Common Use Strategy

Common Use Working Group

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Owned and reviewed by	IATA Common Use Working Group
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Endorsed by	PEMG Committee
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1. Introduction

The purpose of this document is to outline a Common Use Strategy to drive the activities of the Common Use Working Group over the next five years.

This document is the result of:

- Discussions amongst the IATA Common Use Working Group (CUWG).
- Two strategy meeting sessions held in London in May 2014 with participation from IATA Member Airlines and IATA Strategic Partners.
- Follow-up meetings and calls were held with targeted airlines, airports and common use vendors to refine this document.

After describing the opportunity, this strategy document will:

- Define Common Use
- Provide a vision and mission for Common Use
- Highlight the case for change
- Focus on strategic components
- List the main stakeholders
- Show the benefits per stakeholder and
- Present a delivery strategy

This strategy document takes also into account the findings of a strategic review published in April 2013 that indicated the need to investigate four main components further in order to establish a long term strategic framework for the industry. The findings will be covered in the strategic components section.

2. The Opportunity

There is an opportunity to challenge all aspects of common use from technical requirements through to business models at a time where the need to manage an efficient operation without the high costs of dedicated facilities has evolved with the shift to self-service passenger processing in addition to a general progression in technology and further work on the passenger process.

Furthermore, global passenger traffic is forecast to increase by 5.8% annually over the next five years. Given this continued growth, there is a need to enhance the passenger experience in a potentially more crowded environment and make it as seamless, secure and efficient as possible.

3. Definition of Common Use

Common use means the flexible and shared use of airport facilities through shared technology and infrastructure. It provides a platform for airlines, airports and ground handling agents to support their passenger processes at a given location, typically at an airport terminal, but may be off-site such as sea ports, hotels and train stations.

4. Common Use Vision

The whole passenger process has changed and continues to evolve. There is now pressure on airport automation with new ways of servicing the customer (e.g. web, kiosk, mobile phone or fully automated check-in channels). At the same time, there is a need to maintain infrastructure to provide services in a traditional way for customers who want it. This is challenging and very expensive to do.

The CUWG developed the following vision in order to have a more flexible infrastructure that can do both without doubling the costs.

By 2020, common use will provide flexibility of choice to deploy services based on interfaces adhering to industry standards.

These interfaces will range from Web Services, Cloud computing and mobile devices through to standard desktop offerings.

Whether platforms are physical or virtual, there will be standard interfaces presented to the application so that the concept, first introduced by CUPPS and CUSS, of "certify on one platform, run on many" will remain as a core principle.

Additional core principles that support the common use vision are:

- Facilitation of business processes;
- Minimum, Defined Functionality;
- Transparency including predictability, serviceability and affordability; and
- Compliance to Payment Card Industry Data Security Standards (PCI DSS) for common use infrastructure.

5. Common Use Mission

The Common Use mission is to provide on-demand, operationally flexible and resilient passenger processing services using interfaces adhering to industry standards that leverage contemporary technology to enable the integration of services from multiple providers.

The mission contains terminology to be understood as follows:

- "On-demand" means that services are available at a given time.
- "Operationally flexible" conveys the need for the technology to evolve in order to meet new business requirements.
- "Resilient" means that it can recover quickly and continue operating even when there has been a failure of some sort, which makes the services very reliable.
- "Interface" refers to a point of interconnection between two systems or parts of a system, e.g. that between a processor and a peripheral, at which all the physical, electrical, and logical parameters are in accordance with predetermined values and are collectively used in other instances.

6. Case for change (why)

This section highlights the case for change for airlines, airports and passengers. The information by stakeholders will highlight the current situation in addition to requirements and expectations. Moreover, two topics related to industry standards and engagement of common use stakeholders will also be addressed in this section.

6.1. Airlines

Current situation

Airlines are no longer a homogeneous group. There is a huge diversity in airline business needs and business models even in alliance partnerships when it comes to shared-infrastructure.

- Some airlines require basic requirements to process passengers in a shared common use environment.
- Other airlines and airline alliances are looking to deploy next generation applications that are web driven with mobile devices playing a bigger role.
- Other airlines are even looking at revolutionizing their service offering by moving away from existing IT infrastructure systems and platforms.

The airline business needs and business models vary not only by airline but also by location. An airline may develop next generation applications at their hub(s) whilst requiring basic requirements at a location where they operate fewer services.

As a consequence, both airlines and airports are frustrated by the slow pace of change and the inability to implement changes in a timely fashion.

Additionally, airlines need to ensure that they invest in the systems and services that make good business sense. However, the incentive for airlines to move to newer applications is not always there. This leads to airlines having to keep several systems running at the same time. Airlines know that they cannot make quick changes when they still have to support multiple old applications.

Although some airlines and airports tend to deploy more shared-infrastructure as opposed to dedicated, the aviation industry is very much moving to the pace of the lowest common denominator. However, there is a need to move more quickly towards new technical solutions.

Requirements and expectations

From a common use environment perspective, the following requirements and expectations are a good starting point:

- Airlines would like to be able to differentiate their service offering based on the way they process their passengers. This would include elements such as branding, communication and interactions with passengers.
- Airlines would also like to be able to choose different ways of delivering services to their customers i.e. focusing on mobile channel delivery as opposed to traditional agent delivered services. Driven by passenger demand, airlines wish to use the mobile channel to process passengers. In order for this to happen, airlines need to have a standard interface to ensure predictability and interoperability to facilitate worldwide airline operations.
- Airlines require a card payment solution that is PCI compliant for self-service and agent facing touch points that use shared infrastructure.
- Cloud technology will become the prevailing technology allowing airlines more flexibility to deliver their services through the cloud directly or via a third party. They may also choose whether they want services off site versus on site.
- Airlines need to interact directly with their customers through effective communication with the use of for example Flight Information Display System (FIDS). Airlines have a growing need to offer their departure information real time to the customers for example in a gate area.

