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bin Sulman Al Khalifa  
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Bahrain



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bin Sulman Al Khalifa  
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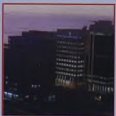
Partners in Progress



Terminal  
Capacity Doubled



Catering for  
International Tastes



Attracting the Tourist

## Contents

- 5 Foreword
- 7 Airport Executives
- 9 Threshold of a New Era
- 14 A Pioneer in Long-Distance Aviation
- 19 Terminal Capacity Doubled
- 25 A Remarkable Period of Growth
- 31 Gulf Air: Partners in Progress
- 35 Total Ground Support
- 39 A High Degree of Control
- 34 Airport Information
- 41 Genuinely Duty Free
- 44 Map and Legend
- 47 Fuel on Tap
- 50 Catering for International Tastes
- 53 Cargo - A Vital Element
- 59 DHL: At Home in Bahrain
- 63 Maintaining High Quality
- 65 Selling to Europe
- 68 Attracting the Tourist
- 71 Visitors Spoilt for Choice
- 76 Stepping up the Marketing Drive
- 79 Broadening the Industrial Base
- 82 Directory

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**BAHRAIN – GATEWAY TO THE MIDDLE EAST**



## Foreword

*Bahrain's long  
tradition as the centre  
of commercial aviation  
in the Gulf region  
began when the first  
Imperial Airways'  
flight landed in  
October 1932.  
Since that date,  
Bahrain International  
Airport has continued  
to serve the needs of  
many of the world's  
leading airlines.*

**B**ahrain's unique geographical location makes it the natural hub to serve the major markets of the Middle East, and in recent years it has enhanced its position by developing the most comprehensive range of regional services of any Gulf airport.

In parallel with the development of air services, the airport's facilities have undergone dramatic expansion and modernisation with the new Passenger Terminal – the finest in the region – taking pride of place.

The Bahrain International Airport, through its various compa-

nies and agencies, provides the fullest range of aviation-related support services at the most competitive prices and efficiency.

This 1993 Yearbook is designed to serve as an up-to-date introduction to Bahrain International Airport and its aviation industry.

**Ibrahim Abdulla Al-Hamer**  
Assistant Undersecretary  
for Civil Aviation





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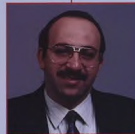
# Airport Executives



**Ibrahim Abdulla Al Hamer**  
Assistant Undersecretary  
for Civil Aviation



**Mohd. Abdul  
Rahman Al Kahn**  
Director, Technical Affairs



**A. Hakim Al Mutawa**  
Head of Air Transport



**Joseph O'Connell**  
Director, Airport



**David F. Ryan**  
Chief of Marketing &  
Promotions

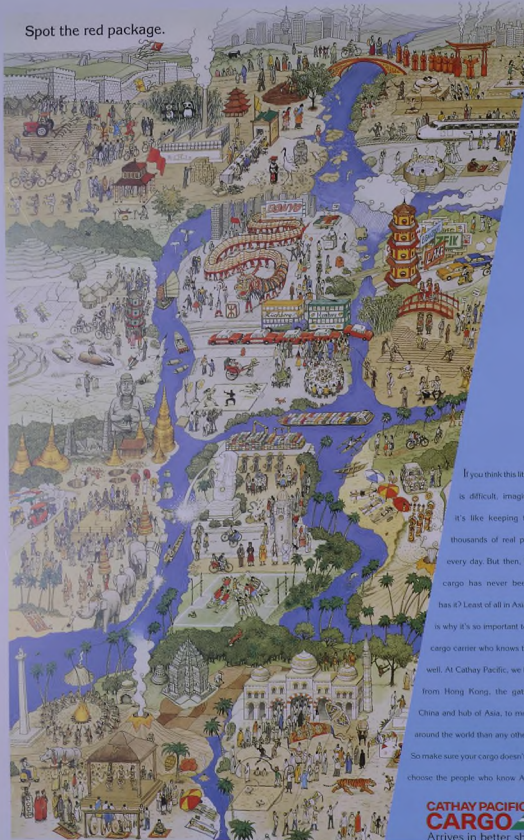


**Ali Hassan Follad**  
Head, Finance &  
Administration



**Dheyha Abdulaziz Towfiq**  
Head, Engineering &  
Maintenance

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BAHRAIN INTERNATIONAL AIRPORT



## Threshold of a New Era

*Bahrain International Airport stands at the threshold of a new era in its rapid development as a leading Gulf gateway. An US\$80 million investment programme has provided the airport with a new passenger terminal able to handle five million passengers a year.*



**W**hen refurbishment of the old terminal is completed in early 1994 a single integrated terminal operation will be capable of handling 10 million passenger movements a year.

At that time the airport will be able to fully address its role as the most important regional hub airport, offering the best and most frequent transfers to other points within the Gulf and Middle East.

It is a role the airport has already taken on with considerable success. Acknowledging the end of an era when Bahrain represented a transit stop for the major airlines operating between Europe and the Far East, the airport has been actively marketing its potential as a regional feeder and transfer point.

It is a campaign which has won a rapidly growing number of converts. In an 18-month period up to early 1993, the airport attracted 18

new carriers. Points served by all carriers has nearly doubled to reach 70 destinations.

The airlines have been encouraged by Bahrain's directorate of Civil Aviation Affairs which is seeking to develop a more balanced open skies policy in attracting carriers. Airport charges have been



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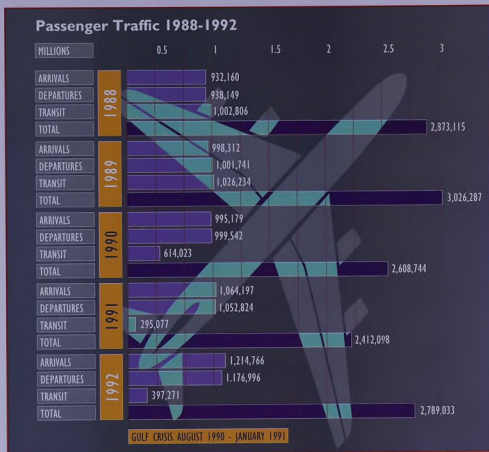
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## BAHRAIN INTERNATIONAL AIRPORT



restructured and a more commercial attitude adopted for all aspects of the airport's operation. It is an attitude of mind which has percolated down from senior management level to all airport staff. Customer service, whether for air-line, passenger or cargo is the first priority.

All aspects of handling at the airport, aside from aircraft fuelling are undertaken by Bahrain Airport Services (BAS), which over the years has won for itself an enviable reputation for consistently high levels of service. As a single co-ordinated operation it means that airlines only need to deal with one company to arrange all their ground handling needs.

Even with an efficient ground support operation in place Bahrain International Airport is constantly seeking to further improve on its own rigorous standards. The entire passenger terminal operation is constantly monitored. Typically, more than 90 percent of all baggage is now delivered to the Arrivals Hall within 15

minutes of a flight arrival, with the last item of baggage delivered within 25 minutes of disembarkation of passengers.

The airport is determined to improve still further on even that high percentage rate. To monitor its own progress the airport polls a random sample of 1,000 passengers each month with a questionnaire to check on customer reaction to the level of service provided. More immediately, management meetings are held every day involving all operating agencies on the airport, including Customs and Immigration. These are called to plan and co-ordinate the high evening peaks which occur at the airport every night.





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# BAHRAIN

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STATE OF BAHRAIN  
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## BAHRAIN INTERNATIONAL AIRPORT



one of the most competitive and best-stocked Duty Free outlets in the world. Both departure and arrival Duty Free facilities are available at the airport with a computerised pre-ordering system in place to provide an even more efficient service.

Besides an efficient passenger handling operation, emphasis is also being placed on the development of cargo services through Bahrain International Airport. Already a significant hub operation for cargo, considerable potential is seen in further developing this aspect of the airport's operation. Existing cargo facilities are already being extended and plans are in hand to develop a separate free trade zone at the airport.



In 1992 Bahrain International Airport handled 2,789,033 passengers. Over 55 percent of this total were transfer passengers, reflecting the strides the airport has made in developing a key role as a regional hub.

Much of this credit is also reflected in the efforts of the national carrier Gulf Air which has redefined and strengthened its own operations to develop its home hub as a major feeder and transfer point. This development is a significant factor in the decision by so many new carriers to focus services on Bahrain aware of the opportunity to offer passengers access to a well-defined network of regional feeder services.

In anticipation of a continuation in the growth of transfer traffic, plans are already in hand to further extend passenger facilities to provide a satellite terminal dedicated exclusively to handling the growing volumes and specifically high peaks of transfer traffic.

Bahrain International Airport's modern facilities now extend to a world-class Duty Free operation which is rapidly gaining a reputation as

**B**ahrain International Airport is viewed not only as a gateway and hub for the region, but also as an integral part of the strong infrastructure in place in Bahrain to encourage investment in the key manufacturing, tourism and banking sectors.

Strong growth is forecast for Bahrain International Airport over the next few years as it capitalises on its growing reputation as a modern well-run airport able to cater to the demands placed on it as a key regional hub.





*Bahrain first appeared on the commercial aviation map in October 1932 when an Imperial Airways Handley Page HP42 bi-plane landed at the airstrip on Muharraq.*

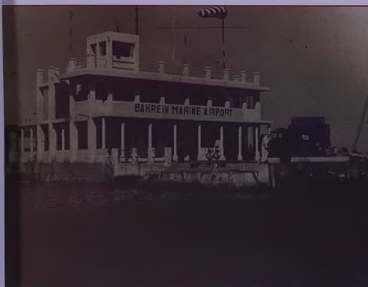
## A Pioneer in Long Distance Aviation

The flight from the UK for the 24 passengers had taken several days, chugging along at a leisurely speed of 100 mph. There had been frequent stops, including overnight stop-overs. Nonetheless, the first scheduled air service had been established to what was the Gulf's first international airport.

But the first actual recorded flight to Bahrain took place as far back as 1918 and the very birth of long-distance pioneer aviation. A Vickers

Virny bomber of the Royal Air Force landed on a survey flight from London to Calcutta. It was trying to establish if long-haul flights were possible through hot countries.

The flight proved to be just about bearable, although it took 27 days to accomplish. It was, however, to see the start of a regular air-mail service on the route. Operated by the RAF, there were few navigational aids available in



In 1937 the limeight in commercial aviation was stolen by the flying-boats and Bahrain was to see the start of regular service by the famous Short's Empire sea-planes. The "landing strip" for these lumbering giants was a stretch of water between where today the Marina Club is located and Mina Sulman. A passenger terminal, known as "Bahrain Marine Airport," (the spelling of Bahrain had yet to be standardised) was located nearby on dry land from where passengers were ferried to the aircraft.

Flying-boat services to Bahrain continued into the early 1950s. At their height, what by then had become BOAC was operating several services a week through Bahrain. These included weekly services to Karachi, Singapore, Hong Kong and three times a week to Sydney.

By 1950 BOAC was already looking to return to more traditional forms of air transport, which offered a greater passenger payload. This saw the return of commercial passenger flights to Muharraq, using Argonauts, a four-engined aircraft, which could carry up to 60 passengers. Services were steadily built-up to the point where there were three Argonaut services a week from Europe terminating in Bahrain.

But 1950 was a significant year not only for Muharraq as an international airport, but also for Bahrain's own commercial aviation history. This was the year in which a new local airline, Gulf Aviation Company, was formed - the forerunner of Gulf Air.

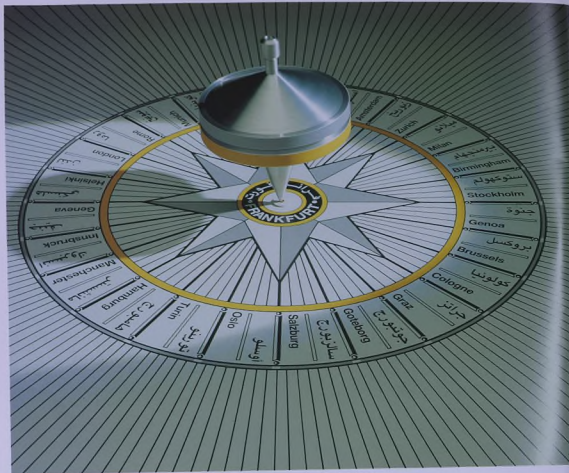
The airline was created with just one aircraft, a second-hand Anson Mark II, which was used initially on services to Dhahran. But within

those days and flights across the desert sections often followed the sand furrows for want of more formal navigational guidance.

Imperial Airways, the forerunner of what was to become BOAC and then British Airways (BA), operated several proving flights through the Gulf in the late twenties, before starting scheduled services. According to records, the first Imperial Airways flight to Bahrain was in August 1927 when a local pearl merchant chartered a De Havilland aircraft from Baghdad to Bahrain. Even for this relatively short sector an overnight stop in Basrah was required.

