information and transparency of Borg El Arab International Airport. The parameters discussed in this paper include the following primary key point indicators:

- The two main segments of Borg El Arab International Airport that are Passengers and Cargo terminals.
- To explore Air Transportation and Tourism.
- Summary of airports in Alexandria region.
- Future Challenges of Civil Aviation Sector in Egypt.
- Industrial development plan for Borg El Arab International Airport.
- Annual Passenger and Air Cargo Demand Forecast.
- What are the Current conditions at Borg El Arab International Airport?

tower, fire station, an essential traveler terminal (2,500 m²), street and auto parks, and different foundations worked by EAC in the commence of MOD

(https://ec.europa.eu/transport/sites/transport/.../session_6_cairo.pdf). The Airport initiated its underlying common flight tasks from 2000, in order to mitigate movement blockage and henceforth to lessen a danger of air ship mishap at Alexandria-Nozha International Airport. In 2004, EAC asked for specialized and money related help from the Government of Japan, to build another common avionics office complex in the premises of EAC. Because of the demand, the Study Team for the Special Assistance for Project Formation (SAPROF) was established (https://open_jicareport.jica.go.jp/pdf/12065942.pdf).

PASSENGER TERMINAL

The 20,840 m² net floor territory which was considered in SAPROF (2004) has been adjusted because of the presentation of an Inline Baggage Security System at cellar (713 m²) and extra Air Handling Unit region at rooftop (870 m²). What's more a Utility passage is joined into the design to encourage access for upkeep of all principle services (1,444 m²). Totally 3,027 m² has been added to the original designed floor zone (Prather, 2015).

CARGO TERMINAL

The 890 m² net floor zone which was contemplated has been altered because of expanded organization zone and capacity zone to take into consideration adequate development of dealing with handing equipment. Additional outdoor capacity zone on the left and right sides of the building with high dividers and a guests waiting area were developed (Ashford, 2012).

AIRLINE TRANSPORTATION AND TOURISM: (WWW.EAC-AIRPORTS.COM/INDEX.PHP/EN/)

Domestic air activity in Egypt has been developing yearly, and it achieved 9.2 million travelers in 2016. Since the initiation of air traffic network in the 1920s, Egypt's air transportation has been one of major methods for domestic transportation. For as far back as decade, the aggregate number of international and domestic air travelers conveyed in Egypt has been relatively multiplied from 20.5 million out of 2000 to 56 million out of 2016, with a normal yearly development of somewhere in the range of 7 %. Particularly, the development of air traffic in the Red Sea territory (Sharm El Sheik and Hurghada) and Alexandria zone (Alexandria- Nozha and Borg El Arab) is exceptional

(https://www.zawya.com/mena/en/company/Egyptian_Holding_Company_for_Airports_and_Air_Navigation-1001829/).

Egypt is a standout amongst the most well-known tourism areas on the planet. Since long years back, Egypt has been produced as the tourism appealing spot and got immense number of sightseers from everywhere throughout the world. The quantity of universal traveler landings was 4.4 million of 2001 and expanded to 18.9 million out of 2017, with a normal yearly development rate of exactly 13 %. Through different divisions on tourism industry, add up to receipts on tourism has taken imperative position of national mechanical incomes, and recoded 16.8 billion USD. The greater part of vacationers enters Egypt via air as prevalent transportation mean. At present, 85.6% of the worldwide travelers utilized air transportation to get to Egypt. Yearly normal inhabitation rate of hotels in Egypt in 2007 was 63% (the figures in 2008 are ignored in view of the then monetary emergency). Inhabitation rate at Alexandria was 58 %, while those at Cairo, Giza, South Sinai (Sharm El Sheik) and Red Sea (e.g. Hurghada) were amazingly higher (more than 70 %) (Ungar, 2003).

AIRPORTS IN ALEXANDRIA PROVINCE:

Air traffic demand in Alexandria area has quickly grown since 2004. The travelers have expanded by 375% thus with the airplane developments by 529%. The aggregate number of flight every week has expanded from 134 to 358, the quantity of carriers has expanded from 7 to 19, and the quantity of starting points/goals from Alexandria area has expanded from 16 to 27 cities between 2003 and 2015. This is firmly identified with the way that LCCs began their flight administrations since 2005 (Frederic, 1999).