- Certain airlines may have a limited need for shared-infrastructure. They may want to have the capability to use a third party application if they need to operate in a common use environment.
- PCI DSS (Payment Card Industry Data Security Standards): The Card Brands through the PCI Council have issued standards and controls that must be in place wherever card data is stored, transmitted or processed. The merchant of record (airlines) is required to monitor compliance of all their providers. Most airports are providing infrastructure that is used for card transactions (telecommunication networks, they own/ operate kiosks, etc.). Only a common use approach to secure/protect card data is efficient and will result in achieving compliance at airports.

This list is not exhaustive and a full list of requirements shall be defined as part of the delivery strategy.

6.2. Airports

Current situation

Airports need to maximise current investments in terminal facilities and avoid unnecessary capital expenditure to build additional facilities.

Moreover, airports need to ensure that the use of airport space is effective and efficient as well as simple and intuitive for passengers. Some airports are for example looking at optimizing their landside concourse with less space dedicated to the check-in / bag drop area in order to have more space for retail instead.

Airports must provide several touch points related to the passenger process (e.g. need for bag drop which is crucial, self-service touch points, security and immigration). Additionally, they may provide the IT infrastructure that facilitates the use of identity verification.

Airports have a growing need to understand the requirements of their airline tenants, and to create a flexible IT environment, where this makes sense.

Requirements and expectations

Some of the airport requirements in terms of shared-infrastructure are as follows:

- Airports would like to provide a portfolio of common use services including self-service and other options, from which airlines can choose in order to provide a seamless passenger journey to and through the airport.
- The common use portfolio should not focus only on self-service and agent facing processes. More broadly, there is a need to share information among various parties. Consequently, a stable information model is needed to provide seamless and efficient interaction with passengers. This would entail looking at aspects such as branding, signage, messages and connectivity.
- The infrastructure continues to evolve. For example, traditional agent check-in desks tend to be reconfigured for services such as bag drops.
- Airports will continue to provide different self-service touch points.
- Additionally, airports would like to provide the IT infrastructure that facilitates the use of even more efficient identity verification and not only through identity programmes.
- Airports may want to provide different channels to accommodate the different types of processes needed for handling passengers. As an example, a passenger can check-in and receive a boarding pass via self-service channels such as web, kiosk, mobile phone or even fully automated requiring no direct action from the passenger.

- In order to support their common use environment airports should consider providing real time FIDS information for example in the gate area.
- Airports want to be able to choose between on-site versus off-site IT services. Consequently, Wi-Fi access will become one of the important enablers and great facilitator of the common use environment.
- PCI DSS compliance is equally applicable – see page 5 “Airline Requirements and expectations.”

As mentioned in the previous section for airlines, an exhaustive list of requirements will have to be defined as part of the delivery strategy.

6.3. Passengers

Current situation

Passengers have completely different profiles and needs. The same passenger could also have different needs depending on the purpose of the trip and the airport location.

Additional passenger trends from the 2013 IATA Global Passenger Survey can be found in appendix A for reference.

Requirements and expectations

Passengers want to be able to choose their experience when they travel by plane.

- According to the latest trends, they like to use their own devices such as mobile phones and tablets for passenger processing.
- Passengers are not aware of the type of infrastructure they are using at the airport. However, they need to be able to complete the following steps:
    - Check-in and receive a boarding token
    - Check a bag (when required)
    - Identify themselves (e.g. travel document check)
    - Pass through security
    - Board their flight
- Passengers require real time information they could ideally receive on their mobile devices.
- Additionally, passengers want to use additional services at the airport such as purchase of ancillary services, duty free shopping, etc.

6.4. Industry Standards

Common use standards such as CUPPS (Common Use Passenger Processing Systems) are already in place. There are a number of elements that should be taken into account in the delivery strategy section that include:

- Industry standards, while in place, could be simpler, less prescriptive and flexible enough to drive implementation.

  For example types of printers are specified because of the complex environment. With the move towards simplified printing which could include the simplified Windows printing as other potential printing applications, the industry standard could simply reference the way the printer interacts with other devices.

- Industry standards do not necessarily need to recommend specific technologies but create a framework on how to manage processes using different technologies.
- The current common use standards are generally built around on-site airport offering. This could change when airports provide more off-site IT services.
- There are two distinct common use standards for Common Use Self-Service kiosks (CUSS) and Common Use Passenger Processing Systems (CUPPS) which are separate and do not follow the same methodology when it comes to certification and deployment. A methodology around generic modules will be investigated when new technical solutions are developed.
- One ‘single’ Certification Testing Entity (CTE) should be reviewed to ensure continuity and consistency.
- Relevant accessibility requirements will be addressed in technical specifications.

6.5. Engagement of common use stakeholders

When developing this strategy document, participants highlighted the need to follow a collaborative approach with a wide range of stakeholders in order to have their support to avoid delays in implementing new technologies.

Moreover, cultural differences that could have an impact on the common use concepts have to be considered.

7. Strategic components

Based on the input from the Common Use Working Group (CUWG) a strategic review was published in April 2013. The review indicated the need to investigate four main components further in order to establish a long term strategic framework for the industry.

The four main components and key questions identified for each are summarized in the table below.

Components	Questions
New Technologies	• What could be the future roadmap? • Do we need to shift our focus? How? • How could we continue to support existing technology?
The need for a platform	• Should the strategy be on platform delivery? • Is a platform the best way to deliver the common use requirements?
Hardware provision	• How best could we address the cost & complexity of devices? • Should common use rely solely on PC-based infrastructure?
Cost models	• What could be some future cost models for the common use environment?

The above four components were analysed and developed into strategic components for the purpose of this document as follows.

7.1. New Technologies

Key findings

Passenger processes are evolving, especially with the move towards mobile technology and there is a need to gather all the airlines and airports requirements before focusing on the technologies and putting in place a firm migration roadmap.

Some of the new equipment already widely available (e.g. iPads/tablets) should also be taken into account as these will be interacting with common use devices, either by agents or directly by passengers.

Resilience and connectivity will be key requirements in the future. This means that an airline might want to have the ability to just plug into the airport's Enterprise Service Bus (ESB) and use that to deliver their services.