The De Havilland bi-plane, was to become the standard long-haul aircraft for Imperial Airways and was used on the route between the UK and India after the airline began scheduled services via Bahrain in October 1932. The route through the Gulf was via Basrah, Bahrain and Sharjah, with Kuwait added soon after as an optional calling point. By 1936 the operation had been stepped up to a twice-weekly frequency.

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## BAHRAIN INTERNATIONAL AIRPORT



two years the fleet had expanded to four De Havilland aircraft and the four DC-3s for use on a steadily growing network in the Gulf.

By this time Bahrain was firmly established as an international staging post. It was easily the most modern and advanced airport in the Gulf with a good runway, control tower, lighting, communication facilities and even a restaurant. It began to attract other carriers such as Middle East Airlines, Air India, Air Ceylon and Iran Airways - all mostly operating Dakotas.

In 1954 Bahrain's position as the major airport in the region was further enhanced with the establishment of a new Flight Information Region based in Bahrain to cover the navigation of aircraft in transit through Gulf airspace. This saw the installation of modern navigational and communications equipment. Soon after this Bahrain was to enter the jet age with the arrival, first of the Comet and then the Boeing 707. These aircraft reduced the number of stops the airlines

had to make on long-haul

routes. With many intermediary stops withdrawn, the advent of the jet age again focused attention on Bahrain as a major stop-over point between Europe and the Far East.

To cater for this growing transit traffic a new passenger terminal was opened at the airport in December 1961. But the decade was to witness an explosion in aviation growth, brought about largely by the advent of the Boeing 747 jumbo jet which could carry 400 passengers.

It became obvious that if Bahrain was to retain its position as a leading regional airport and transit hub it would have to expand yet again. In December 1971 new passenger facilities were opened with an apron area which could accommodate four B747 aircraft.

Together with other capital costs the whole project amounted to BD4 million at a time when the annual revenue of the whole of the State of Bahrain was BD13 million.

But it was an investment which was to quickly pay dividends.

Qantas, BA, Air India and Singapore Airlines all began to use Bahrain International Airport as a major transit stop with their B747 aircraft.

Unfortunately for Bahrain, all the carriers wanted to make their transit stops at around about the same time. Even with the new expanded airport facilities it quickly became obvious that further expansion would be needed to accommodate these "jumbo peaks." A further expansion phase of the airport was completed in 1976, just five years after the opening of the new passenger terminal.

The year 1976 also marked another significant first for Bahrain International Airport with the inauguration of supersonic flights which saw the start up of a regular BA Concorde service between London and Bahrain.

By this time what was now Gulf Air, had been progressively expanding its network of services and in 1976 took delivery of its first Lockheed TriStar aircraft. It was to herald Gulf Air's transformation from a local regional carrier into a major international airline with all the significance that implied for its home hub of Bahrain International Airport.

Further expansion of the airport's facilities took place in the early eighties as a prelude to the major expansion and refurbishment programme that is set for completion in March 1994.



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CARGO**  
Arrives in better shape

BAHRAIN INTERNATIONAL AIRPORT



*Passenger terminal facilities at Bahrain International Airport will be more than doubled by early 1994 with the completion of a major expansion and refurbishment programme.*

## Terminal Capacity Doubled



At that time the handling capacity of the airport will increase to 10 million passengers a year. Passenger flow capability will rise from 400 to 1,000 passengers an hour - both arriving and departing.

It will be the culmination of an US\$80 million project designed to carry the airport through into the 21st Century and provide one of

the most modern and efficient gateways in the region.

At the same time, the airport has made tremendous strides to further improve the interface between its staff and its customers. Led by airport director, Mr Joe O'Connell, there has been a continuous upgrading of training and cus-

tommer awareness. These ongoing efforts have led to a sharp drop in what were in any case a minor number of complaints and, correspondingly, a dramatic upturn in the number of compliments received by the airport authority.

These bouquets instead of brickbats have brought a wealth of letters remarking upon the airport's spacious and tidy layout; the friendliness of airport staff and the ease of passenger processing.

Without this investment in staff the money lavished on the terminal itself would have been spent in vain.

Planning for the terminal project began back in 1985 with the appointment of international consulting engineers Scott Wilson Kirkpatrick which undertook the overall design. This was based on the concept of building a new terminal alongside the existing ter-



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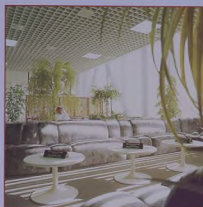
terminal, which when completed would allow the old terminal to be closed for complete refurbishment.

The two-stage design of the project meant that it naturally divided into two phases and when completed these would mirror one another to form a single enlarged terminal complex. Central to the overall design concept was the separation of arriving and departing passengers, unlike the common arrivals and departures concourse in the previous terminal operation.

A notable feature of the project, when construction got underway on the first phase in 1988, was the fact that the main contractor, Ahmed Mansoor Al-Ali was a wholly owned Bahrain company. Normally on a project of this size only a major foreign contractor or at least a joint venture consortium would be qualified to undertake such a large task.

Not only was the project extremely complex in terms of the engineering skills required, but also in the demand for a high level of co-ordination and planning ability. Apart from the unscheduled interruption of the Gulf War, the contractors also had to contend with the day-to-day scheduled activities of the airport.

Confidence in the ability of a local company to undertake the project was to prove fully justified when the first phase of the project was handed over in late 1991. This provided a brand new terminal building with a handling capability of five million passengers a year. It also



achieved the object of separating arriving and departing passengers on two different concourse levels. This has been accommodated by incorporating a mezzanine level which takes arriving passengers from the aircraft through to immigration, before going down to baggage reclaim in the lower level Arrivals Hall.

As part of the overall project all five existing airbridges at the airport have been replaced with new telescopic retractable bridges. At the same time two more airbridges have been added to provide a total of seven, of which three are capable of handling stretched B747s. With the segregation of arriving and departing passengers, each of the airbridges has two corridors connecting them to the terminal building.

Apart from improving passenger flows, the new terminal has also been designed to create more space for departure and arrival facilities.

There are 24 check-in desks in the new terminal, as opposed to 17 desks in the old terminal. Immigration booths have also been increased in the arrivals area.

Meanwhile, additional space has been created to provide a dedicated duty-free sales area on a separate level above the main departure concourse. Less obvious to the passenger, but vital to the handling efficiency of the airport, a new baggage-handling system has been incorporated into the new terminal. Over US\$16 million has also been spent on a new Flight Information Display system in the terminal.

Outside of the terminal, the decision to incorporate an upper level departure concourse has required provision of an elevated roadway to facilitate the set-down of passengers. One incidental benefit of this has been to provide a shaded waiting area for taxis on the lower arrivals concourse.

Adjacent to the new terminal building, parking space in the main public car park has been increased from 400 to 600 spaces. At the same time the provision of two separate staff car parks has had the effect of creating more space in the main public car park. It is planned to provide a dedicated long-term parking area with shaded parking spaces.



# AVIS

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Al Zayani Investments Group



Work on Phase Two of the project, the refurbishment of the old terminal, is now fully underway. It has seen the building stripped down to its original basic steel structure from which a totally new facility will be created. The design will mirror that of the new terminal to provide, when completed, a single terminal operation, with what will be a total of 40 check-in desks.

The additional space provided, however, will allow extra facilities and services to be incorporated into the overall terminal operation. It is planned to provide in the refurbished section, a 19-room air-side hotel to allow transit passengers to rent rooms on an hourly basis. The facility is expected to be of four-star hotel standard. As a separate development, shower facilities will also be provided for transit passengers.

A business service lounge will also enable departing and transiting passengers to make use of a full range of secretarial services.

First and business class lounges provided by individual carriers will also be located in this second phase development, together with a new larger restaurant area. A

museum and gallery area will feature local and international displays.

When the final phase of this important project comes on stream it will provide Bahrain International Airport with the capability of handling 10 million passengers a year through a modern and efficient passenger terminal facility.

But this is hardly the end of the story. Passenger flows are never evenly balanced and it is projected that Bahrain International Airport will continue to experience severe passenger peaks.

This is likely to develop particularly in the interface between long haul and regional services. In this case passengers do not want to walk long distances between aircraft. By the same token, rapid baggage transfer is made more difficult if aircraft are parked at different ends of a terminal.

It is a problem which is likely to occur on both counts with the linear design of Bahrain International Airport's existing terminal facilities.

Which is why outline planning is already being undertaken to add a satellite terminal which would be attached to the far end of the new termi-

nal now in operation. The satellite would feature about five airbridges and would be directed primarily at handling the feed at peak times between regional and long-haul services.

In the longer term, provision has already been made for the further development and expansion of Bahrain International Airport. This has been accomplished with the reclamation of what was Arad Bay, which has been infilled with 800,000 cubic metres of sand.

It is this area, immediately adjacent to the main passenger terminal, which has already been used to site the new headquarters of Gulf Air and the head offices of Bahrain Airport Services (BAS). Longer-term plans call for the siting of a new control tower, a new headquarters for the department of Civil Aviation Affairs and an administrative centre for Bahrain Aviation Fuelling Company (BAFCO).

It is also planned to transfer the engineering facilities of BAS to a site on the reclaimed land. Provision has also been made for a VIP pavilion.



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## A Remarkable Period of Growth

*In a remarkable period of growth Bahrain International Airport has attracted new carriers at a rate of one a month - 18 between mid-1991 and early 1993. The number of destinations served has almost doubled to reach 70 points.*

**R**egional services to other Gulf states and destinations within the Middle East have been intensified. This has encouraged new airlines to serve Bahrain in the knowledge that they are gaining access to a gateway offering the best and most frequent transfer possibilities in the region.

National carrier Gulf Air has done much to enhance Bahrain International Airport's role as a transfer hub. It has redefined its own operations to provide the maximum opportunity for other carriers to promote Bahrain as a major feeder and transfer point.

Gulf Air has also played its role in adding new long-haul destinations served out of Bahrain. The carrier has added Manchester from Abu Dhabi to its well-established UK operation serving London Heathrow and will soon include Bahrain. Also in Europe, Amsterdam is being served for the

first time. Melbourne has become the carrier's second Australian destination in addition to Sydney. Johannesburg has been added to the carrier's African network.

Within the region, Gulf Air has resumed services to Iran. This has been reciprocated with Iran Air returning to Bahrain. The two carriers between them now serve Tehran, Shiraz, Mashhad and Bandar Abbas in Iran.

**T**he strong network of regional services provided by Gulf Air is reinforced by the growing frequency of services offered by other carriers in the region which recognise Bahrain's growing status as a gateway and interchange point.

Carriers such as Saudia, Kuwait Airways, Royal Jordanian, Middle East Airlines, Syrian Arab and Yemenia continue to build on their existing links with Bahrain. Also falling within Bahrain's catchment area of regional services, Cyprus Airways maintains scheduled links with Larnaca and Turkish Airlines serves Istanbul.

Elsewhere within the Middle East, existing services to Egypt with both Gulf Air and Egyptian serving Cairo, have been strengthened with scheduled services between Bahrain and Alexandria by Egyptian carrier ZAS using MD-87 aircraft. In the wider African market South African newcomer FiteStar has begun a service between Johannesburg and Bahrain.





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The airline operates Airbus A320 aircraft on the route. The new air link has led to the development of strong commercial relations between Bahrain and South Africa.

It has also provided the source of a new tourist destination for South African visitors. In East Africa, Dar es Salaam and Nairobi have been served from Bahrain for sometime.

In the Indian Ocean, the Seychelles have become firmly linked to Bahrain with the start of services by Air Seychelles using B757 aircraft on the route that extends to Rome. The Maldives, too, are connected by Tarom.

Scheduled services to the Far East, already strongly served by Gulf Air and Cathay Pacific, have been further enhanced by the start-up of regular service by a growing number of Asian carriers. Korean Air links Bahrain with Seoul. China Eastern Airlines, using MD-11 equipment provides a link with Beijing and Shanghai as well as Brussels and Madrid. Royal Brunei Airlines was scheduled to provide a direct link with Kuala Lumpur and Bandar Seri Begawan, the Brunei capital, from Cairo via Bahrain using B767-300ER aircraft. Royal Brunei will also launch twice-weekly services to Zurich via Bahrain.

These destinations are in addition to the key points in the Far East served by Gulf Air out of

Bahrain. These include Bangkok, Hong Kong, Manila, and Singapore. Cathay Pacific has also maintained and developed service between Bahrain and Hong Kong for more than 15 years and in summer 1993 introduced a new circle flight Hong Kong / Dubai / Bahrain / Hong Kong.

**T**he Indian sub-continent Bahrain has had well-established links in place for many years. Besides Gulf Air, the respective national carriers such as Air India, Air Lanka, PIA and Bangladesh Biman maintain scheduled services. Points served include, Bombay, Colombo, Delhi, Dacca, Karachi, Male and Trivandrum. Lufthansa flies Frankfurt-Karachi via Bahrain.