ALEXANDRIA– NOZHA INTERNATIONAL AIRPORT

Alexandria- Nozha International Airport, which initiated its tasks in 1945, is strategically placed in Alexandria downtown, and is situated at 2 m beneath water level of the neighboring Lake Maryut, which brings about its whole subsoil saturated and a lo amount of ground water (1,000 tons/hour) pumped up for 24 hours per day. This made the asphalt of either Runway 04/22 (2,200 m long) or Runway 18/36 (1,800 m) exceptionally frail, where only small jets (e.g. A-320, B737 or less) can scarcely make provincial universal flights with payload limitation. This airport is encompassed by streets, waterways (of higher water levels), and residential locations all around, so no real way to expand or modify (Price, 2016).

BORG EL ARAB INTERNATIONAL AIRPORT:

Borg El Arab International Airport is situated at 45 km west from Alexandria downtown area. The airport was set up in 1990s initially set up as a joint-use by military and civil flying, with its 3,400m long runway, an essential traveler terminal, and different offices worked by EAC in the start of MOD. The Airport started its underlying common flight tasks from 2000, to mitigate activity blockage and thus to decrease a danger of air ship mischance at Alexandria - Nozha International Airport. In 2004, EAC asked for specialized help to develop another common flight office complex in the premises of EAC.

The offices finished through the Project by 2010 are, traveler and payload terminal structures, control tower, and others related offices. Old terminal building was at first settled as a piece of military property and leased for business flight activities by EAC since 2000. EAC intends to restore its offices to the Military of Defense in not so distant future in light of the first state of air terminal advancement (Ashford, 2012).

EL ALAMEIN INTERNATIONAL AIRPORT:

El Alamein International Airport has been set up in 2006, at 70 km west from Borg El Arab International Airport and 20 km south of Alamein city. The Airport has a 3,500-m long runway, aircraft parking of 60,000 m² to oblige 9 medium-sized aircrafts including A300 series. A solitary story passenger terminal building has floor region of 3,750 m². The Airport is possessed by EAC however worked by a private financial specialist in light of BOT contract (Prather, 2015).

FUTURE CHALLENGES OF CIVIL AVIATION PRECINCT IN EGYPT:

Currently, the common aeronautics division in Egypt is confronting a few issues; anyway by and large it has been developed on a yearly basis. Current issues and concerns are generally inferable from the rapidly increasing travelers.

These circumstances could effect on the limit of related offices in the airports directly. Because of the way that Egypt has been assuming a part of territorial base of air movement since long time back, the system of airports were all around well developed in the entire state. Be that as it may, current growth of air traffic is caused several difficulties, primarily, the capacity of the air terminals (Frederick, 1999).

AIRPORT DEVELOPMENTS TO SOLVE THE CAPACITY CONSTRAINTS

The ongoing surprising increment in air activity is essentially inferable from the developing economy in Egypt and encompassing nations. These

ongoing changes have as of now effect on the common flying part in Egypt. The circumstance is relied upon to proceed in future as indicated by related financial estimates. To be prepared to suit developing interest is need difficulties of the airports and the civil aviation area in Egypt, and Borg El Arab International Airport is likewise not an exception.

STRATEGY TO BE A “HUB” OF THE REGION

Right now, air terminals in the Middle-East locale, for example, Dubai, Abu Dhabi and Doha have been produced quickly as the center point of the district with foundations of new airports or new terminal structures. Despite the fact that Egypt is as yet assuming a part as the air movement base of the area, these air terminals in the Middle-East district could be having a spot of the center point in North-Africa locale in not so distant future because of the financial development and fast improvement speed (Kaps, 2000).