Additionally, it would be most beneficial to support the development of new technologies instead of focusing on the lowest common denominator. This could be done through a flexible approach to maximise efficiency whilst allowing a faster pace of change in the airport process.

Challenges

The following challenges need to be factored in when working on the delivery strategy.

In general the aviation industry is historically poor at getting timelines right and understanding how quick passengers adapt to new technology and processes. The industry tends to be adverse to risk as any failures would have significant negative consequences.

Based on experience, it takes a long time to specify a standard interface and takes even longer to deploy it widely.

Regulatory considerations need to be taken into account and early engagement from the appropriate stakeholders would be beneficial to any development.

From an IT perspective, web browsers are changing a lot in a short space of time. As a result, there is a need to support different web browsers and versions of web browsers in addition to different java environments which is costly and more and more complex to manage.

Airlines tend to use different technologies which adds cost to the industry and creates a complex environment.

Any development of new technologies will require investments based on a solid business case and cost benefit analysis.

7.2. The need for a platform

Key findings

A platform is an IT environment that supports applications from one or more application providers usually airlines or other entities operating in an airport environment. It provides the facility for functions such as printing, connectivity and means of payment.

> Note: A platform is not a communication channel such as wireless or network but allows different applications to 'talk' in a standard way to hardware peripherals.

In order to meet the vision, the common use strategy must focus on standard interfaces as it is the cheapest, most operationally flexible and resilient way to provide solutions.

Currently, the most common deployment method is that the platform is located at an airport location where the devices are located. While a platform will continue to be a relevant deployment method, the concept of a virtual, cloud-based platform has recently begun to evolve so that 'platform' has become "conceptual", meaning it is geographically independent (on site/off site), i.e. a logical/virtualized platform with a collection of standard interfaces.

Additionally, standardized data exchange through the use of web services technology, as recently developed by the Common Use Web Services Technical Solutions Group for bag drop, will be extended for other complex common use devices as they arise.

Other solutions should also be investigated specifically for iPads/tablets allowing them to interact with common use devices.

Challenges

With the virtualization environment, issues such as complex device handling, bandwidth and cost of the bandwidth for the Cloud should be addressed.

7.3. Hardware provision

Key findings

In a common use environment it is important to focus on standard interfaces rather than hardware. Moreover, there is a need to move away from operating systems as far as a platform is concerned and follow industry standards when new hardware needs to be deployed.

For clarification purposes, the common use standards should not be dependent on PC based infrastructure as any device could be using the shared infrastructure through standard interfaces.

There is a requirement to move away from expensive hardware apart from where it makes sense such as self-service bag drops. Although they can be costly, they can work efficiently provided that standards have been based on validated business cases.

Challenges

Hardware requirements continue to evolve with the need for example to verify the identity of passengers with a token that will most likely be different from the current boarding pass.

Additionally, it is important to review the passenger process and remove all no longer needed touch points.

Moreover, back office operations need to be studied as ground handlers are using common use infrastructure through other touch points to get the plane off the ground.

There will also be a need to address what a transition from a hardware-based platform to a virtualized cloud-based platform looks like.

7.4. Cost Models

Key findings

Cost models tend to be different from one airport to another and this will continue to remain. Some of the cost models are listed below as reference:

- The predominant cost model is airport managed (the so-called airport contracts) and corresponds to a published price. The fee could be a per passenger charge or could be included in other charges such as landing fee, handling agent fee or concessionary fee.
- CLUBs (Common Use Local User Boards) are fully airline managed and paid for. The fees are predominantly time or usage based. Looking at the airport/airline environment today, business models are being reviewed leading to fewer CLUBs.
- There are sometimes single contracts in a particular country for a network of airports that are operated by the same group.

Challenges

It is challenging to suggest other viable alternative cost models. The focus should be more on bringing solutions to the table that will make business sense to the aviation industry.

There is not always a sufficient level of transparency for the major stakeholders independent of the cost model used.

Airline headquarters are not necessarily informed about negotiations taking place at specific airports.

There could be some complexity due to the number of suppliers providing different components of the common use services.

8. Stakeholders

The range of stakeholders is extensive and can be collectively described as organizations and entities that have or may have a need to deploy technology or systems to manage a process at or connected to an airport. These stakeholders include:

- Airlines
- Airline Alliances
- Ground Handling Agents
- Airports
- Governments including Government agencies
- Public Transport Authorities
- Vendors
- Passengers

9. Benefits

Despite the fact that the aviation industry did not implement the common use standards (e.g. the Common Use Passenger Processing Systems (CUPPS)) as fast as hoped, the benefits identified by the group in the early days are still applicable and, where implemented, have been achieved as follows:

- Predictability and interoperability based on worldwide operations
- Compatibility and uniformity in operating across partners, alliances and geographies
- An understanding of long term requirements and regulations in the industry
- Providing a relatively consistent customer experience and service level
- Facilitating a harmonized approach to systems and procedural management across a worldwide network.

Specific benefits for airlines, airports and passengers are also highlighted below.

9.1. Benefits per stakeholder

Benefits of Common Use to Airlines

- Reduce costs by simplifying the development, installation, support and ongoing maintenance of vital passenger processing and operations.
- Allow airlines to have one application that works as expected on any vendor's standard interface.
- Timeliness of changes to systems.

Benefits of Common Use to Airports

- Reduce costs by simplifying the development, installation, support and ongoing maintenance of vital passenger processing and operations.
- Allow the standard interface to work at any airport including on site and off site, ensuring product and service consistency.

Benefits of Common Use to Passengers

- Go through a similar passenger processing system anywhere in the world.
- Ability to have access to a wider range of facilities and a more pleasant experience.