Services to Europe and in particular to the UK were the very origin of Bahrain's emergence as an international gateway. The legacy of those early flights, operated by Imperial Airways and then BOAC, has been maintained and strengthened through the years by what today is British Airways. The carrier was to be later joined on the route by the fledgling Gulf Air.

Today, the London-Bahrain link is still a premier route for both carriers. But in more recent

years a much broader spread of services between Bahrain and Europe has emerged. Gulf Air has extended its range of European points to include Amsterdam, Paris, Frankfurt, Athens and more latterly Manchester.

Other major European carriers such as KLM, Lufthansa and Air France have also started service to Bahrain. KLM has operated to Bahrain since the early 1970s and today regards the airport as its regional hub. Services are operated to Amsterdam using A310 equipment. Flights are operated in an Amsterdam-Dubai-Bahrain-Amsterdam circuit.

Lufthansa began services between Bahrain and Frankfurt in 1985. Today it maintains the operation using A310 aircraft. Air France is a newer arrival with an A310 service between Bahrain and Paris.

One of the more remarkable aspects of the recent surge in new airlines linking Bahrain is the growth in ties with the newly emerging Eastern European market.

A number of Eastern European carriers now serve Bahrain. CSA - Czechoslovak Airlines has initiated service to Prague and Bratislava. Tarom has started services to Constanta and Bucharest and on to Male from Bahrain. Malev Hungarian Airlines operates services from Bahrain to Budapest.



**H**ong Kong's Cathay Pacific (CX) has served Bahrain for over 15 years as a major stopover on its flag-ship service between the Far East and Europe. The carrier's commitment to the island is evident from the fact that it has its regional base in Bahrain, while it is also the airline's Middle East hub.

Over the last 15 years the local development of CX has participated in the progress of civil aviation in Bahrain. During this period, the carrier has grown to establish a key position in the wider region with both on-line and off-line services for a cross-section of travellers in the Middle East.

As CX has its regional HQ in Bahrain, it's no surprise to learn that the airline has designed its products and services to meet the exacting demands of travellers and boost its

own image as a customer-driven airline.

This deep-rooted commitment to Bahrain is, perhaps, best illustrated by a decision to directly invest in facilities at the airport. Uniquely for a foreign airline, CX opened a lounge at the airport for both its Frequent Flyers Club and First Class passengers during 1992. The lounge is equipped with the latest communications facilities.

Says Robert Atkinson, General Manager (Middle East & India): "While Cathay Pacific has been extending quality services to the travelling public since its operations began, the creation of a well-equipped lounge dedicated to its First Class passengers denotes the confidence the airline has in the country."

"Civil aviation in Bahrain is poised for accentuated growth and a number of proposals are being considered by the government as part of its "Open Skies Policy."

The carrier's growing profile in Bahrain is in part due to the efforts of its local GSA, World Travel Service - a member of the United Group of Companies.

Major changes to the airline's local operations took place in May 1993. This involved CX ending its Bahrain-London-Bahrain sectors in favour of expanded services to the island from the Far East and South East Asia.

Balkan Airlines operates to Bahrain from Sofia and Varna. Aeroflot also links Bahrain with Moscow.

**B**ahrain may have lost some of its transit trade, but that is now being more than made up for by the large increase in direct and terminating services which reflect the airport's growing status as a major gateway and transfer hub. Some transit traffic still continues however. It is being borne of a relatively new market, the long-haul tourist.

Today, several of the major European holiday charter airlines choose to use Bahrain as a transit stop-over for long-haul flights.

These carriers include Air Europa, Air 2000 and Monarch Airlines. While Finnair operates inbound tours to Bahrain using a DC10 on a weekly basis. They have all chosen Bahrain in preference to the region's other transit points - largely because of competitively priced support services and ground handling.

Last, but by no means least in Bahrain International Airport's preferences, are a number of freighter services, also regular callers at Bahrain. These include regional cargo and express services operated by Kuwait Airways, Trans Mediterranean Airways (TMA) and DHL Aviation plus the long-haul

services operated by Cathay Pacific, Martinair and German Cargo Services. In fact DHL has chosen Bahrain as its Middle East sorting hub, with cargo being ferried to and from the island from around the region to the company's main-line operation. And Cathay Pacific's new B747 freighter services link Bahrain with Hong Kong, Frankfurt and London with two services per week eastbound and westbound.

It is an aspect of the airport's business which is being actively encouraged in a bid to further develop Bahrain International Airport not only as a passenger hub, but also as a major cargo transfer point in the region.

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## Gulf Air: Partners in Progress

*In a world awash with unsold or heavily discounted airline seats and airline profitability at an all-time low one Middle East carrier appears to have bucked the downward trend.*

This is no fluke from some newly set up maverick or the result of government featherbedding, as Gulf Air - the Flag Carrier of Bahrain, Oman, Qatar and the United Arab Emirates - has served the region unsubsidised since 1950. From humble origins, the Bahrain-based airline has grown into the largest international carrier in the Middle East. Today, Gulf Air is the region's fastest-growing airline and has the youngest fleet in the area.

During 1992 some four million passengers flew the Golden Falcon to some 44 destinations in 31 countries from airports in the four shareholding states.

Led by an energetic management

major carriers grapple with debilitating losses, Gulf Air was expected to post a healthy profit in 1992.



Hamad A.R. Al Media, Executive Vice President Marketing

Forecasts for 1993 show that the airline is on course for another good 12 months - despite the continuing global recession.

So how does a small-to-medium size airline with a limited home market, compete head-to-head and win against the so-called mega carriers in Europe, the United States and the Far East? Executive Vice President Marketing, Hamad A.R. Al Media explains: "The secret is in the way we are structured. We are in a good location where the economic situation has picked up and the B767 we now use is a fine aircraft."

Mr Al-Media refutes any suggestion that Gulf Air's good results are in any way the result of high yields out of the four gateway airports. "Ticket prices here are 40% below those in Europe and between 20-30% less than those in the Far East.



team drawn largely from the region, Gulf Air has shown itself to be an able performer in an increasingly tough world airline market.

At a time when many of world's

What's more aviation fuel prices are as expensive here as they are in many other regions."

Nevertheless, Mr Al-Medfa expects 1993 to be a tough year for the worldwide airline business with the continuing recession. But he is confident that the overall health of the regional economy will see Gulf Air through the year and that will result in another set of impressive and healthy looking financial results.

Other top executives echo Mr Al-Medfa's views on the secrets of success. Says Head of Planning & Ground Services, Abdul Rahman Al-Busaidy, "Clearly, the Gulf market is quite small, but it's very

competitive as we have on the one hand high-quality European carriers and on the other those airlines from Eastern Europe offering cut-price tickets."

The airline's strong profitability has paved the way for a far-reaching aircraft renewal programme. In the last three years Gulf Air has spent US\$2.5 billion on a series of orders with Boeing and Airbus Industrie. The orders are designed to comprehensively update and expand the carrier's fleet.

In effect, Gulf Air has ordered no less than 18 767-300ER twin-jets, 12 short-to-medium-haul A320s and six of the new

long-range Airbus A340s. These new aircraft are progressively replacing the airline's eight 790-seat L1011 TriStars and 10 B737-200s. Nevertheless, both aircraft will remain in service for some time to come on high-density routes to the Indian subcontinent and around the Gulf respectively.

The revamped fleet has enabled Gulf Air to both launch new services and to increase frequencies on existing routes. For example, in 1992 Gulf Air began twice-weekly flights between Abu Dhabi and Johannesburg; an extra service to Sydney and Melbourne and the doubling of flights to Manila from three to six.

Other upcoming operational changes include re-routing Gulf Air's new Manchester service via Amsterdam instead of Frankfurt, the introduction of Jakarta (via Singapore) and adding a third flight to Johannesburg through Doha / Bahrain.

In fact, the South African flights have proved popular with passengers: "There's a lot of business traffic, some tourists and some passengers travelling to the Far East via Abu Dhabi and there is freight in both directions - it's a real mix," says Mr Al-Medfa.

But after the heady expansion of 1992, Gulf Air is looking at a period of consolidation

and is placing the emphasis on increasing capacity on existing routes rather than adding too many new destinations. Nevertheless for 1994 an ambitious Gulf Air has set its sights on three non-stop flights a week to New York using its A340s. A similar long-haul operation in the opposite direction to Tokyo is also being considered and traffic rights are currently the subject of bilateral negotiations at government-to-government level.

In addition a range of routes to the newly emergent central Asian Republics is being considered as the national airlines from these states have already started to arrive in Bahrain.

Gulf Air may be investing heavily in new aircraft and strengthening its

route network, but where the airline really stands out is in the standard of its in-flight services.

An obsession with quality, intensive training and an attention to the finest detail are hallmarks of the Golden Falcon service in what is, after all, the ultimate people business.



Inside the aircraft, Gulf Air's multinational crew are there to pamper the airline's customers - whether they be in first, business or economy. "We take pride in our own people - the 44 nationalities that work in the cabin," emphasised Mr Al-Medfa.

The man ultimately charged with Gulf Air's onboard image is Head of In-Flight services, Anthony Finlayson-Green. Drafted in by the airline in 1992, he favours only some subtle changes to the existing Gulf Air in-flight product. For the upcoming A340s, where he is starting with a clean sheet, he is suggesting a further softening of interior colours and some minor alterations to Gulf Air's successful onboard format.

Among the deft new touches are the introduction of cut-crystal glassware in first and business class, better linen and improved menus across all three classes and including "eat-as-you-please" meal times and healthy eating options in first and business, confirmed Mr Finlayson-Green. Economy-class



A.R. Finlayson-Green, Head of Inflight Services

passengers are not forgotten and there will be new trays, dishes, napkins etc. in a co-ordinated design. Gulf Air takes great care over its



food and beverages. "We look at the passenger profile on each route before we introduce new menus," says Mr Finlayson-Green.

By mid-1993 Gulf Air will have begun fitting individual multi-channel videos into the consoles in first class and business. Gulf Air has taken its time before opting to purchase a system, preferring to carefully evaluate a range of systems on the market. This has enabled Gulf Air to buy wisely and learn from the mistakes of others in the airline business. On-board telephone and telefax are also being installed.

At the same time, its B767 fleet is being re-configured to take account of sharply increased demand for business-class seats on intercontinental routes into the Gulf. So the twin-jet will seat 15 in first, 30 instead of 18 in business and 155 in economy.

But Gulf Air is not just passengers as it has a fast-expanding cargo division. Up until recently the freight side of its business had been restricted by uplift constraints on a number of routes. But with the

B767 and the upcoming introduction of the A340s, airfreight will assume an even greater importance for the carrier. This year, Gulf Air executives are forecasting that cargo will generate between 15-18% of total airline revenues.

In 1992 Gulf Air carried 97,519 tonnes of cargo and mail producing revenues of around US\$100 million. This effectively doubled the airline's freight traffic in less than three years and with the introduction of bigger aircraft, Assistant Manager Cargo Services Malcolm

Coombe is predicting another doubling in volume by 1995.

Gulf Air offers freight operations from its four airports in the shareholding states, but Bahrain is clearly the regional hub and it is where expanded ground handling facilities and being added.

In an effort to further promote Bahrain as the region's natural freight gateway, Gulf Air has been at the forefront of a new working group set up with DHL, Civil Aviation Affairs, Bahrain Airport Services (BAS) and a representative from local forwarders to promote cargo at the airport.

Furthermore, the airline is evaluating the introduction of a full-freighter operation out of the Gulf in co-operation with other carriers. This, too, would add to Gulf Air's drive for more freight business.

So while many other airlines fight, and even lose, a daily battle to stay afloat, the Golden Falcon is on target for a bright future.



*All ground handling support services for passengers and aircraft at Bahrain International Airport are provided by Bahrain Airport Services (BAS), A private sector company, operating under Government franchise, the two main shareholders in BAS are the national carrier Gulf Air and Y.B.A. Kanoo - the island's largest airline general sales agency and the Gulf's leading trading house.*

## Total Ground Support

Services are provided to all carriers serving Bahrain, including Gulf Air. Handling contracts are held with more than 40 airlines.

The company employs 1,700 staff, of which over 80 percent are Bahrainis, including at senior management level. Services are provided by four operating departments of BAS. These cover traffic, cargo, engineering and aircraft catering services. Each department operates on a 24-hour basis. BAS, in fact, is able to offer airlines what is a unique combination of services in the Gulf and still rare at other airports around the world.

Few airports have a single handling company able to provide airlines with a complete package of services covering every aspect of ground handling ranging from passenger check-in, to in-flight catering, aircraft engineering support and cargo handling.

It is a range of services which has impressed existing operators to Bahrain for many years. The various departments of BAS are regular recipients of individual airline



awards for the consistent quality and standard of service achieved.