FUTURE AUGMENTATION OF ALEXANDRIA AIRPORTS
(https://ec.europa.eu/transport/sites/transport/files/modes/air/events/doc/eu_africa/session_6_cairo.pdf):

ALEXANDRIA – NOZHA INTERNATIONAL AIRPORT

EAC intends to restore the runway, for which official declaration for the conclusion of Alexandria– Nozha International airplane terminal was distributed by the Minister of Civil Aviation as a NOTAM (Notice to Air Men) on AIP (Aerodrome Information Publication) in November 2011 and the air terminal was shut from 1 January 2012 till the start of 2013. Presently, all business aircrafts have moved to Borg El Arab International Airport. Egypt Air, the real aircrafts in Alexandria air terminals, has likewise moved its activities to Borg El Arab International Airport on first of December, 2011 (Prather, 2015).

BORG EL ARAB INTERNATIONAL AIRPORT:

All advancements were finished by October 2010, and new offices including the traveler terminal building, airplane stopping overskirt, runways associated with the current runway, aviation authority tower, approach street and related offices at the Airport have turned out to be operational, being another base of business air movement in Alexandria to happen of the previous Nozha International Airport (https://www.guc.edu.eg/docs/content/research/.../Abstract_Book_Final.pdf).

EL ALAMEIN INTERNATIONAL AIRPORT

The request catchment territory of the airport is simply restricted and focused to center around the request of the travelers who visit El Alamein

shoreline resort from European nations by sanction flights. At the north of the airport, a few resorts exist. Considering the way that the air terminal handles just sanctioned flights for little quantities of European vacationer, the effect on the traveler's interest for Borg El Arab International Airport is considered to be negligible (ACRP, 2010).

EGYPT AIRLINE CARRIERS

https://ec.europa.eu/transport/sites/transport/.../session_6_cairo.pdf

The Egypt Air Holding Company (EGYPT AIR) has seven auxiliary organizations including Egypt Air Express, which is flying short-haul global and every single domestic routes by smaller jets, Egypt Air Cargo for cargo tasks, Egypt Air Catering for overhauling in-flight or in-air terminal meals, and two organizations identified with Egypt Air flight activities. As of August 2011, 18 Egyptian common business aircrafts were active, which comprised of six planned business benefit carriers (counting three Low Cost Carriers and one paper carrier), one private business stream benefit carriers, nine contract flight benefit carriers and two freight carriers (ACRP, 2010).

RECENT TRENDS OF LOW COST CARRIERS (LCC) (Federal Aviation Administration, 2000)

Recently, Low Cost Carriers (LCCs) are radically growing their market around the world. Egyptian flight showcase isn't an exemption and an extensive number of LCC are in task amongst Egypt and Europe and additionally Middle East. It isn't unmistakably characterized "which aircraft is LCC?" at display, yet LCCs are for the most part precluded to arrive at Cairo International Airport because of air movement congestion. At show, LCCs flying from/to Egypt are for the most part separated into two classifications; in particular, European LCCs on contracted premise fundamentally flying from Europe and Russia to the Red Sea shoreline resorts, and the other is Middle-Eastern LCCs on planned premise basically flying from Middle East to Cairo's edges and other Egyptian urban communities with huge populace, for example, Alexandria and Asyut. As of now, at 2 Alexandria air terminals, 20 aircrafts are in benefit, 9 of which are LCCs. The quantity of flights by those 9 LCCs represented half of the aggregate flights worked at these 2 airplane terminals (Frederick, 1999).

INDUSTRIAL DEVELOPMENTS FOR BORG EL ARAB INTERNATIONAL AIRPORT (<https://centreforaviation.com/data/profiles/lessors/egyptian-holding-company-for-airports-and-air-navigation>)

In the airport encompassing territory of the City of Borg El Arab, a few modern improvement ventures have been arranged since around 20 years back. Borg El Arab City Area is found 45 km toward the west of Alexandria City and assuming a part of new mechanical base in Alexandria locale. Anyway a few improvement ventures are arranged or executed or finished in entire Alexandria district, right now, the situation of Borg El Arab City is ending up more critical in the modern part of the area. The city is situated around 10 km toward the west of the airport and individuals can access to the airport in around 15 minutes from the city. The north of the zone is called Borg El Arab City, and the south of the region has been produced as New Borg El Arab City. The new urban advancement at New Borg El Arab City is actualized inside 15,200 sections of land (approx. 61.5 km²) of land. The new city would comprise of mechanical, business, private and instructive foundations. As of now, in excess of 600 plants are situated here, and real classifications of industry incorporate the accompanying:

- Petrochemical
- Steel and Metal processing
- Machine parts manufacturing
- Fertilizer and Agricultural Chemicals
- Institute and research
- Agriculture and Food processing

FORECAST OF ANNUAL PASSENGER DEMAND

The strategy of air travelers figure in this investigation takes after two distinct methodologies, in particular:

- Top-down analysis, and
- Bottom-up analysis.

The Top-down analysis, which can be viewed as "Egypt driven", centers on the pattern of aeronautics action for whole Egypt. The part (proportion) of Alexandria inside Egypt was estimated considering the distinction of air traveler growth rates in every Egyptian airport (https://www.guc.edu.eg/docs/content/research/.../Abstract_Book_Final.pdf).

The Bottom-up analysis, which can be viewed as "Alexandria driven" spotlights on the element of air travelers in Alexandria locale. Air traveler request has been anticipated in regard of the three gatherings of travelers, in particular, International Egyptian, International Tourist, and Domestic.

Global Egyptian who was the principle client of Alexandria airport has been about the likelihood of choosing Alexandria airports. The likelihood has been registered through correlation on the level of flying administration (air fare cost and recurrence) between Alexandria and Cairo airports (https://open_jicareport.jica.go.jp/pdf/12065942.pdf).

Air travelers handled in Alexandria airports were evaluated to increment to 2.8 to 3.2 million (3.0 million in medium case) in 2019 from 1.7 million traveler in 2010. Besides, in 2020 the air travelers would increment to 3.3 to 4.0 million (3.6 million in medium case). The evaluated normal yearly air traveler development rates in medium case were 7.0% from 2010 to 2015, and 8.9% from 2015 to 2020 separately.

Table 1 Facility requirements for passenger terminal

Item		SAROF		Air traffic demand forecast			
		2014	2010	2015	2020	2025	2030
Passengers	1) Annual Pax ('000)	991	1,682	2,358	3,611	4,755	5,942
	2) Peak-day (2-way)	3,989	5,872	8,237	12,615	16,608	20,752
	3) Peak-hour (2-way)	567	659	862	1,203	1,508	1,831
	4) Peak-hour (1-way)	500	452	572	761	927	1,104
Aircraft Movements	5) Annual Flights	9,101	17,260	22,074	32,997	42,988	52,975
	6) Peak-day (2-way)	36	57	73	110	143	175
	7) Peak-hour (2-way)	9.3	7	8.2	11.1	13.5	16.0
	8) Peak-hour (1-way)		5.0	5.7	7.2	8.5	9.8
Passenger Terminal (m²)	3) x 30 m ²	20,840	24,277	24,820	34,820	43,800	53,270
Phase 1 (Terminal 1)	Completed by 2010	24,000 m ²					
Phase 2 (Terminal 2)	To complete another 24,000 m ² by 2020			Total 48,000 m ²			
Apron Stand	8) x 90/60min + 1(Extn)	8	7	9.6	11.8	13.8	15.7
Phase 1	Completed by 2010	7 (or 12 if all SJ)					
Phase 2	To complete another 9 stands by 2020			Total 17 stands			

Source: (Transportation Research Board, 2010)