10. Common Use Delivery Strategy

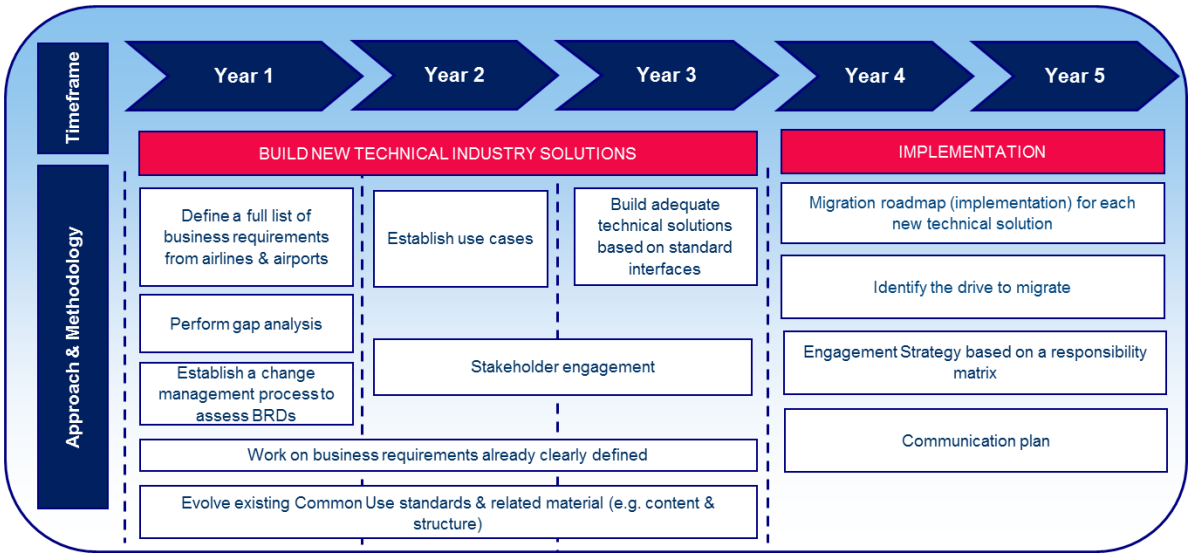
10.1. Key milestones and 5-year roadmap (when)

Realistic key milestones should be agreed in order to achieve the common use vision. Consequently, the following identified key milestones must be refined by the CUWG and submitted for endorsement by PEMG.

- Define a full list of business requirements from airlines and airports to process passengers using a complete green field approach.
- Identify gaps between the business requirements and what exists today.
- Establish a change management process that allows assessment of Business Requirements Documents (BRDs) in each of the 5 years to promote an environment of adaptability.
- Establish use cases from the industry.
- Build adequate technical solutions based on standard interfaces that brings more flexibility and avoids a one size fits all solution.
    - Evolve the existing common use standards and related technical specifications and implementation guides by agreeing some key principles regarding the content to ensure:
        - It is simple to read
        - It is not too prescriptive
        - It does not dictate business principles or process
    - The structure to enable building solutions by module to ensure each module is compatible for all common use services.
        - The payment solution would be the first one to be structured in this new way.
- Agree on a migration strategy (implementation)

- The migration strategy should not be based on the lowest common denominator.
- A clear migration roadmap with target dates should be agreed by the CUWG and endorsed by PEMG for each of the technical solutions developed.
- Test new technical solutions through pilot trials with airlines and airports. This would include a test deployment site, including airlines and at least one airport.
- The migration roadmap would take the following key elements into account:
  - Identification of the drive to migrate (e.g. a third party could be an enabler to ensure legacy would plug into new migration).
  - Validation through business case (especially to assess cost efficiency).
  - Create an engagement strategy and a communication plan (see additional information under 10.2 and 10.3 respectively).

The below illustration shows the cycle to build adequate technical solutions based on standard interfaces and the efforts needed during the two-year implementation phase for each new technical solution.



This approach should be followed on an on-going basis when new business requirements emerge and technologies need to be applied to these new requirements in order to produce new common use industry solutions.

Some business requirements such as an industry solution to accept card payment at common use kiosks that complies with PCI, EMV and magnetic stripe have already been defined and work is under way to develop the necessary common use interfaces. Additional new business requirements might be defined using other touch points at the airport for payment purposes.

A two-year implementation phase would be important to energise the industry around the new technical industry solution and ensure that all the multiple stakeholders are aware of the changes and understand how to implement the changes using best practice.

10.2. Mobilization and Engagement

The Common Use Working Group gathers leading stakeholders within Airlines, Airports and IATA Strategic Partners. The CUWG members would continue to develop the common use standards and create the relevant documentation such as technical specifications, implementation guides, case studies and best practices that could be used in the communication plan to drive the implementation effort.

Additionally, the CUWG would agree on an engagement strategy based on a responsibility matrix for each new technical solution in order to ensure that all the key stakeholders are identified and consulted at an early stage (e.g. around the gap analysis and before technical solutions are envisaged) to seek their buy-in and support throughout the development and implementation stages.

Moreover, the information contained in the engagement strategy would help identify the various target audiences that should be addressed in the communication plan.

10.3. Communication

For each new technical solution developed, a tailored communication plan should be put together to ensure that the right key messages are conveyed to the right target audiences in the right format and at the appropriate time and frequency.

Some of the different channels of communication to consider are listed below for reference.

Newsletters / press releases / news articles

- IATA
- ACI
- A4A
- Combined articles
- Industry news (e.g. FTE, PTE)

Webinars, workshops organized by IATA / ACI / A4A

- For awareness purposes globally or in a specific region
- To foster new business requirements

Industry events

- IATA
- ACI
- Others such as FTE, PTE

Tools

- IATA Matchmaker to track implementation progress
- Access to a comprehensive repository of key documents available to all.