For new carriers anticipating the start-up of services to the Gulf, it means they can negotiate with a single company to provide all their ground handling requirements. Whether it is for new or existing carriers, BAS is fully aware that its service levels will be monitored and compared with those available at other airports.

The high quality threshold maintained by BAS is reflected not only in service levels, but



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also in its investment in facilities and equipment. Its cargo and catering services have seen major investment in new dedicated facilities. The Engineering Services division is about to see similar investment in a new purpose-built facility. Administration and accounting for the various departments are carried out from an impressive new three-storey headquarters building opposite the airport terminal. BAS operates and maintains a wide range of modern ground handling equipment to meet airline customer service requirements. It constantly reviews and upgrades the equipment to meet the needs of new aircraft types. It has, for example, made a considerable investment in new specialised cargo handling and baggage handling equipment to provide ground support for the new A320 and B767 aircraft acquired by Gulf Air.

It is the Traffic Services department of BAS which represents the front-line operation in that it deals with every aspect of ground handling at the airport. Its operations cover a comprehensive range of services to the airlines including passenger handling, ramp handling, baggage handling, load control, aircraft handling. In addition it handles all public enquiries related to flight information.

It is an important spread of responsibilities for BAS to undertake, particularly when it comes to dealing face-to-face with the travel-



*"Here at BAS we welcome the opportunity to provide 'Total Ground Support' to all airlines operating services through Bahrain International Airport. We are able to offer a total package of services consisting of Cargo Handling, Traffic Services, Special Services, Ramp Engineering, Aircraft Catering and Terminal Catering Services - truly a one-stop negotiation. This all-encompassing service is backed by a group of specialised professional staff. We also provide dedicated supervision for smaller scheduled or chartered airlines where economics do not allow positioning their own staff in Bahrain. We always remain conscious of the need to put that extra effort to provide what our customer requires."*

**Khalil Zaman**  
General Manager  
Bahrain Airport Services

ling public. Not only is it representing the face of Bahrain International Airport, but also that of its individual airline customers.

The airline services presented at check-in or baggage re-claim for example, can be critical to the impression made on the passenger of both the airport and of an airline. In line with everyone else working at the airport, a high degree of customer service is an important aspect of training for all BAS staff who come into contact

with passengers.

The provision of the new terminal at the airport was also an opportunity to upgrade check-in and baggage handling facilities. Today, check-in and load control functions operated by BAS are fully computerised using an International Departure Control System. Baggage services use the "Bagtrac" and "Bahamas" international tracing systems.

BAS aims at and consistently achieves the target of delivering arrival baggage to a passenger within 15 minutes of an aircraft's arrival, with the last item of baggage delivered within 15 minutes of the first piece of baggage.

It can be a tough target to achieve at times with the high traffic peaks experienced at Bahrain International Airport. It is a factor which is also reflected in the passenger flows. BAS is required to handle at certain times of the day. The peak hours are between 1800 and 2100 when BAS Traffic Services can be required to handle up to 10 flight arrivals and six departures. This can generate flows of 2,000 passenger arrivals and departures in a one hour period.

In the course of a year BAS Traffic Services will handle in excess of 21,000 flights with a total of more than 2.8 million passengers. The make-up of that passenger flow has changed considerably in recent years. Long-haul transit passengers have fallen away, but these have been replaced by a



steady build-up in transfer traffic. This very much reflects the efforts of Civil Aviation Affairs and Gulf Air to develop Bahrain International Airport as a regional hub and gateway.

Around 50 per cent of the passenger flow through the airport is now transfer traffic, with 70 per cent of all passengers arriving or

departing on Gulf Air flights. This more intensive hub and spoke operation has called for even more intensive service levels to be provided by BAS Traffic Services.

Previously, the relatively high volume of transit traffic required no special handling needs. These passengers disembarked for about an hour and remained in the main

departure area, before re-boarding their flights. Transfer passengers, however, will actually be changing planes at Bahrain, along with their baggage to make connections to other Gulf destinations.

**I**n addition to the general passenger handling services and facilities provided by BAS Traffic Services Department also handles business and executive aircraft and passengers who require special assistance. The company, has recently invested in a fleet of electric passenger assistance vehicles, which operate on both the arrivals and departures levels. These are available to help any passengers who have problems in walking. The Dilmun Lounge for First Class passengers is also staffed and operated by the Special Services Unit.



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## A High Degree of Control

*Air traffic services at Bahrain International Airport are handled by Civil Aviation Affairs. It is an aspect of the airport's operation which reflects the high degree of Bahrainisation which has taken place in recent years - particularly in skilled and high-technology areas.*

**F**or many years air traffic services at Bahrain International Airport were managed by air traffic management firm IAL, which has progressively trained a highly-qualified Bahraini staff to provide air traffic control and related services. Today, IAL is still present, but acts in an advisory and training role. Local training is carried out at Bahrain's own Civil Aviation



Technical Training Unit. Here a FIRST air traffic control radar simulator has recently been installed at a cost of BD34,000. It is being used for radar course familiarisation and for refresher training of emergency procedures. Staff are also sent for training at the Gulf Civil Aviation College in neighbouring Qatar and to other ICAO-approved training centres in the UK and Singapore. Day-to-day management and operations are handled by the CAA's now largely Bahraini staff. In Air Traffic Control there are 45 Bahraini air traffic controllers.

In Meteorological Services there are 18 qualified Bahraini meteorologists. Aeronautical Services is staffed by 21 Bahrainis. Electronics and Navigational Aids has 44 skilled Bahrainis.



Bahrain is a designated Flight Information Region (FIR). The air traffic services provided by Bahrain CAA therefore go far beyond the approach control functions provided by most airport air traffic control operations.

The Bahrain FIR controls all air traffic movements in a vast 410,000 square kilometre area of the northern Gulf. It is responsible not only for the safe passage of aircraft flying to other airports in the region, but also for defining the flightpaths of aircraft overflying the region enroute from Europe to the Far East.

Continuous investment in advanced air traffic control equipment and facilities in Bahrain has seen the recent purchase by the CAA of an automated NOTAM management system at a cost of BD60,000. Senior members of CAA management also regularly attend regional and international aviation meetings and conferences to keep abreast of latest developments in the air traffic management sector.

# The A-Z of Bahrain Duty Free



## Genuinely Duty Free



*In the relatively short time since it was established, Bahrain Duty Free has successfully won a reputation as one of the world's top value-for-money airport duty-free complexes. It is an area which has become a major marketing factor for many airports. The difficulty for the passenger is to recognise which duty-free shops are the genuinely price-competitive outlets.*

**M**any duty-free complexes attract custom through cheap liquor and cigarette prices, whilst maintaining higher prices on other products.

The true comparison can therefore only be made by comparing prices on a basket of goods purchased from say eight out of the ten departments within a duty-free complex.

On the more representative "basket of goods" comparison, Bahrain Duty Free is already able to rank itself as being among the top five airport duty-free complexes in the world.

This is a reflection of the determination with which Bahrain Duty Free has set out to market itself, not only in terms of pricing but also on the quality and range of goods available. Customer service is also a telling factor in the high profile the complex now enjoys.

Bahrain Duty Free has been established as a share-holding company to more effectively represent the concessionaires of the former individual duty free outlets at the Airport. Aer Rianta International of



Ireland has been appointed to manage and market what is now a totally co-ordinated duty-free operation.

Operating 24 hours a day, the duty-free shopping area in the new passenger terminal covers 1,400 square metres of retail space. The area is set to be expanded by more than 50 percent in order to extend even further the range of goods available.

The existing complex, however, already carries an extensive range of products. Many popular items at Bahrain Duty Free are

generally recognised as being half the price of European duty-free shops. In addition, competitive prices are maintained in outlets covering perfumes, electronics, watches and other consumer goods.



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## BAHRAIN INTERNATIONAL AIRPORT



Bahrain International Airport now boasts one of the best Duty Free shops in the world. The new shopping facilities were introduced in line with the overall policy of the Airport Authority, to offer first-class facilities to passengers. The shops which commenced operating in October 1991 have just completed a very successful first trading year with sales well ahead of target.

Following the success of 1992, Bahrain Duty

Free intends to push ahead with plans to expand the Complex. In May 1993 a New Shop in the Arrivals Hall was completed. This outlet occupies an area of 130 square metres and carries comprehensive selection of products tailored to inbound passengers.

In late 1993, the main Departures Shopping Complex is due to undergo a major expansion with more than 400 square metres of additional Shops being added. This will allow for the introduction of a complete new range of products, bringing the total to over 25,000.

Particular emphasis will be placed on fashion, accessories and gift items, always popular with the traveller.

These changes will ensure that Bahrain Duty Free is prepared for the growth at Bahrain International Airport, and will consolidate its position among the elite of the world Duty Free Operators.

The expansion in floor space will enable the complex to include a range of designer shops for the first time. Provision will also be made for a dedicated area selling local handicrafts.

Bahrain Duty Free has already won itself something of a specialist reputation for the extensive range of cigars its stocks. That reputation was further enhanced with the introduction of a walk-in humidor, which features the world's largest selection of quality duty-free cigars.

An initiative already taken by the company, has been to establish an Arrivals Duty Free for incoming passengers. This smaller outlet offers a selection of the more popular goods from the Departure Duty Free area. Passengers are able to request any item not immediately available and it will be collected from the main duty-free complex and delivered to the passenger in the Arrivals Hall.

Customer service is of key

importance for Bahrain Duty Free and considerable time is spent on training staff in product knowledge with a constant feedback to management on customer reaction to the products/services available.

As a further step in customer service a Pre-Order System has been set up. This allows passengers to call Bahrain Duty Free on a dedicated telephone prior to travelling to pre-order goods.

Heavier goods such as televisions and camcorders can also be pre-ordered and then collected when the passenger returns to Bahrain.

In the same way, passengers can also call Bahrain Duty Free prior to their arrival to order goods for collection on arrival. The system is fully computerised which enables it to provide on-line stock control.

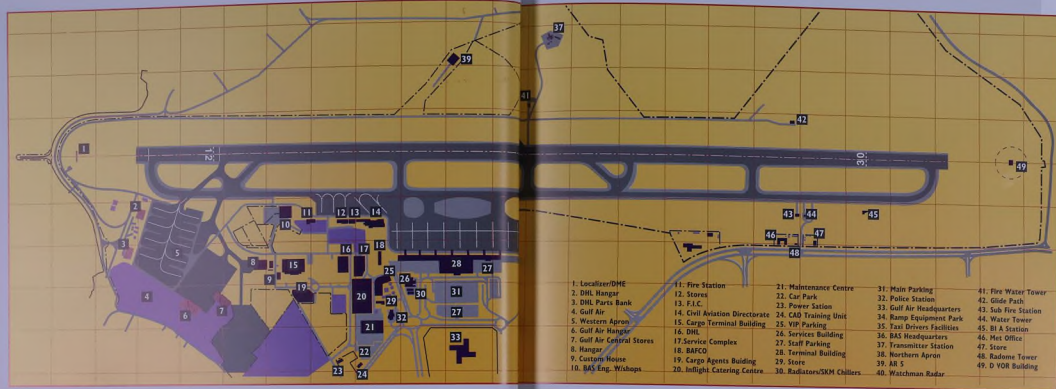
One of the most popular incentives developed by Bahrain Duty Free is its now regular car raffles. Departing and transiting passengers

are able to purchase raffle tickets with a chance to win a dream car such as a Ferrari Testarossa or a Porsche 911. The winner can have the car delivered free of charge to anywhere in the world.

To improve the chances of winning, only 1,000 tickets are sold for each car. Tickets for the higher value cars normally cost between BD45 and BD75. The draw is made immediately after the last ticket has been sold. This can be as quickly as 15 days from the time the first ticket was sold. Winners so far who have received delivery of a prize car have been located as far apart as Greece, Zambia and Luxembourg.

To open up the raffles to a greater range of passengers more modestly priced cars are also placed in the raffles with a ticket purchase price of BD12. A free raffle for children has even been started with BD25 worth of duty-free toys as the prize.





**Location:** Latitude 26 degrees 16 minutes, 13 North Longitude 50 degrees 38 minutes, 03 East  
Elevation: 1.8 metres above sea level.

**Designation:** 12/30 Runway length 3,963 metres. Runway width 60 metres. Surface Asphalt / Concrete.

**Operational:** 24-Hours

#### Arrivals / Departure Information

**Check-In:** Passengers are required to check-in at least 45 minutes prior to departure time.

**Departure Tax:** A Departure Tax of BD3 is payable by all outbound originating passengers. Tax can be paid prior to departure at local travel agencies or airline offices.

**Duty Free Allowances:** Travellers to Bahrain are allowed a Duty Free

allowance of: 400 cigarettes or 50 cigars or eight ounces of tobacco; two bottles of spirits or two bottles of wine; and eight ounces of perfume.

