

**3rd Annual IATA Commercial Strategy Symposium:
Driving Commercial Success in the Era of Customer-Managed Travel**

9-11 December 2009 – Athens, Greece

IATA Commercial Strategy Symposium 2009 AT A GLANCE:

8 December	9 December	10 December	11 December
<p><u>Hands-on Workshop</u> Airlines 2.0: Build and sustain a strong brand in a Web 2.0 environment</p> <p>Shashank Nigam, Founder & CEO, SimpliFlying</p>	<p align="center">IATA CSS Opening Plenary Day</p>	<p>Specialized Streams – Day 1:</p> <ul style="list-style-type: none"> •RM & Pricing •e-Marketing, Distribution & IT 	<p>Specialized Streams – Day 2:</p> <ul style="list-style-type: none"> •RM & Pricing •e-Marketing, distribution & IT

Plenary Day – 9 December 2009

0900 – 0910	<p>Chairman’s Opening Remarks 3rd Annual CSS: a look backward and a look forward Anita Mosner, Partner, Holland & Knight</p>
0910 – 0920	<p>Main Sponsor Welcome Address – Julia Sattel, Vice-president Airline IT, Amadeus</p>
0920 – 1000	<p><u>Setting the Scene</u> Death by Word-of-Mouth: Tweeting the Friendly Skies</p> <ul style="list-style-type: none"> - How customers are using social media and the implications for all businesses; - Best practices for using social media channels to build deeper customer relationships, and to earn your customers’ trust - How “sentiment analysis” can make sense of unstructured voice-of-the-customer data generated in social media channels - Tips and tactics for building a customer-focused organization that engages customers as well as employees, and creates brand advocates <p>Don Peppers, Founding Partner, Peppers & Rogers Group</p>

1000 – 1030	<p>Aviation and the Economy in Facts & Figures</p> <p><i>Exclusive! Come hear the latest trends and analysis as part of IATA’s yearly review. Ask questions and understand what the future holds for you and your organization</i></p> <p>Michael Moosberger, Manager, Economic Research Services, IATA</p>
1030 – 1100	Networking break
1100 – 1230	<p>Macro-economic and Regulatory Environment Impacting Business Models and Market Competition Today</p> <p><i>Examining some of the challenges of the complex market reality and their impact on commercial airline activities: what structural changes are to occur and how airlines should prepare to meet the demands of a new business environment</i></p> <ul style="list-style-type: none"> - How is the industry coping with the severe market situation? - What structural changes are taking place and could be expected? - What further improvements/changes should be expected? <p><u>Part I:</u></p> <p>Consolidation – Examining the Benefits and Identifying the Barriers</p> <ul style="list-style-type: none"> - Consolidation by merger v. consolidation by attrition: the benefits of mergers for network expansion and brand strengths - Barriers to consolidation: will the financial crisis work to soften/eliminate these barriers? - Legal – restrictions on airline ownership and control - Antitrust concerns and labor issues one should mind <p><u>Part II:</u></p> <p>Alliances: Roles and relevance in present market conditions</p> <ul style="list-style-type: none"> - Are the three largest alliances suitable for all carriers? - Emergence of joint ventures within immunized alliances – what are the implications for the other alliance members outside these JVs? - What are the largest value drivers of alliance membership? - Is it true that alliances are actually of greater value to smaller members? - Relevance of alliances to LCCs: are rules changing? (deal with Jet Blue/LH, exit of Aer Lingus from Oneworld, but deal with UA, etc...) <p><u>Moderator:</u></p> <ul style="list-style-type: none"> - Peter Griffiths, Regional Vice President - Europe, IATA <p><u>Speakers:</u></p> <ul style="list-style-type: none"> - Anita Mosner, Partner, Holland & Knight - Dr. Kostas Iatrou, Managing Director, Air Transport News; co-author of "Airline Choices for the Future" - Mauro Oretti, VP Sales & Marketing, SkyTeam; co-author of the book "Airline Choices for the Future: from Alliances to Mergers" - Edmond Rose, Commercial Director, Virgin Atlantic
1230 – 1400	Networking Lunch