Appendix A

2013 IATA Global Passenger Survey Highlights

2013 IATA GLOBAL PASSENGER SURVEY HIGHLIGHTS

2013 IATA GLOBAL PASSENGER SURVEY

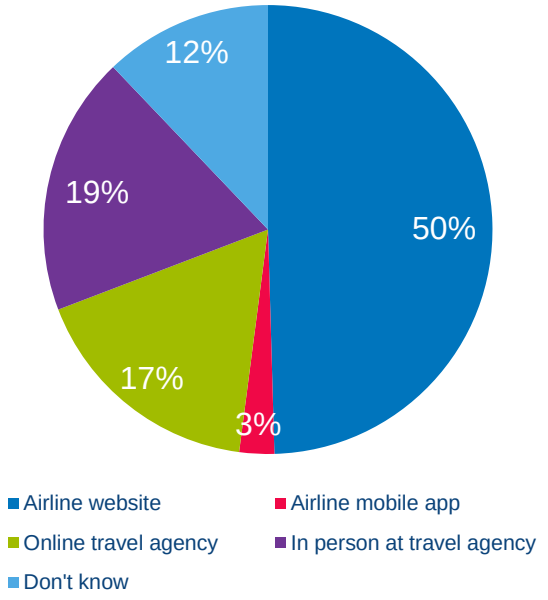
- Independent survey conducted in June/July 2013
- Second time survey has been conducted
- Targeted respondents through social media, email and word-of-mouth
- Nearly 8,000 respondents from over 140 countries participated in survey
- Results reflect regional and global preferences in travel

This year, we used quirky images to promote the survey to average traveler.

BOOKING TICKETS ON AIRLINE WEBSITES CONTINUES TO DOMINATE

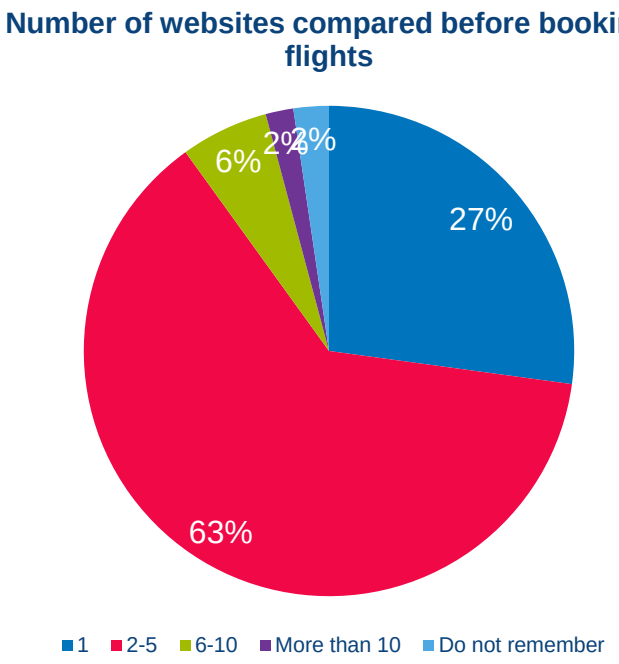
- 50% booked flights on an airline website
- A combined 36% used travel agencies (online and offline)
- Compared with 2012, threefold increase in travelers booking on mobile applications

Breakdown of channels used to book flights



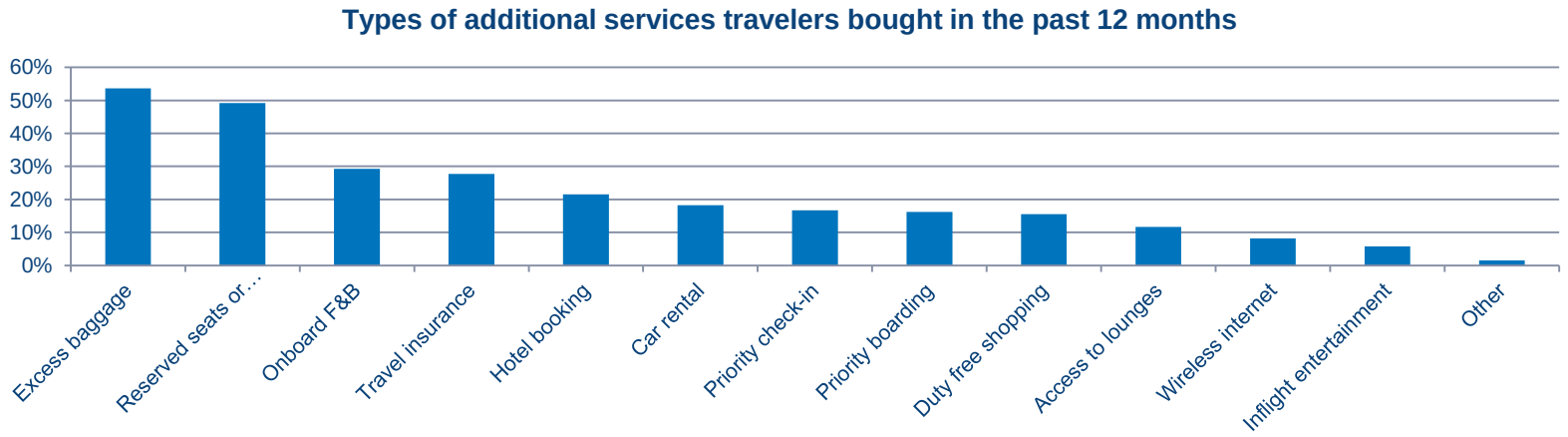
COMPARING IS COMMONPLACE; 71% VISIT MORE THAN 1 WEBSITE PRIOR TO PURCHASE

- 63% of travelers compared multiple travel websites before purchasing
- One in four travelers (27%) purchased directly from website visited
- European travelers most likely to compare (77% used more than 1 website); while North American travelers least likely to compare (33% used 1 website)