From July 1 1993 incoming passengers over 18 years of age will be entitled to customs duty free concessions on the following gifts: one bottle/one litre of alcoholic beverages; six cans of beer; 200 cigarettes; 50 cigars; 250 grams of tobacco and eight ounces of perfume.

**Health Requirements:** A valid Yellow Fever vaccination certificate is required for all visitors travelling from infected areas.

**Transportation:** Taxi fares from the airport to any destination are subject to a BD1 surcharge. A tariff list is on display at the airport taxi

rank. After midnight all fares are subject to a further 50 percent surcharge. Confirm any fare before hiring a taxi.

**Visas Requirements:** With the exception of those holding valid passports from Gulf Cooperation Council (GCC) states and the United Kingdom, visitors to Bahrain require entry visas. These are available at the airport Immigration Office. Business and commercial travellers can apply for a seven-day visa. Visas are available from all Bahrain Embassies and Consulates. Onward travellers or holders of return air tickets can obtain a 72-hour Transit Visa from the airport immigration office located on the Mezzanine Level. Some hotels and travel agencies in Bahrain are able to obtain Transit Visas if given prior notice.

#### Terminal Information

**Baby Care:** Nursery facilities are provided in the Transit Area.

**Car Parking:** Short and Long Term facilities are available immediately in front of the Passenger Terminal.

**Car Rental:** Leading car rental companies Avis, Budget, Europcar and Hanco have offices located in the Public Area of the Arrivals Level.

**Currency Exchange:** Facilities are available at banks located in the Departure, Arrivals, Mezzanine, Transit and Public Areas.

**Duty Free:** Departure and Transit Duty Free located on the Commercial Level of the Transit Area. Arrivals Duty Free located in the Baggage-Reclaim Hall.

**Lounges:** There are First Class Lounge facilities for Gulf Air and

Cathay Pacific passengers in the Transit Area. The Dimun Lounge is also in the Transit Area, available for First Class passengers travelling with other airlines.

**Medical Care:** Facilities are located in the Transit Area with a nurse in attendance. Vaccination service is available.

**Post Office:** Located in the Transit Area for the sale of stamps. Collections are made twice a day.

**Prayer Room:** Prayer Rooms are located in the Transit Area, with separate facilities for men and women.

**Restaurants:** Snack Bar and Coffee Shop provided in the Public Area. Fast Food restaurant available on the Commercial Level of the Transit Area. Full restaurant service available in the Transit

Area.  
**Telephones:** Local telephones are available in all Public Areas. International telephones and facsimile facilities are available in the Transit Area. The Communications Centre in the Transit Area is operated by Bahrain Telecommunications (Batelec).

**Transportation:** Taxis available outside the Passenger Terminal. Distance from Airport to centre of Manama six kilometres.

**Travel Agencies:** Located in the Public Area of the Departure Level.

#### Useful Telephone Numbers

**Flight Information:** Tel: 325555

**Lost and Found:** Tel: 321430

**Duty Free:** Tel: 321330

**Airport Restaurants:** 321505

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BAHRAIN INTERNATIONAL AIRPORT



*The fuel, known more familiarly as JET A-1, is produced at the Bahrain Petroleum Company (BAPCO) oil refinery just 11 km away at Sitra and then piped to holding tanks at Arad near the airport.*



## Fuel on Tap

**F**rom Arad, aviation fuel is piped to the airport and made available to aircraft through a hydrant system running underneath the main apron.

A relatively simple system it would seem. But JET A-1 has some unique qualities specially developed for the needs of the aviation market. Not least of these is its very low flash-point, a critical safety factor to reduce the risk of fire onboard aircraft.

These qualities, however, make it extremely sensitive to contamination, particularly from water. Quality control of JET A-1 is therefore essential at all times during storage and transfer right up to and including the point at which it enters an aircraft's fuel tanks.

The Bahrain Aviation Fuelling

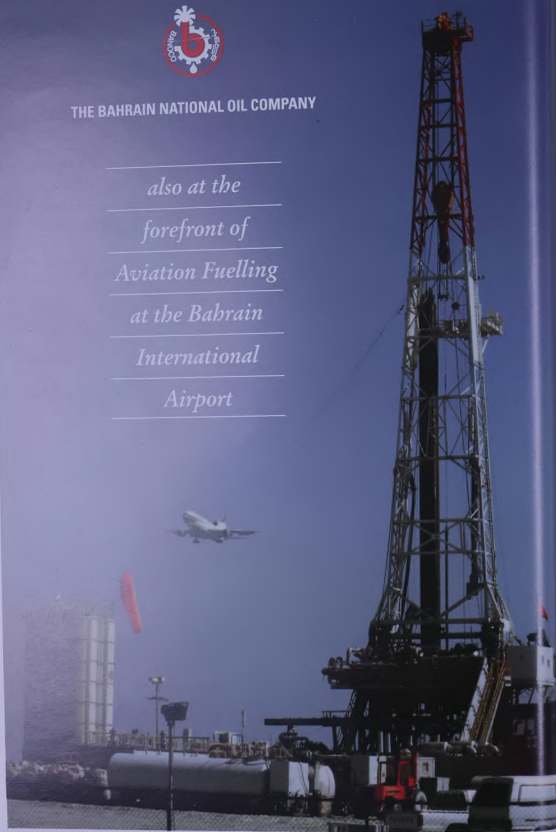
Company (BAFCO) is responsible for all refuelling activities at Bahrain International Airport. The fuel is marketed and sold in separate sales operations by Banoco, BP and Caltex. Banoco supplies around 60 percent of the fuel purchased at the airport and like BP and Caltex, it sells directly to the airline and uses BAPCO as its fuel logging company.

BAFCO was formed in 1985, as a joint-ownership company in which the Bahrain National Oil Company (BANOCO) holds a 60 percent share, Caltex 27 percent and BP 13 percent. BAFCO quickly won a reputation among the airlines for the efficiency of its operation and for its tight quality controls on the fuel delivered to aircraft. In what is a highly competitive mar-



THE BAHRAIN NATIONAL OIL COMPANY

*also at the  
forefront of  
Aviation Fuelling  
at the Bahrain  
International  
Airport*



## BAHRAIN INTERNATIONAL AIRPORT



are drawn off. One is given to the airline crew and the other retained by BAFCO. The airline then has the opportunity to test a sample at its home base and can compare notes with the test which will have been carried out by BAFCO.

BAFCO has a technical services agreement with Air BP to ensure it maintains its own rigorous quality control standards. At the same time Caltex and BP also carry out annual inspections of the BAFCO facilities and refuelling operation.

BAFCO staff undergo a strict formal training programme, often at training centres abroad, with refresher courses held in Bahrain. The recognised standard of these courses has led to other aviation refuelling companies sending their staff to Bahrain for training.

In mid-1993 BAFCO moved to a new administrative headquarters at Bahrain International Airport built on reclaimed land. The site also houses a new operations building and maintenance centre.

The company's holding tank farm remains on the same site at Arad. Safety precautions in place at the tank farm include a computerised link to the airport fire station and a foam base injection system which can be immediately put into action in the event of an emergency.

ket, Bahrain International Airport today is able to boast that it provides the cleanest aviation fuel in the region.

**B**AFCO's close monitoring system begins at the refinery at Sitra. From here the fuel is pumped via a 20-inch diameter pipeline constructed in 1980 to the holding tank farm at Arad. Previously, fuel was delivered to Arad by road tanker and at one stage even by sea using small tanker barges.

At Arad there are six reception tanks which are used to settle the fuel after its transfer from Sitra. It is then pumped to four holding tanks to be made available for direct transfer to the hydrants running the length of the main apron in front of the passenger terminal.

At each stage of its transfer and storage samples of the fuel are drawn off to check for water or sediment contamination. The fuel is pumped from the apron hydrant to the aircraft via a fuel dispenser truck equipped with fuel gauges and hoses to connect to the aircraft. A fleet of tanker trucks is also available to deliver and fuel aircraft parked at remote stands.

BAFCO runs a 24-hour-a-day refuelling operation at the airport

with a staff of 105 working in three shifts. The refuelling of each aircraft is closely monitored at all stages to avoid any chance of spillage or contamination. A "dead man" switch on the dispenser vehicle means that the fuel flow will be cut off within seven seconds of the operator taking his hands off the controls.

The quality of the fuel is tested before pumping begins, again during the refuelling operation and once more when fuelling has been completed. A relatively simple test can detect if fuel has been contaminated. In the case of water contamination, the fuel will immediately show signs of clouding.

The airline flight crew will also monitor the refuelling operation. In the event of a dispute over the quality of the fuel, separate samples





*Bahrain International Airport's ability to meet the highest standards demanded of inflight catering has been further enhanced with the opening of a new Inflight Catering Centre.*

## Catering for International Tastes

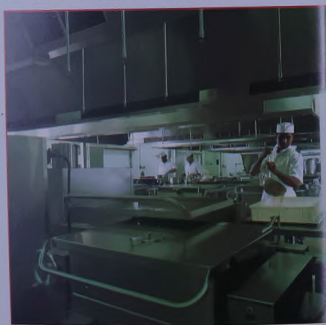
The purpose-built two-storey facility covering an area of 11,000 sq metres, is run by Bahrain Airport Services' Aircraft Catering Services Department. It currently provides an average of 9,000 meals a day for some 30 airlines serving Bahrain International Airport.

Importantly though, the new centre has been built with a capability to extend its capacity to be able to provide up to 22,000 meals a day.

The current operation, with a staff of 500, produces inflight meals on behalf of the individual airlines

to the highest international standards and specifications and in compliance with the strictest hygiene standards. Breakfasts, lunches, dinners, snacks and beverage trolleys are prepared for the different standards of Royal, First, Business and Economy classes.

Not an often recognised function, the Inflight Catering Centre operation also retrieves used trolleys from arriving aircraft. These modules are moved to a separate washing area for stripping, washing and the storage of plates, cutlery and other items for re-use.



In its main operational function, preparing and producing inflight meals, the Inflight Catering Centre has been designed to ensure a smooth production flow from the point at which goods are received to the point at which prepared meals are loaded on catering vehicles for delivery to the aircraft. Direct airside access from the centre even ensures minimum transit times for this operation.

It is difficult to contemplate the scale of pre-ordering, re-stocking and the sometimes intensive preparation required to produce three million meals a year. Some idea of the task performed by the BAS Inflight Catering Centre can be gained from a review of its annual grocery list. That includes 105,000 kilos of rice, 131,000 kilos of fish, 234,000 kilos of meat and poultry, 275,000 kilos of fresh fruit and 220,000 kilos of vegetables.

Furthermore, the centre's own bakery annually produces three million bread rolls and two million croissants.

The latest blast freezer and blast chiller equipment provide the ability to rapidly freeze or chill cooked food. Even in the food preparation areas computer-controlled refrigerated tables are used to maintain constant temperatures. There is also a specialist VIP fully-equipped self-contained kitchen.

The administration area includes a hygiene laboratory and quality control section. The food preparation process is constantly monitored and individual meals are pulled from the production lines at random for quality control testing.

Inflight cuisine is today one of the major items by which passengers judge the service of airlines. In turn the airlines are becoming more demanding of inflight catering services. But while they are looking for higher standards of quality, they also want competitive pricing. An airline serving a particular destination is by no means restricted to the catering services available at the local airport.

In today's increasingly competitive aviation environment, many carriers will load meals at one airport to cover several sectors, rather than take on meals at each destination. This puts increasing pressure on inflight catering units. Not only are they required to be competitive at a local level, but also with other points where the carrier has the opportunity to make use of alternative suppliers.

At Bahrain, BAS Aircraft Catering Services has built up an enviable reputation for service and quality at competitive prices. This can best be judged by the fact that a number of carriers in transit through Bahrain take on meals for onward and return sectors beyond the immediate sectors being served out of Bahrain.



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مطار البحرين الدولي  
BAHRAIN INTERNATIONAL AIRPORT



## Cargo - A Vital Element

*Cargo is viewed as a vital element in the complete range of services and facilities available at Bahrain International Airport. It is also a sector where there is considerable scope for development and expansion.*

As much has already been indicated by Civil Aviation Affairs with an appointment in early 1993 to the newly-created post of head of cargo development.

Cargo currently generates 10 percent to overall airport revenues. It is believed that this revenue contribution can be increased to at least 20 percent by 1995. It is an optimistic outlook shared by national carrier Gulf Air which has projected that the airport will be handling 100,000 tonnes per annum by 1995. That is more than double the 47,000 tonnes of cargo handled by the airport in 1989, the last year of normal throughputs, prior to the Gulf War.

Since then cargo has been staging a remarkable recovery in what is still a changeable global and regional air cargo market. Imports for 1992 showed a 27 percent increase in traffic volumes, while exports grew by more than 12 percent. It is in the all-important area of transshipment cargo that the strongest growth was seen.