1400 – 1500	<p><u>The IATA Update</u></p> <p><i>An up-to-the-minute overview of the changes helping to re-define how airlines do business and to provide new opportunities to automate business and commercial practices - while introducing some new ones like ancillary services</i></p>
1400	<p>Industry Standards as Drivers for Strategic Placing and Competitive Advantage</p> <ul style="list-style-type: none"> - How can adopting industry standards drive change and keep down costs? - Benefits of standards to drive competitiveness and edge - Why can standards lead to process improvement? <p>Peter Griffiths, Regional Vice President - Europe, IATA</p>
1430	<p>Moving Beyond ET: Realizing new opportunities to take the industry to the next level of automation</p> <ul style="list-style-type: none"> - What does ET enable beyond simply removing the paper? - What new opportunities are there with the introduction of Electronic Miscellaneous Documents? - How can greater automation opportunities aid strategic review? <p>David McEwen, Manager, Passenger Interline Standards, IATA</p>
1500 – 1540	<p>Re-designing corporate strategy to cope with the global recession</p> <ul style="list-style-type: none"> - Reducing costs without diminishing the quality of services - Re-aligning selling propositions with current market conditions and changing consumer behavioral patterns - Differentiating short-term savings from mid to long-term changes needed to cope with a new world - Network management during airline downturn - Evolution of airline business models - Emergence of new players/business opportunities <p>Ursula Silling, CCO, Aerosvit Ukrainian Airlines Shaun Monnery, CCO, Astraesus Limited</p>
1540 – 1600	<i>Networking coffee break</i>
1600 – 1645	<p>Multimodal competition: Challenges to the Aviation Sector</p> <ul style="list-style-type: none"> - European market: developing a high speed network - Liberalization: current status and next steps - Emergence of new players, alliances and consolidation - Commercial approaches and economic models - Air-Rail: competition, cooperation, consolidation - Environmental challenges and their effect on both industries <p>Jean-Michel Dancoisne, former CEO, Thalys International; Permanent Representative of SNCF in Brussels</p>
1645 – 1700	<p>Chairman's Closing Remarks and End of Plenary Day</p> <p>Anita Mosner, Partner, Holland & Knight</p>

New! After the plenary session, join us for cocktails in the exhibit area, sponsored by **Amadeus**

e-Marketing, Distribution and IT Track, Day 1 – 10 December 2009

“Rapid Cost & Market-Efficiencies in the Era of Passenger-managed Travel”

0900 – 0910	Chairman’s Opening Remarks David McEwen , Manager, Passenger Interline Standards, IATA
0910 – 0950	Analyzing the Impact of Consumer Behavior on Commercial Strategies Today <ul style="list-style-type: none">- How does customer centricity impact current commercial strategies and practices?- Is the concept of customer-centric commercial strategy achievable?- What can we do or know about our customers?- Successfully adapting commercial offerings to market conditions- Maximizing coverage and revenues through the use of an optimal business functions mix Bruce E. Sweigert , Director, Peppers & Rogers Group
0950 – 1030	Using Customer Insights on Social Media and Responding in Real-time to Events Occurring in the Customer Life-cycle to Drive Profitability Shashank Nigam , Airline branding and marketing expert, Blogger, Author; Founder & CEO, SimpliFlying
1030 – 1100	<i>Networking Break</i>
1100 – 1125	Building a Brand in the Toughest Market of the World Colin Lewis , Head of Marketing, CityJet
1125 – 1230	E-Marketing: Driving Commercial Success in the Era of “Any-to-Any” Communications <ul style="list-style-type: none">- Online sales & customer communication channels- Website optimization – understanding the online traveler: is simple better?- The power of social networks and search engines: friend or foe?- How to benefit from mega-sites like Facebook, Bebo, YouTube, trip advisor, Where I’ve been and LinkedIn- Mobile marketing- Making the most of social media as a distribution channel: the future OTA – is it better than a GDS?- “Fasten you seatbelt”: it is the era of the multi-mobile age. Using phones to type and computers to talk Speakers: Ursula Silling , CCO, Aerosvit Ukrainian Airlines Julian Carr , Commercial Director, bmibaby Colin Lewis , Head of Marketing, CityJet Shashank Nigam , Airline branding and marketing expert, Blogger, Author; Founder & CEO, SimpliFlying Robert Beer , General Manager, Cityguide