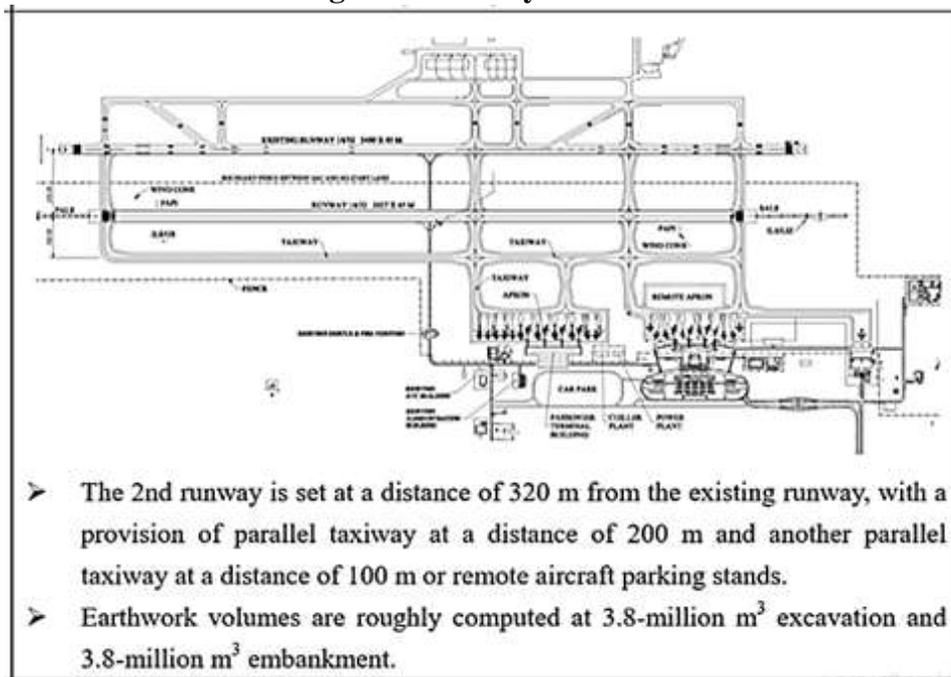
PRESENT CIRCUMSTANCES AT BORG EL ARAB INTERNATIONAL AIRPORT

(<https://documents.worldbank.org/curated/en/.../520520PAD0P101101OfficialOUse0Only1.pdf>)

The quantity of flights has step by step expanded since the new terminal was authorized in December 2010. As of September 2011, 14 goals were being overhauled from the airport and 96 flights seven days were utilizing the new terminal. One organization keeps on utilizing the old terminal, which brings the quantity of flights every week to 113 for the two terminals consolidated. The political circumstance in Egypt has been unsteady since the uprising of February 2011 as has the circumstance in neighboring Libya. Without a doubt this has influenced interest for air transport, bringing about little development in the quantity of flights and

goals contrasted with the projections in 2004 ([http:// www.cpas-egypt.com/pdf/WalidElshamy/M.Sc/M.Sc.pdf](http://www.cpas-egypt.com/pdf/WalidElshamy/M.Sc/M.Sc.pdf)).

Figure 2 Runway Location



Source: (Federal Aviation Administration, 2010)

LOW COST CARRIERS AT BORG EL ARAB INTERNATIONAL AIRPORT
 (https://ec.europa.eu/transport/sites/transport/.../session_6_cairo.pdf)

There are at present four (4) LCCs operating at Borg El Arab International Airport. Air Arabia Egypt, one of the four, works 26 flights seven days to seven goals utilizing Borg El Arab International Airport as its center. The aircraft intends to build its armada and will likely extend its system promote from Borg El Arab International Airport. With LCCs extending quickly all through the world, this extension has not yet achieved Egypt to an indistinguishable degree from different locales. Accordingly, advance development can be normal when this worldwide pattern achieves Egypt. Given the especially affectionate connections in the Middle East, as the LCCs keep on expanding here, there is each probability that they will have an effect on development at the airport ([https:// www.guc.edu.eg/docs/content/research/.../Abstract_Book_Final.pdf](https://www.guc.edu.eg/docs/content/research/.../Abstract_Book_Final.pdf)).