Transshipment traffic increased by 27 percent in 1992.

Gulf Air accounts for 75 percent of cargo volumes moving through Bahrain, representing 41 percent of the total cargo volume moved on the airline's network.

Apart from an increased level of services and destinations served, the acquisition of new Boeing 767-300ER aircraft for long-haul routes and A320 aircraft for regional services, has considerably increased the carrier's cargo lift potential. The B767, for example, is able to uplift 12 tonnes of cargo. Previously the airline's Tristar long-haul equipment uplifted only eight tonnes.

Bahrain has achieved considerable success in attracting all-cargo services. Seven all-cargo operators fly to Bahrain on a regular basis. These take in Royal Jordanian, Trans-Mediterranean Airways, Kuwait Airways, German Cargo Services, Martinair, Lufthansa, China Eastern Airlines, Korean Air and Cathay Pacific's new pure-freighter service which began in May 1993.



Around 15 percent of total traffic is uplifted on freighter services. The intention is to improve on that still further. There are a number of incentives available to freighter operators. These include a 50 per-

cent discount on landing fees for both regional and long-haul freighter operations. To ensure optimum handling of freighter aircraft Bahrain Airport Services (BAS) has set-up a dedicated handling unit, which provides all the services required for this type of operation. BAS, too, has introduced new reduced freighter handling charges.

Storage space is maximised through the use of five-tier high-level racking served by high-reach forklifts. Incoming pallets and containers are transferred by powered roller-beds through one of six air-side bays directly onto the terminal's elevated transfer vehicle (ETV). They can then be delivered to any of 14 workbenches in the ETV. The ETV is also used to transfer full and empty units within a three-level ULD handling and storage system. This is able to hold 131 units at any one time.

Particularly impressive are the facilities available for handling perishables. There is a 24,000 kg capacity chiller unit and a 40,000 kg capacity cold store, both with direct air-side access.

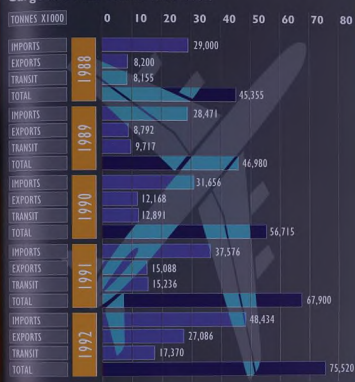
Another unit within the terminal provides 1,000 kg of freezer capacity. This means that imports of meat, vegetables and fruit which rely heavily on air services, can be discharged, checked by Customs and transferred to the consignee all within a controlled temperature environment.

The terminal also includes a bonded warehouse which has been designed to provide storage facilities in separate units for specialist companies. Among the specialist services provided by BAS are a



terminal also includes a bonded warehouse which has been designed to provide storage facilities in separate units for specialist companies. Among the specialist services provided by BAS are a

Cargo and Mail Traffic 1988-1992



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## BAHRAIN INTERNATIONAL AIRPORT

breakbulk operation for consolidators and representational services for agents.

Most of Bahrain's leading air cargo agents have on-airport offices directly opposite the cargo terminal. Plans are in hand to develop EDI links between the cargo terminal, Customs and the agents.

There is currently no direct ramp access for freighters in front of the cargo terminal. But provision has been made for this when the aprons are extended in a direct line from the passenger terminal.

Immediate expansion plans for cargo facilities at Bahrain International Airport call for the

handling capability of the existing cargo terminal to be doubled in size. This will increase the floor area from the present 6,000 sq metres to 12,000 sq metres.

Throughout capacity will increase to 120,000 tonnes a year.

In the longer term it is planned to develop a new regional freight distribution centre and free trade zone which will incorporate bonded warehouse facilities. An area at South Hidd - Alim from the airport - has been designated for

the complex and will include a major industrial and free zone. A new deepwater support is also to be built closely - All this will complement the airport's activities.

This development is seen as essential to maintaining the momentum that has already been generated in promoting Bahrain as a key transfer hub for the region. Supported by the extensive network of regional flights provided by Gulf Air, Bahrain is ideally positioned to serve the northern Gulf which includes direct air links with Iran. The King Fahd causeway means that the Eastern Province of Saudi Arabia, Kuwait and Qatar can also be accessed by road feeder services.



Bahrain International Airport's bid to enhance its reputation as a major regional cargo hub is endorsed by two leading players in the air express industry. Both DHL and UPS have chosen Bahrain as regional hubs for their express operations which are progressively moving towards heavier weight shipments and full logistic services.

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Canada	800100	*
Denmark	800046	800-1-0973
Hong Kong	800852	800-0973
Japan	800081	*
South Korea	800082	009-0973
Malaysia	800060	800-0027
Netherlands	800031	*
Philippines	800163	*
Singapore	800065	800-8730
United Kingdom	800044	0800-69-0973
United States (AT&T)	800001	1-800-352-3987
United States (MCI)	800002	*

For more information on HomeDirect service, call 885272.



If you are using a designated phone from any of the selected outlets, special instructions have been provided at the location.

The locations are:

- Batelco Service Counters
  - Sh. Zubara Building (Manama)
  - Yateem Centre (Manama)
  - Al Jabera Shopping Centre (Muharraq)
- Batelco Diplomatic Area Building (Manama)
- Al Hamra Hotel
- Bahrain International Airport
- Bapco (Al Dir)
- Bapco Club
- British Club
- Bushiri Bowling Centre
- Dairon Centre
- Diplomat Hotel
- Exhibition Centre
- Hilton Hotel
- Japanese School
- Palace Inn Hotel
- Philippines Club



*As the region's largest  
air express operator it  
is not surprising that  
DHL Worldwide  
Express should choose  
Bahrain as its Middle  
East headquarters and  
main operating hub.*

## DHL: At home in Bahrain



The company first opened an office in Bahrain in 1975 and rapidly established a regional network, which today covers 80 offices in 17 countries – including 40 offices in the SNAS affiliate network in Saudi Arabia.

It was in the mid-1980s that Bahrain International Airport became the location for the DHL regional hub operation. International shipments, both outbound from Middle East consignors and inbound from the rest of the world, are sorted at the hub.

There are three aspects to the DHL presence in Bahrain. It has its Middle East head office on the

island, it is the centre of regional operations and, thirdly it is the country operation for the business of Bahrain.

One of the reasons for the island as Middle East headquarters is certainly historic, in that Bahrain was the original centre from which DHL developed its regional network. But the island, too, has other attractions which have caused DHL to maintain and expand its presence.

It is the geographical centre of the region and is supported by government policies designed to stimulate private sector business. It also has a mature and well-defined



legal system, a large pool of skilled labour, a pleasant living environment and a high quality professional service sector.

DHL shipments are moved around the Gulf and Iran on a dedicated fleet of the company's aircraft operated by SNAS and DHL. The flights link Bahrain with Muscat, Dhaka, Lahore, Kuwait, Sharjah, Doha, Amman, Riyadh and Jeddah. Over 20 times a week are operating using Convair and Fairchild Metro aircraft. These services, the only ones of their kind in the Gulf, are made possible by the scheduled services of the region's national and regional carriers. They give faster transit times, later cut-off times for next-day delivery and earlier heavy-weight consignments to be handled.

Bahrain has proved to be an ideal choice for a regional hub. Being at the geographical centre of the region it has enabled DHL to use its own aircraft more intensively. At the same time, Bahrain offers the widest choice of scheduled services in the region. In addition to the use of flown

capacity, shipments are trucked by SNAS to and from Bahrain across the 25-kilometre King Fahad Causeway to the Central and Eastern Provinces of Saudi Arabia and other countries in the region.

The computerised recording of shipments has become a "must provide" aspect of the air express business and DHL has met this challenge with the use of hand-held lasers. These read the bar codes on the air waybills on individual shipments as they pass through the hub at Bahrain.

Details of Middle East shipments are relayed to the DHL's regional computer bureau, known as Lasernet, which is located in Bahrain. Here the information is both stored and used for onward transmission to other parts of the world. Part of what is now the company's worldwide communications system, Lasecnet was originally developed in Bahrain.

DHL's commitment to Bahrain has been confirmed with the decision to build a new US\$8.65 million Regional Distribution Centre at Bahrain International Airport. The new sorting facility, which is set to become operational in late 1993, will be equipped with the most advanced handling systems in DHL's entire worldwide network.

The two-storey 6,700-square metre building will have direct air-side access. This will allow DHL and SNAS aircraft to park directly in front of the hub to facilitate rapid transfer. DHL was granted air- and land-side handling rights at the airport many years ago.

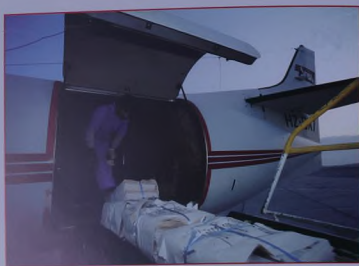
technology. A new computer transmission centre will also be an integral part of the operation, linking the Bahrain hub to the 200 countries in the DHL global network.

The facility will also have a special section for handling the heavier freight now being demanded to be moved as express shipments. This area will have racking, special handling equipment and a computerised inventory control system.

When it opens, senior management responsible for the ground and air operations of DHL in the region, will be based at the new facility. In all, over 70 staff are expected to be employed at the new Regional Distribution Centre.

Also located at Bahrain International Airport is DHL's existing Logistics Centre. This is a 1,600-square metres bonded warehouse, which allows customers to hold central stocks in bond ready for immediate delivery throughout the region as required.

Within the 11,100-square metre secure site area DHL will install state-of-the-art sort systems for documents and packages, using the latest high-speed bar code reading



DHL's development of services and facilities aimed at the heavier end of the express market is proving a significant attraction to companies seeking breakbulk, consolidation or redistribution from a bonded centre. The local network is particularly geared towards inbound services for heavier shipments which are often urgently required by the fast-moving industrial and manufacturing sectors of the region.

Bahrain's close relations with its neighbours in the Gulf, enables DHL, to process Customs docu-

mentation and other paperwork efficiently and quickly. Similarly, the mature and well-defined system of laws in Bahrain provides the company with the framework for stipulating conditions of service.

Having established such a significant operations base in Bahrain DHL says it is important that the business environment is of the highest international standards. In terms of government policies, the legal structure of Bahrain and the presence of a well-developed professional services sector assures

that the business sector is indeed well-served. Given the relative size of the country, it also means that things get done quickly and often in a very friendly atmosphere.

This combination of attractive features has encouraged the company to locate such a sizeable and important part of its regional operations in Bahrain.



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*On-line engineering services to airlines at Bahrain International Airport are provided by the Engineering Services department of Bahrain Airport Services.*

## Maintaining High Quality

**B**AS Engineering Services undertakes ramp handling, and provides ground power, air-conditioning units, cleaning, air start and push-back.

A four-shift system provides full ramp handling coverage to the airlines through a 24-hour period. But this does not take account of the steep traffic peaks. At these times BAS Engineering Services can be handling up to 17 aircraft on the ground at one time.

A team of 115 skilled engineers and mechanics is available with 23 staff working each shift to carry out any on-line maintenance checks requested by carriers. The team possesses a wide range of skills, training and certification approvals which are regularly checked.

Although several of the major carriers have their own on-line engineers based in Bahrain, BAS Engineering Services is able to provide these carriers with additional manpower to assist if any major unit changes or repairs are required.

BAS Engineering Services also undertakes the maintenance of all BAS ground handling equipment. This currently extends to a fleet of over 270 motorised vehicles.

Comprehensive maintenance programmes and overhauls are carried out by a team of

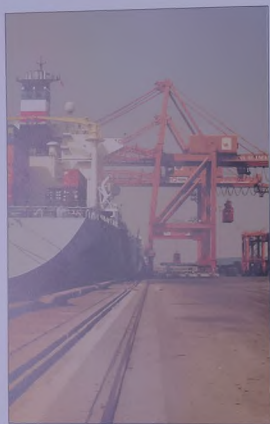


over 100 mechanics. A former hanger on the airport is currently used to undertake maintenance and repair work. A new purpose-built engineering workshop complex is to be built at Arad to the east of the main passenger terminal. Due for completion in 1994, the facility will comprise main and auxiliary workshops, a paint shop, hazardous goods store and fuel station.

BAS Engineering Services is also responsible for providing all transport services to airline crews and interline passengers. The Motor Transport section operates a fleet of air-conditioned buses to provide airlines with crew and interline passenger transfers between the airport and hotels.



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And with the opening of the Bahrain-Saudi Arabia Causeway, cargo shipment from Bahrain to nearby Arab markets is now made possible by land at less time and cost. A welcome development that will further enhance Bahrain's position as a major transhipment point in the Gulf.

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# BAHRAIN DOES IT EVERY TIME!