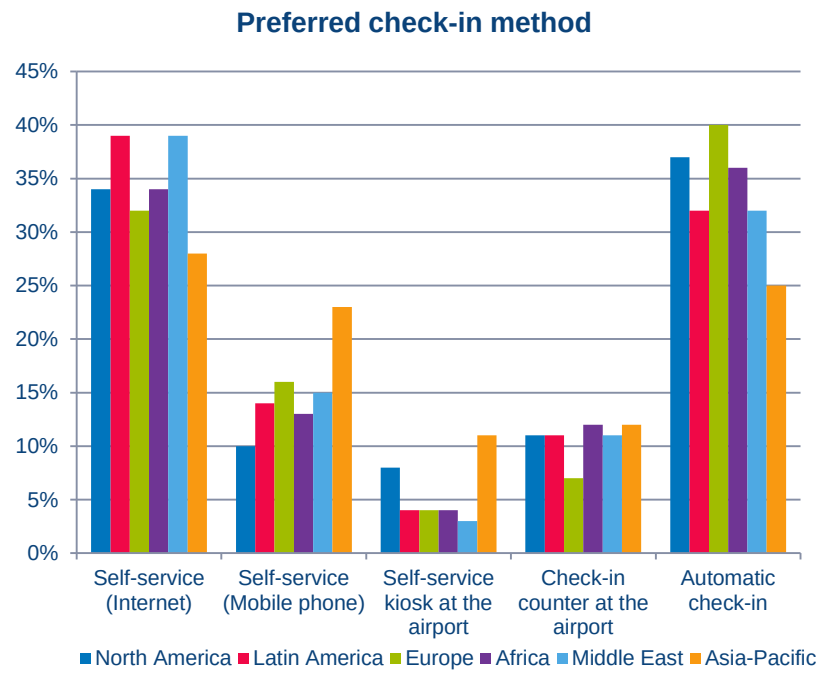


NORTH AMERICA LEADS IN OFFERING ANCILLARY SERVICES; BAGS & SEATS TOP LIST

- Nearly half (48%) of travelers bought ancillary products in past 12 months; highest percentage in North America (55%) and lowest in Africa (38%)
- Of those purchasing ancillary services, most paid for checking bags and/or excess baggage (54%), followed by reserved seats and/or upgrades (49%)



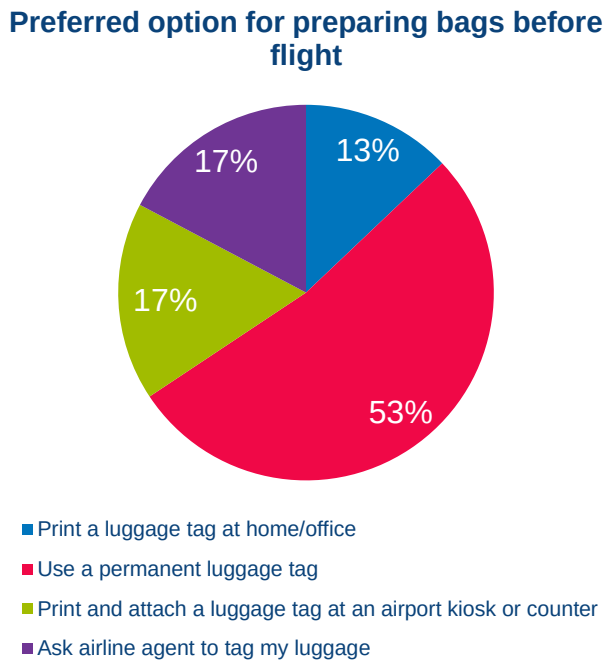
INTERNET & AUTOMATED CHECK-IN PREFERRED OVER OTHER FORMS OF CHECK-IN



- Travelers accustomed to self-service
- 1 in 34% of travelers prefer automatic check-in i.e. would like to receive their boarding pass from airline by text message or e-mail
- Kiosks and check-in counters at airports are least preferred

PERMANENT LUGGAGE TAGS AND REAL-TIME LUGGAGE TRACKING PREFERRED

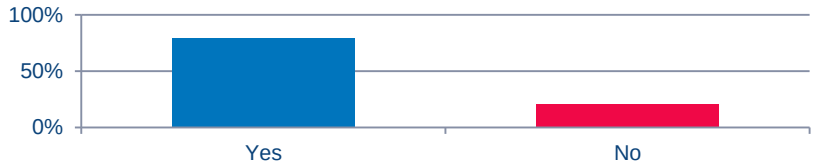
- More than half (53%) of travelers prefer to use a permanent luggage tag that can be reused every time they travel
- Majority (80%) of travelers would be interested in tracking their luggage throughout their journey



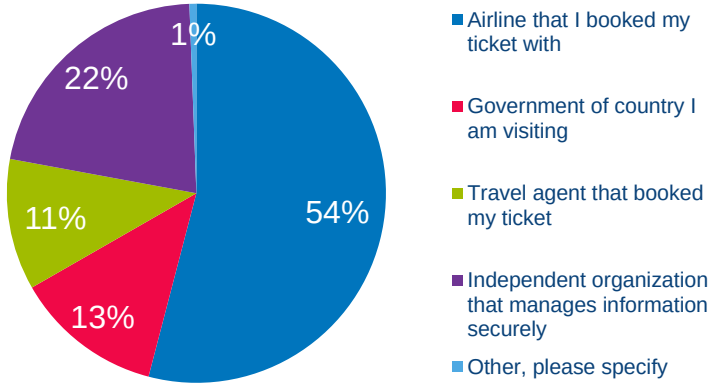
TRAVELERS DO NOT MIND PROVIDING ADDITIONAL INFO TO SPEED UP PROCESSES

- Majority (79%) of travelers interested in providing additional information (e.g. passport details, destination address, reason of travel) to speed up process of checks
- 54% prefer to provide this information to airline with which they have booked their tickets

Provision of additional personal information at booking or check-in to speed up checks