1230 – 1400	<i>Networking Lunch</i>
1400 – 1450	<p>Panorama of the IT Capabilities Supporting Commercial Strategies (seat availability, dynamic pricing, dynamic packaging, etc.)</p> <p><i>A line of short presentations devising new methods for introducing and operating state-of-the-art commercial systems & tools</i></p> <p><i>Speaker to be announced shortly</i></p>
1450 – 1530	<p>Integrating “Self-service” Business Strategy with Technology Strategy to Balance Customer Needs</p> <p>David McEwen, Manager, Passenger Interline Standards, IATA</p>
1530 – 1600	<i>Networking Break</i>
1600 – 1710	<p>Using the Right Data to Fundamentally Transform the Customer Experience</p> <ul style="list-style-type: none"> - Effective customer profiling and segmentation—the key data for success - How to gather consumer data more effectively - How do we gather more information on our customers through the various distribution channels? - How could airlines make the most of platforms like “Trip advisor”, “Where I’ve been”, and interactive customer contact technology? - Data mining and real-time data <p>Dr. Judy Bayer, Director of Advanced Business Analytics – MENA, Teradata</p>
1710	<p>Chairman’s Closing Remarks</p> <p>David McEwen, Manager, Passenger Interline Standards, IATA</p>

New! Evening: cocktails and visit to the New Acropolis Museum hosted by **Aegean Airlines**

<p>eMarketing, Distribution and IT Track, Day 2 – 11 December 2009</p> <p>“Rapid Cost & Market-Efficiencies in the Era of Passenger-managed Travel”</p>

0900 – 0910	<p>Chairman’s Opening Remarks</p> <p>David McEwen, Manager, Passenger Interline Standards, IATA</p>
0910 – 0950	<p>Leveraging Technology More Effectively to Achieve Market Diversification and Differentiation</p> <ul style="list-style-type: none"> - What new techniques, approaches and systems are available? - How to assess/measure the effectiveness of these tools <p>Speaker to be announced shortly</p>

0950 – 1030	<p>Solving the Cost Dilemma of Customer Engagement: Creative Approaches</p> <ul style="list-style-type: none"> - Creative solutions to drive down costs - Achieving more efficient product distribution and containing distribution costs - Simplifying processes on distribution and CRM - Directing the customer towards cost-effective channels through smart incentives - Furthering your international & market reach through industry partnerships <p>Chris Amenechi, Senior Director, International E-Commerce and Distribution Planning, Continental Airlines</p>
1030 – 1100	<i>Networking Break</i>
1100 – 1230	<p>Panel Discussion: Future Airline Business Models in Relation to Various Distribution Channels</p> <p>Getting the optimal mix of distribution channels & systems: do we get it right? <i>These days, when cost reductions are one of the primary concerns for the airline industry, it is imperative to think about how to lower distribution costs. Different approaches are available, from classic GDSs to OTAs, but also – the hyped up Social Media Portals!</i></p> <ul style="list-style-type: none"> - What does the future hold in the fast growing online and “e” world? - Will GDSs evolve or will they become obsolete? - Can a solution be found which reaches the ideal mix between classic GDSs and new platforms? - What’s in it for airlines and how will ongoing channels evolution impact future business models? <p><i>Many questions still remain and this discussion will address them to help you make the right strategic choices.</i></p> <p>Speakers: Thorsten M. Scherzer, Vice President Distribution, Air Berlin Roland Jaggi, Head of Revenue Management and Pricing, Aegean Chris Amenechi, Senior Director, International E-Commerce and Distribution Planning, Continental Airlines</p>
1230	Chairman’s Closing Remarks