*In order to provide focus and additional energy in winning new business for Bahrain International Airport in the European market, the Civil Aviation Affairs uses its European representative office.*

## Selling to Europe



The office, which is located close to London, is headed up by Willie McKie. Mr McKie, a seasoned airline executive, is particularly well placed to understand the strategic considerations which influence the development of airline networks - both scheduled and non-scheduled. His experience gives him a wide range of contacts within the industry at senior decision-making levels - in the UK and throughout Europe.

The European office has broad responsibility for marketing Bahrain International Airport to the European scheduled airline industry - for both passenger and cargo. The office is also in touch with non-scheduled airlines that need to land at a Gulf airport for re-fuelling, crew change, catering uplift, etc en route to points further east and south.

The introduction of longer-range aircraft such as the B747-400 have

had a dramatic impact on the way in which European scheduled airlines serve Gulf markets. Today it is only those airlines able to develop sufficient end-to-end business between their main European hub and the Gulf that can now be considered as major targets. And this frequently means a linked call to more than one point in region, such as Kuwait and Bahrain, or Bahrain and a point in the lower Gulf, such as Abu Dhabi, Dubai or Muscat.

To succeed in developing new air services in this environment, European carriers need the flexibility which can only come from a liberal policy in the granting of traffic rights and stable interline relationships with the regional carriers serving the Gulf. Clearly, Bahrain can offer all of this to airlines.

The new strategic situation also places a premium on developing new sources of business to fill

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existing services. The resurgence of business optimism in Bahrain as a centre for regional communications and development is vital to the promotion of the airport. Furthermore, the importance of Bahrain as a distribution centre has been well recognised by many companies trading in the area, including DHL - the major global courier company.

In particular, Bahrain is capitalising on its interlining potential as a hub for the region and as a gateway to the many points beyond served by regional carriers, and through the King Fahd Causeway to Saudi Arabia's Eastern Province. As a result, Bahrain has emerged as a major airport for both passenger and freight traffic to and from that region.

In addition there is an emergent but growing tourism potential between Europe and the Gulf in which Bahrain expects to play its part. Also of great importance is efficient and relatively easy entry, exit and transit formalities for both people and freight, for which Bahrain is particularly noted.

The second important group of target airlines identified by the European office is the non-scheduled or charter carriers. Some of these carry holiday-makers to destinations in the Gulf, but the majority use an airport in the Gulf as a refueling and replenishment stop en route to India, South East Asia or the islands of the Indian Ocean.

These airlines the looking for the availability of ample first-class airport facilities at off-peak periods and at prices which recognise the incremental character of this type of business. They also require competitively priced fuel and aircraft

operating as well as excellent hotel facilities to accommodate crew changes. In these areas Bahrain has a major advantage. For the charter passenger, the opportunity during a short transit to explore the comfortable new airport terminal building and to pick up some bargains in the excellent modern duty-free shopping complex also helps sell the airport.

On a day-to-day level, the marketing activities of the European representative office are concentrated mainly on personal contact with high-level airline executives. This is supported by programmes of mailing and direct marketing to ensure that awareness of Bahrain as the premier Gulf gateway remains high. Additionally, Mr McKie maintains close contact with tour operators planning programmes to and through the region, since it is often decisive of four operators which are the main influence behind the route schedules of the charter airlines.

الوقت	التوجه	الخطوط	الرقم	التوقيت	رقم
TIME	DESTINATION	AIRLINE	FLYKITT	CHECK IN	CHECK IN
14:15	DHARRAN	EMIRATE	GF 181		
14:15	MUSCAT	EMIRATE	GF 520		
14:18	LONDON	BA	BA 128		
14:19	SHANGHAI	CU	KU 825		
14:25	COLOMBO	SI	SI 292		
14:30	DUBAI	EMIRATE	GF 500		
16:45	DHARRAN	EMIRATE	GF 117	10	
19:10	DUBAI	EMIRATE	GF 506		
19:50	DUBAI	EMIRATE	GF 488		
19:50	KUWAIT	EMIRATE	GF 217		
20:10	KUWAIT	EMIRATE	KU 826		
20:15	COLOMBO	EMIRATE	GF 144		



Located at the heart of Bahrain's diplomatic quarter, and now extensively refurbished including the new Royal Club, the hotel's prestigious address is ideal for business and pleasure alike. The hotel boasts a splendid range of facilities, with a fully equipped beach and fitness centre, extensive conference facilities including Bahrain's largest banqueting room, and the spectacular Al Fanar rooftop supper club with sophisticated international cabaret.



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*Tourism is recognised as the fastest growing sector in the Bahraini economy and one which is set to maintain sustained growth.*

## Attracting the Tourist

In less than a decade the number of tourist visitors to the island has swelled from under 100,000 to more than two million a year. The initial catalyst to that change was the opening of the four-lane King Fahd Causeway to Saudi Arabia in 1986. In the year prior to the opening of the causeway the annual number of visitors to Bahrain was just under 562,000. By 1990, the figure had risen to almost 1.5 million, 74 percent of whom had come via the causeway.

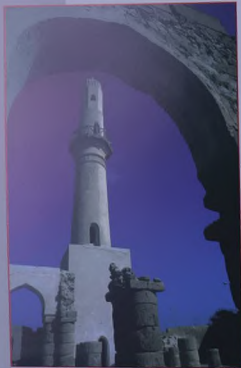
The Bahrain Government has responded to this influx by adopting a co-ordinated policy and series

of programmes to fully develop the potential of tourism in Bahrain. In 1991 a legislative decree governing tourism was introduced covering key elements of the industry and its development in Bahrain. This included the establishment of a Supreme Council for Tourism and a number of other laws covering tourist establishments and regulations relating to attracting foreign performing artists into the country.

The Government is energetically promoting investment in expanding tourist facilities, hotels and other infrastructure projects. The provision of a modern airport and support facilities is seen as vital to developing Bahrain as a major tourist destination. Although the immediate objective has been to attract visitors from the neighbouring GCC states, the potential has also been recognised to promote Bahrain as a long-haul destination for visitors from Europe and the Far East.

The desired mix of visitors is already being achieved. In 1990 GCC nationals accounted for 75 percent of all tourist visitors, with European and Asians accounting for just under 20 percent. Although international visitors have come from as far afield as Finland, Mexico, Japan and South Africa.

Statistics reveal that 50 percent of visitors from GCC states are on short breaks. As Bahrain's status as a regional tourist centre has grown



its appeal has spread beyond the immediate market of Saudi Arabia. Other GCC nationals from Qatar and Kuwait are now regular visitors. This has been supported by an increase in expatriate visitors from neighbouring Gulf states.

In response many of the leading hotels in Bahrain actively promote weekend and shortbreak packages. There are now nearly 4,000 hotel rooms and substantial self-catering accommodation available in Bahrain. The opening of the 300-room Meridien Hotel in 1993 will



further increase the availability of five-star hotel accommodation.

Much of the co-ordinated activity by the hotels and the Directorate of Tourism is aimed at stimulating return visits. To achieve this it is recognised that facilities for tourists must be continually developed.

Further growth is inevitable and the Government is committed to expanding the attractions and facilities for visitors. It is actively encouraging investment in tourism projects and providing incentives not only for local, but also for foreign companies to invest and participate in Bahrain's continuing tourist boom.

Tourism is recognised as an important sector of the economy, which can attract not only visitors to Bahrain, but also investment and jobs. Average expenditure for tourists in Bahrain approaches US\$120 a day. This provides total yearly earnings in excess of US\$1 billion. For every US\$1 million spent by tourists it is reckoned that between 15 and 30 new jobs will be created in the tourist industry.

Above all, Bahrain intends to preserve its rich cultural heritage and avoid the adverse social and environmental aspects of tourism. That can best be achieved, it is

believed, by promoting Bahrain as a specialist destination for the quality long-haul tourist and as an ideal regional centre for short-break visits.

The indications are that Bahrain has got the mix right and will retain its growing popularity with visitors from nearby countries and grow as an international visitor destination.

In particular, it is Bahrain's link with Saudi Arabia that is channelling and increasing the number of visitors from the kingdom and other nearby states such as



Qatar and Kuwait. Even so, it's not unusual to see cars from as far off as Oman and the UAE out on the streets at weekends. Moreover, Bahrain's dense network of regional airline services draws in visitors from around the Gulf for short-stay breaks.

Alongside tourism, Bahrain is also establishing itself as a regional conference and exhibition centre. The country's first purpose-built conference centre is scheduled for completion in 1993 and is being constructed on behalf of the Holiday Inn. It will be an important venue for international and regional symposia and conventions.

It will provide an ideal complement to the existing new Bahrain International Exhibition Centre which has already established itself as a leading venue for major trade and consumer exhibitions.



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*Bahrain's leading hotels offer a high standard of accommodation, with nearly all the major franchise chains represented. Most have recently undertaken significant investment programmes to further upgrade their facilities.*

## Visitors Spoil for Choice

Particular emphasis has been placed on catering to the more discerning needs of the business visitor. All the main hotels provide exclusive facilities, with Executive floors and business centres.

Bahrain's growing reputation as a regional and international tourist destination has been fully supported by the island's hotel sector with a growing range of short-break packages.

The Diplomat Hotel, managed by Trusthouse Forte, as the name suggests is located in the island's Diplomatic area, but is also the closest of the major hotels to the airport.

The 243 air-conditioned rooms offer panoramic views of the Gulf. In a more recent development, two floors have been designated the Royal Club, effectively creating an hotel within an hotel. All the rooms have been sumptuously decorated, with every room offering outstanding views.

All rooms at the hotel are equipped with radio and colour TV with in-house movies. Laundry, valet and 24-hour room service are

also available. For the energetic there is a swimming pool, two floodlit tennis courts, squash courts, and a gymnasium.



The Gulf Hotel, which is owned jointly by Gulf Air and local business interests, best reflects the rapid growth and development that has taken place in Bahrain in the last two decades. It represents the island's first major hotel development and when the hotel was first opened in 1969 it was surrounded by the sea and had its own marina.

The later addition of a new South Wing has increased the number of rooms available to 370 rooms. The South Wing today provides 130 rooms at Four Star standard, whilst in the main hotel, the 240 rooms and suites are of Five Star standard. Two Executive floors are being incorporated into the main hotel building in an extensive investment programme which will see all rooms refurbished.



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## BAHRAIN INTERNATIONAL AIRPORT

The air-conditioned rooms are provided with direct-dial telephone, radio, colour TV and in-house movies with laundry, valet and room service available.

A new business centre has recently opened. It is the largest and most modern of its kind in Bahrain and offers telex, telefax and secretarial facilities. Conference facilities are available for up to 600 people.

The hotel offers a wide range of international cuisine. The Zahle restaurant has earned the reputation as being Bahrain's finest for Lebanese cooking, while La Pergola restaurant offers Italian cuisine. The Furusato restaurant caters to Japanese tastes. The Al Wahd coffee shop is open 24-hours.

Two full-equipped health clubs boast the latest equipment with a temperature-controlled swimming pool, tennis courts and squash courts also available. A shopping mall includes a hairdresser and travel agency.

**T**he Hilton International Hotel in the Diplomatic Area is the oldest Five Star hotel on the island and the first to offer executive-style accommodation.

The rooms on the two Executive floors are luxuriously appointed. A private Executive floor lounge serves complimentary drinks, pre-dinner canapes and deluxe Continental breakfasts. A fully equipped business centre is available offering telefax, telex, personal computers and secretarial services. Fast check-in and check-out is also provided, together with direct transfer to the airport, which takes 10 minutes.



All the other rooms at the 250-room hotel are being refurbished. Each room is air-conditioned and equipped with radio, and colour TV with in-house movies. The Grill restaurant, Kei Japanese restaurant and Al Wasmeiyah coffee shop offer a wide selection of international and traditional cuisine.

There is a swimming pool, health club and floodlit tennis. There are conference facilities for 500 people in the ballroom which is also being refurbished.

**L**ocated at the edge of the island's business centre and just five minutes away from the airport, the Holiday Inn offers 252 rooms with 28 Executive Club rooms. There are five executive double suites and two Amin suites.

Each of the rooms is air-conditioned with private bathroom and equipped with mini-bar, hair-drier, direct dial telephone, radio, and colour TV. Executive Club guests are able to make use of an Executive Club lounge, open 24-hours a day and serving coffee and light refreshments.

The Al Maharah restaurant serves first-class cuisine at lunch and dinner with superb views of the Arabian Gulf. A similar view is shared by the Al Dar coffee shop. The Al Hunainiah lounge is the venue for nightly live entertain-

ment, while the relaxing lobby lounge serves afternoon tea.

Conference and banqueting facilities can accommodate up to 500 people. A new banquet hall is to be completed in late-1993.

The swimming pool is surrounded by well-established gardens and includes a children's pool and snack bar. The Nautibus Fitness Centre offers state-of-the-art equipment, solarium, sauna and jacuzzi.