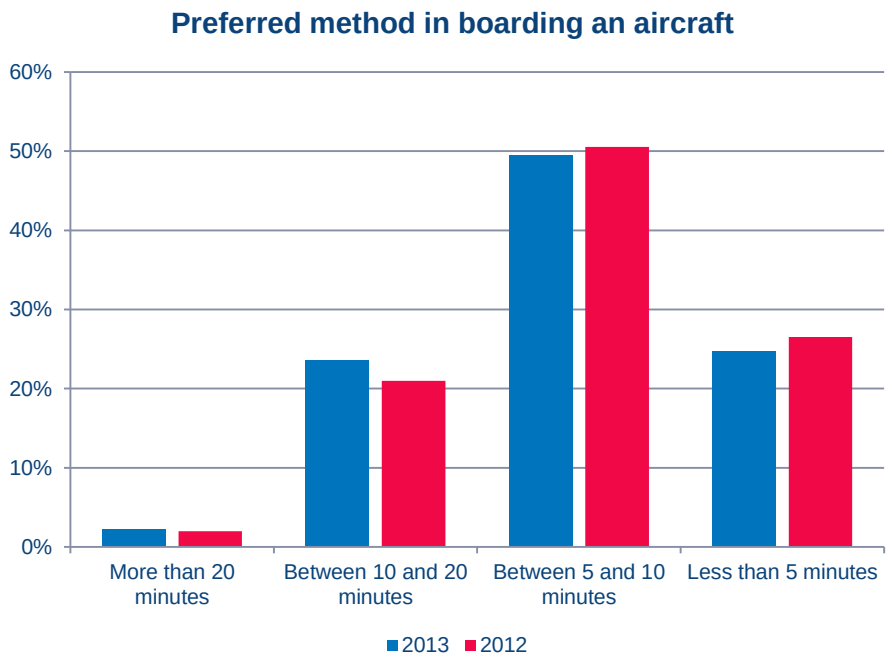


Entity that travelers prefer to provide personal information



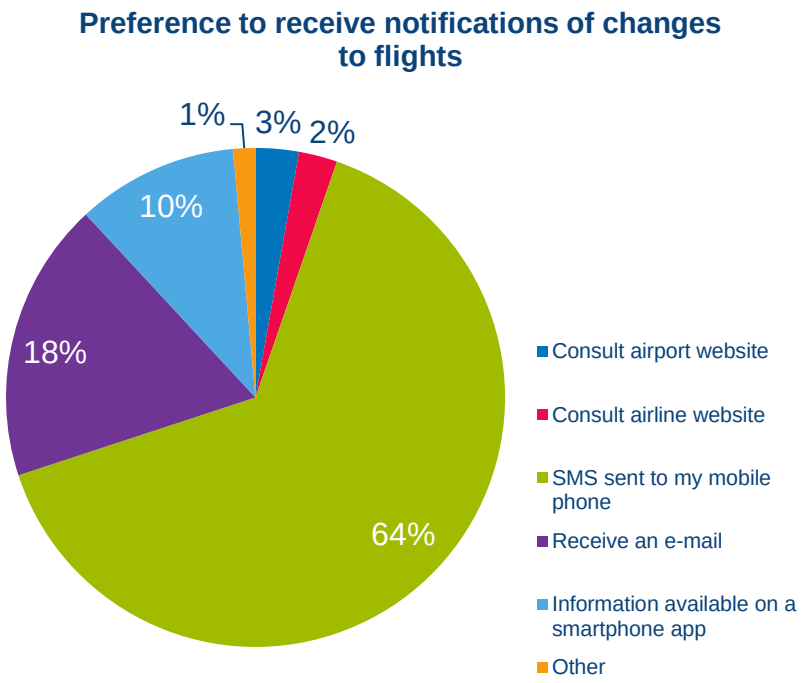
TRAVELERS ARE GETTING MORE PATIENT; DEDICATED LANES ARE PREFERRED

- Half of travelers (49%) consider a queue time of between 5 and 10 minutes acceptable
- In North and Latin America, one-third (30%) consider a queue time of between 10 and 20 minutes acceptable, while in Europe only 16%
- 92% feel that dedicated security lanes for different segments of travelers are a good idea

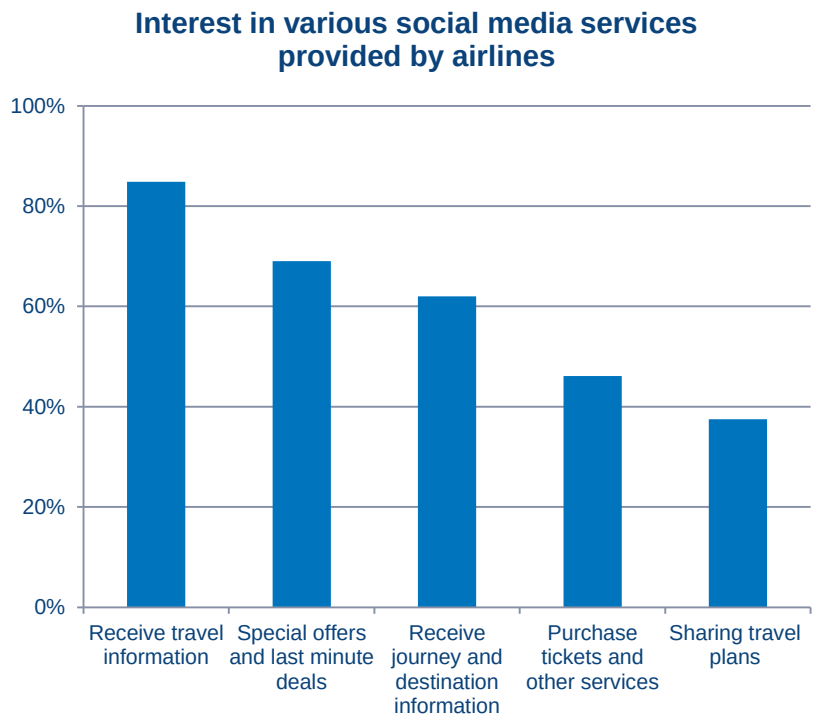


PROACTIVE NOTIFICATIONS IN EVENT OF FLIGHT DISRUPTIONS ARE UNANIMOUSLY PREFERRED

- Two-thirds (64%) of travelers prefer to be sent a text message to their mobile phone in the event of a flight disruption
- Including notification by e-mail, 82% of travelers want to proactively notified