EXISTING MARKETING PRESENCE AT BORG EL ARAB INTERNATIONAL AIRPORT

https://open_jicareport.jica.go.jp/pdf/12065942.pdf

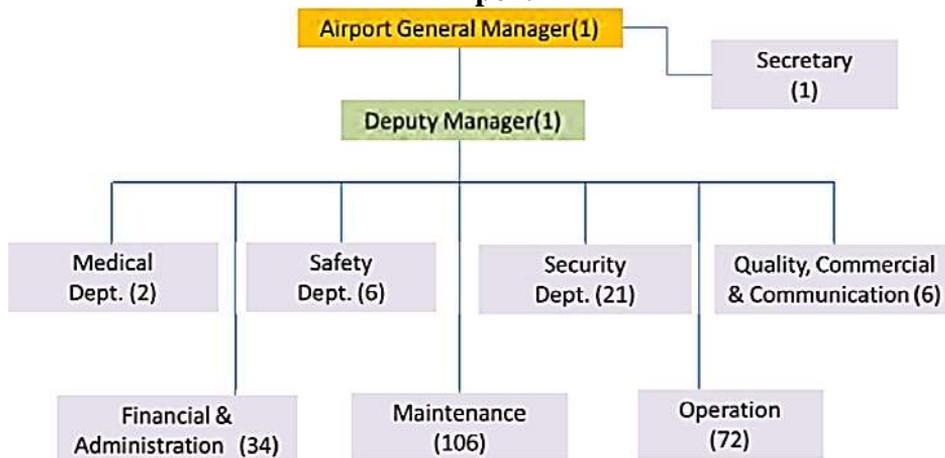
- Airport sales are under duty of the Commercial office in EAC head office.
- The primary activities for airport deals for the most part are that EAC head office goes to gatherings worldwide or locally, for example, "Routes Development Forum", which furnishes airports with chances to advance its air terminals and have the capacity to consult with numerous airlines on the double to grow its routes network.
- It appears that there are vital airport marketing plan, for EAC's local air terminals, for example, Sharm El Sheik and Hurghada, which incorporates motivating force get ready for carriers to dispatch new courses.
- However, right now, such motivating force designs are not connected to Borg El Arab International Airport since the quantity of travelers in Alexandria area is nearly achieving its capacity (Adler, et al. 1999)
- As the marketing strategies are finished by EAC head office, the vast majority of activities appear to be connected similarly to all airports overseen by EAC. In any case, as there are diverse attributes among the airports managed by EAC, singular advertising get ready for every airport in light of every air terminal's claim to fame ought to be presented.
- Marketing airports separately will make more dependable personality for every airport, and support every air terminal's self-sufficiency. Making a sense of responsibility for airport by every member from staff is a standout amongst the most vital variables for seeking after further advancement of the airport.

CURRENT MANAGEMENT STRUCTURE OF BORG EL ARAB INTERNATIONAL AIRPORT

<http://www.documents.worldbank.org/curated/en/.../520520PAD0P101101Official0Use0Only1.pdf>

- The association of Borg El Arab International Airport is organized as per the stipulations of EAC head office.
- Currently, there are 326 workforces at Borg El Arab International Airport. Roughly 42% are maintenance employees and around 30% are operations employees (<http://www.documents.worldbank.org/curated/en/.../520520PAD0P101101Official0Use0Only1.pdf>).

Figure 3 Organization structure of Borg El Arab International Airport



Source: (MEED 2005)

- Observations concerning the way to deal with the future by all organizations are broken down below (<https://centreforaviation.com/data/profiles/lessors/egyptian-holding-company-for-airports-and-air-navigation>)
- It will be vital to take a gander at the staff necessities for an expansion in flights coming about because of more prominent request.
- The current association continues as before as when it was assembled by EAC home office and staff does their work based on singular obligations. In any case, as said beforehand, the task of an airport requires a differing cluster of responsibilities. In this manner, in spite of the fact that it is imperative to have obligations regarding singular associations and for those to be released as esteemed proper, cooperating with different associations in the meantime makes it conceivable to accomplish more secure and more effective airport operations (https://ec.europa.eu/transport/sites/transport/.../session_6_cairo.pdf).
- Many of the staff at Borg El Arab International Airport were enlisted just before the opening of the new terminal and had minimal basic information of airplane terminal management. Nonetheless, they could procure the basic essential information in airport task and management through the help gave at Borg El Arab International Airport. This could be credited to the arrangement of giving far reaching assistance of all airport tasks

and management. In other words, it was the coordinated administration help with specifics, which gave the learning and aptitudes that should have been gained by all staff while at the same time enhancing the information and abilities in the individual authority fields. This made it conceivable to enhance airport operations aptitudes generally speaking in a more sorted out and powerful way (https://ec.europa.eu/transport/sites/transport/files/modes/air/event_s/doc/eu_africa/session_6_cairo.pdf).