**T**he Regency Inter-Continental Bahrain claims to be the island's best-located hotel in the heart of the banking and business district of Manama, but which is also conveniently located for shopping and the Souk area.

The 384 air-conditioned rooms offer magnificent views of the Arabian Gulf. Rooms are equipped with mini-bar, direct-dial telephone, radio and colour TV with in-house movies. Room service is available.





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## BAHRAIN INTERNATIONAL AIRPORT

24 hours-a-day with laundry and valet service throughout the day.

Two Executive floors are being installed as part of a major refurbishment programme. A self-contained Royal Suite features its own entrance hall, lounge, kitchen and two bedrooms.

The Versailles restaurant offers the best French cuisine in town, while The Gambit offers a taste of the Orient. Le Bistro provides a 24-hour coffee shop service with The Clipper room offering light snacks and lunch-time roasts and the Lobby lounge light snacks and tasty pastries.

A swimming pool is located on the garden terrace, with two floodlit tennis courts a health club, squash court, table tennis and Mahjong rooms also available.

The Delmon Hotel is located right at the heart of Bahrain in the centre of the business district and close to Bahrain's entertainment spots. The 120 elegantly furnished rooms and suites are all equipped with direct-dial facilities,

colour TV, mini-bar, two channel in-house movies and individual air conditioning. There is a swimming pool. Business facilities include spacious conference rooms, secretarial services, telefax and telex.

Room service is available round-the-clock. A wide choice of first-class cuisine is available in three restaurants. The Al Ammor offers fantastic lunch and dinner featuring a lavish buffet of European and Middle Eastern dishes. The Al Mughal offers the finest Indian food, whilst the Samara offers exotic Asian cuisine. All restaurants feature live entertainment. In addition La Patisserie offers pastries cakes and beverages. Service at the Delmon Hotel is friendly and efficient with the staff and management well aware of the individual needs of their guests.

The centrally-located Sheraton Bahrain Hotel is within easy access of most Government ministries, embassies, corporate offices and the banking district. A separate check-in desk at reception is allocated exclusively for guests staying on the Executive Floors, who are pre-registered and escorted to their

rooms. A suit or dress will be pressed on arrival with the compliments of the hotel. Courtesy airport transfer by limousine and speedy check-out is also available.

Rooms and suites on the executive floor, include in addition to standard room features, computerised electronic safes, video cassette players, telephone with computer modem and radio/cassette alarm clock. All 258 rooms at the hotel are provided with mini-bar, direct dial telephone, hair-drier, colour TV and radio. Room service is available 24 hours a day.

Restaurants include the Al Safir, overlooking the Arabian Gulf, the May Hua restaurant featuring the very best of Szechuan and Cantonese cuisine, with the opportunity to dine outdoors at the adjacent Chinese Garden restaurant. The Chingai restaurant features Tandoori and kebab specialties, with the Al Bustan restaurant offering all-day dining.

Bahrain will have its first beach-side Five Star hotel with the scheduled opening in late 1993 of Le Menden Bahrain. The 300-room hotel is adjacent to the International Conference centre and a little over a mile from the centre of Manama. A nearby marina will offer a full range of water-sport activities.

All those hotels previously mentioned offer special rates for airline crews. These rates are thought to be the most competitively priced five-star crew rates in the region and are a significant factor in carriers choosing Bahrain as a stop-over/crew-change location. In fact, quality crew accommodation forms a key part of Bahrain's attractiveness as an airline stopover or in their choice of destination.

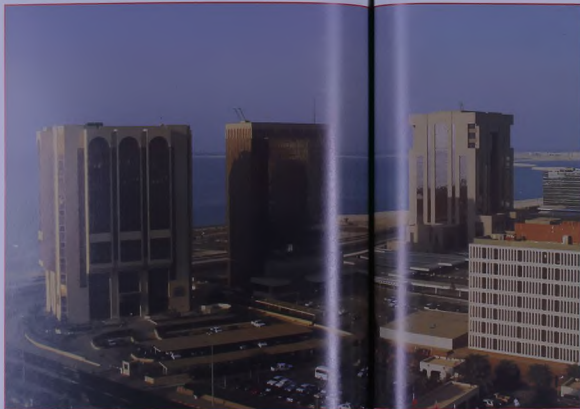






*Bahrain's determination to develop itself as a major regional commercial centre is evidenced by the creation of the Bahrain Marketing and Promotions Office (BMPO).*

## Stepping up the Marketing Drive



**I**t's specific task is to attract foreign investment through the promotion of the country's resources and facilities as well as using government incentives. The office is also charged with supporting and encouraging Bahraini exporters to identify and develop overseas markets.

BMPO has achieved a great deal since it was established in 1991. Its main success has been in attracting new investment to the island, both in the form of corporate enterprises and fresh industrial projects. BMPO's selection process is

targeted to achieve a mix of multinationals and both medium- and small-scale entrepreneurial companies in niche markets. Priority is given to downstream aluminium industries, food processing, plastics, pharmaceuticals, and specialist machine parts. In the service sector, it is looking to promote investment and growth in financial services, offshore banking, information technology, tourism and training.

Bahrain has offered a broad range of incentive packages to foreign companies for some time,

but a new series of initiatives has liberalised investment rules still further. The enactment of government legislation has done much to remove what may previously have been viewed as bureaucratic procedures.

It is now possible to register 100 per cent foreign-owned companies. The Agency Law has been revised and a 'Fast Track' registration system set up to allow company registration within just seven days.

A fresh package of industrial incentives goes still further. For new industries, labour grants offer rebates of up to BD4,500 for each Bahraini employed. A rebate of 50 percent is offered on power charges for five years. Import duties on materials used in the production of exported final goods will be refunded. A refund of all land rentals will be made for a period of three years. An export credit facility guarantees against non-payment by creditors.

The only conditions attached are that Bahrainis should represent a minimum of 15 percent of the total workforce during the first year and 25 per cent during the following two years. Also, exports must represent at least 25 per cent of total annual sales.

A similar package of incentives is available to encourage the growth of existing industries. In this way the Government aims to achieve several goals by attracting fresh investment, creating employment and generating exports.

In general though, BMPO is designed to act as a single source of information able to package and resource the individual requirements of companies investing in Bahrain. It works closely with other public sector agencies such as the Ministry of Industry and Development, which issues manufacturing licences. It also has a close liaison with the Bahrain Development Bank (BDB).

As part of the initiative to encourage further investment, the bank's specified role is to help and encourage new and existing small



and medium-sized industries. No discrimination is made between local, joint venture or 100 percent foreign-owned enterprises.

The BDB has a paid-up capital of BD10 million, backed by a commitment from the Government to arrange for additional funding of BD40 million over 10 years. As a mobiliser of funds as well as ideas, the bank is able to arrange substantial packages of finance as well as providing loan, equity and consultancy advice on its own basis.

BMPO will advise exporters on market development programmes. It also co-ordinates efforts by other government agencies with a range of support services including product packaging research, exhibitions and overseas representation.

**B**ahrain benefits from a two-tiered structure in the marketing and promotion of its resources, facilities and government incentives. At ministry and government agency level dedicated programmes focus tightly on specialist target markets, capitalising on the specialist knowledge of the relevant product or service as well as the intimate knowledge of the target market.

At national level BMPO co-ordinates public sector marketing and promotion initiatives and participates in joint marketing initiatives. Since the establishment of BMPO, this two-tiered approach has provided a uniformity of marketing philosophy as well as providing a national focus.



## WHY CHOOSE BAHRAIN AS AN INVESTMENT LOCATION

### MARKET

- A strategic Middle East location.
- Situated half way between East and West time zones
- A regional market of 100 million people.
- Duty free access to the Gulf Co-operation States.
- The hub of Middle East aviation.
- Modern integrated air/sea/road transportation system.

### FINANCIAL

- No personal, corporate or withholding taxes.
- No exchange control restrictions on repatriation of capital, profits and dividends.
- A freely convertible and stable currency linked at a fixed rate to the US dollar.
- Low cost utilities, fuel and telecommunications.
- Attractive industrial incentive package including development finance.
- Serviced factory and warehouse sites available at low cost.
- Labour costs one third of those in industrialised countries.
- No import duty on raw materials, on semi-manufactured goods, or on development projects.

### COMMERCIAL

- 100% foreign ownership of companies permitted.
- Mature legal infrastructure and internationally accepted trade practices.
- 7 day "Fast Track" company registration procedure.
- The Middle East's International Financial Centre.
- A major centre of regional insurance activities.
- Extensive free zone facilities.
- The region's most advanced digital telecommunications system.
- Skilled and resourceful work force fluent in Arabic and English.

### LIFESTYLE

- A pleasant, secure and cosmopolitan life style.
- A uniquely popular Arabian vacation resort attracting 2 million visitors annually.
- Desert safaris, water sports, exotic bazaars and designer shopping.
- A well appointed museum and archaeological sites reflecting regional history and culture.
- A welcoming attitude towards expatriates and their families.
- Excellent schools with international curricula including American, British, French and Japanese.

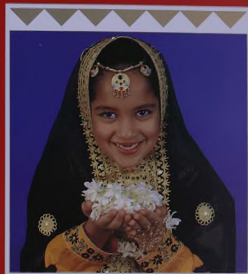
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B A H R A I N



## Broadening the Industrial Base

*Bahrain has reached an important watershed in its development as a regional industrial and manufacturing base.*

*An early and well-planned industrial diversification programme has established a core of primary and secondary industries.*



The most important example is the aluminium sector. The Aluminium Bahrain (ALBA) smelter has spawned a range of downstream aluminium projects. The most notable of these has been the Gulf Aluminium Rolling Mill.



Bahrain Aluminium Extrusion Company, Digital Cables and Bahrain Atomisers International. There has also been continued investment in primary aluminium at the ALBA smelter, which first began production over two decades ago. Output was 225,000 tonnes a year, but a new US\$1.5 billion investment programme has taken production up to 460,000 tonnes a year. When the project is completed in 1994, the plant will be the largest single site smelter in the world outside of Russia.

Most of the output will be for world markets, but the Bahrain Government also sees its commitment to the project as an important incentive to encourage a second-wave of investment in industry at local level.

The important difference this time is that instead of industrial investment being Government-led a determined effort is being made to switch the initiative to the private sector.

The programme is being co-ordinated by the Industrial Development Directorate (IDD), at the Ministry of Industry and Development. This allows companies to set-up and establish industrial projects working through a single government organisation.

It is perhaps appropriate that one of the first major projects of this new wave of industrial investment is in the aluminium sector. This is a joint venture between Zayani Investments and BBS, the German automotive company to form Aluwheel. Over US\$25 million is being invested in a production facility which will produce 500,000 aluminium car wheels each year.

Shiprepair, one of Bahrain's other primary industry sectors, has also seen fresh investment with the completion of a US\$61 million expansion at the ASRY yard to provide two floating docks.

Outside of established industrial sectors, exporting to largely international markets, there is new investment in manufacturing to cater to the needs of a growing regional market. Typically, Savola, which was producing vegetable oil products in Jeddah has moved additional production to Bahrain to more effectively cover the Eastern province of Saudi Arabia and other GCC markets.

One of Bahrain's most important natural resources is a large and capable workforce. By the year 2000 there are expected to be 85,000 Bahrainis in the 15-25 year age group.

One particular area already identified is in information technology. Bahrain, it is believed, could be set to become the information technology centre of the Middle East.

Again, it is an incentive which has already provided results. IBM has already established a corporate regional presence in Bahrain. But it has more recently been joined by Digital, LM Ericsson and AT&T.

Although the initiative for Bahrain's second tier of industrial development is being firmly placed in the hands of the private sector it will continue to be closely monitored by the Government.

There are already nine purpose-built industrial areas to provide facilities for over 500 different manufacturing and service companies. To accommodate the increasing number of applications for new projects, a new 640 hectare industrial area is being established at South Hidd.

Bahrain's main deepwater port - currently Mina Sulman - will also move to the South Hidd site. For the moment, Mina Sulman has adequate capacity and facilities to handle the island's seaborne commerce.

The port, which handled over 85,000 TEUs of unboxed cargo in 1991 and around 575,000 tonnes of conventional freight, is one of the region's top maritime gateways. The port's 600-metre length container terminal is equipped with four ship-to-shore container gantry cranes.



*We in Bahrain are optimistic about the future of our industrial development prospects. The doubling of capacity of ALBA our aluminium smelter and the development of a number of downstream projects has increased our confidence.*

*The attractions of Bahrain for foreign investment are becoming increasingly well known. Bahrain Airport plays a very important role in presenting Bahrain to the thousands of passengers who use its facilities every day. The further development of the airport is crucial in attracting aviation-related investment, which could serve the needs of the region.*

*We welcome foreign investment to Bahrain to participate fully in the growth of our country.*

**H.E. Yousif Shirawi**  
Minister of  
Development and Industry







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