- Although there were a few issues with office support and management, the smooth startup could be ascribed to the help furnished with propel arrangements for activities and other basic things when the new terminal opened (<http://www.cpas-egypt.com/pdf/WalidElshamy/M.Sc/M.Sc.pdf>).
- Staff inspiration was enhanced by having the capacity to come into coordinate contact with cutting edge airport tasks. For instance, staff was watched tidying up themselves, something they had not done previously, and utilizing their involvement in the courses to manage clients with more care. There has likewise been an adjustment in staff thinking concerning the significance of flying security and office support and management. Not exclusively was there a more noteworthy inclination that a large number of the staff were proud for the Airport, they communicated that notion in their work nearby and showed signs of improvement every day (https://open_jicareport.jica.go.jp/pdf/12065942.pdf).

CONCLUSIONS

In general, the perplexing arrangement of common airports is comprised of individual airport facilities of shifting sizes, filling different needs, all sorted out into plans of provincial, national, and global levels. The scope of standards, controls, and arrangements, controlled from shifting levels of government, cover the full range of airport and flight aviation operations. Moreover, a substantial number of expert and industry associations have an expansive impact in affecting the arrangements by which airport management must operate their facilities. By understanding where an airport administrator's airport falls inside the civil aviation framework, what rules must be taken after, and what wellsprings of support and help exist, the task of productively dealing with the unpredictable framework that is an airport, becomes highly administered.

Regardless of whether exclusive or part of an open framework, there are key qualities of the regulatory and hierarchical structure of an airport. The quantity of individuals utilized at a given airport can extend from as few as one, at the littlest of general aeronautics offices, to upwards of 50,000 at the world's biggest airport organization.

The great challenge in airport management is to set up a proprietorship and hierarchical structure that addresses the issues of every one of the air terminal's "publics," from coordinate users of the airport, to airport representatives, to the nearby network. What's more, the possession and authoritative structure of an airport must be adaptable to adjust to the changing needs of the airport's publics. This isn't a simple undertaking, in spite of the fact that it is one that keeps up the fervor of airport management.

RECOMMENDATIONS

After the closure of Alexandria's Nozha International Airport, every planned flight has been transferred to Borg El Arab International Airport. It has been assessed that the Airport ought to be hypothetically fit for obliging the future air activity request of the whole Alexandria area until around year 2015 to 2020. To this end, expansion of airplane terminal capacity ought to be the principal need and fundamental measures should be actualized.

80 % of the travelers at Borg El Arab International Airport are Egyptian, and their awesome dominant part is pilgrims or occasional contract laborers who might go through longer time in the Middle-East nations, thusly volume of baggage or practices are to some degree unforeseen in the worldwide practice. Those exceptional issues e.g. travelers' practices or various well-wishers for Hajji-flight travelers hurrying at open entryway at the airport depend on authentic and cultural ethnicity.

To emerge such limit that the Airport should have to its most extreme degree conceivable, or to boost the impact upon the project execution, the cautious consideration ought to be paid to following issues by all staff at the airport:

- Manage facility support inconveniences because of traveler's conduct;
- Improve benefit quality through cleaning and facility support in the traveler terminal building;
- Manage traveler's stagnation because of passenger's lack of travel encounter;

- Train the know-how, specialized quality and administration state of mind of air terminal staff;
- Coordinate with aircraft carriers to anchor smooth process and development for the travelers;
- Minimize lining of travelers through coordination with customs, immigration and border patrol;
- Prevent deferral of aircraft task because of wasteful activity on the apron;
- Systemize airplane activities and coordinate air terminal task designs;
- Establish clear investigating methods;
- Clearly build up mindful zone of every airport employee; and
- Improve operational associations for effective operation.

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