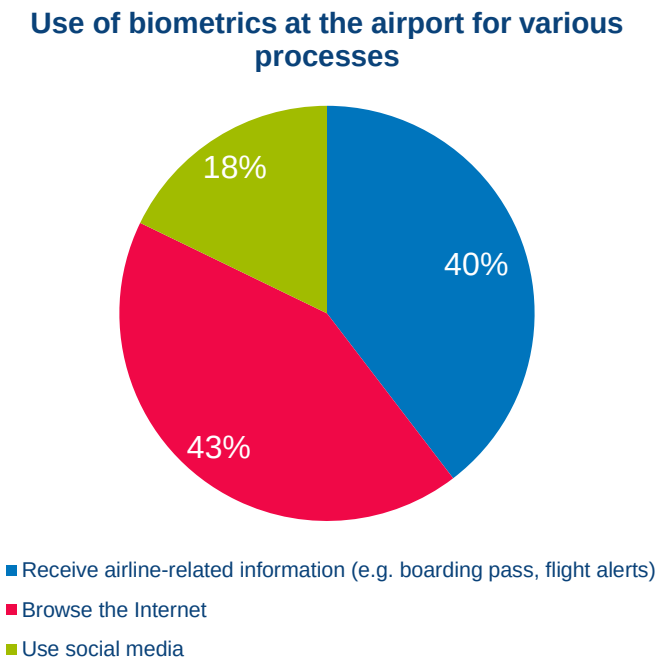
HIGH PREFERENCE FOR MORE SOCIAL INTERACTION AND TIMELY TRAVEL INFO



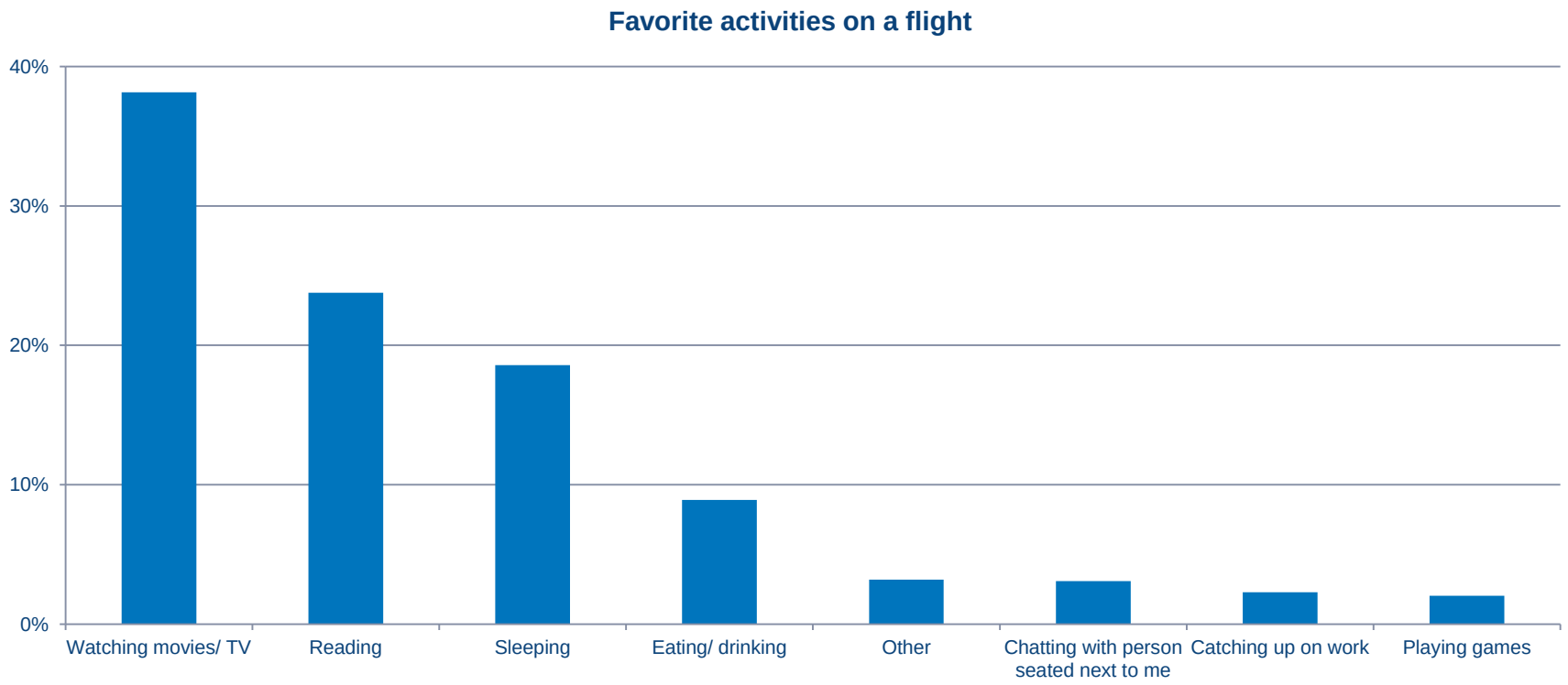
- Given nature of this survey, seven out of ten (69%) use social media daily
- More than half (56%) would use social media to interact with their airline during their journey
- 85% interested in receiving travel information; while only 68% interested in offers and deals

TRAVELERS WOULD USE WI-FI AT AIRPORTS TO RECEIVE AIRLINE RELATED INFORMATION

- Two out of five (40%) would use Wi-Fi at airports to receive airline related information

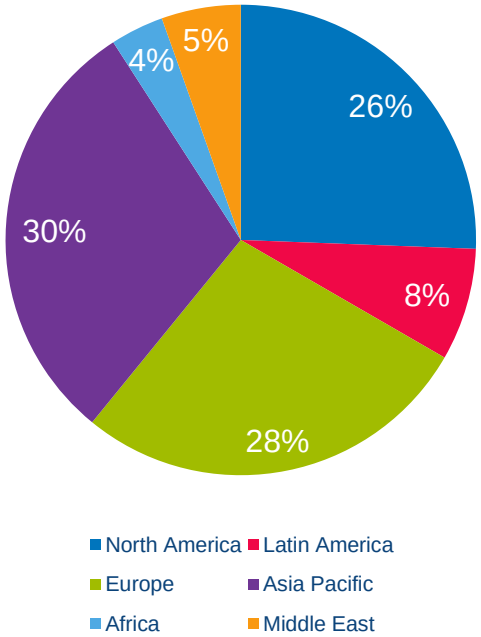


WATCHING MOVIES AND TELEVISION IS A TRAVELER'S FAVORITE ACTIVITY ON A FLIGHT

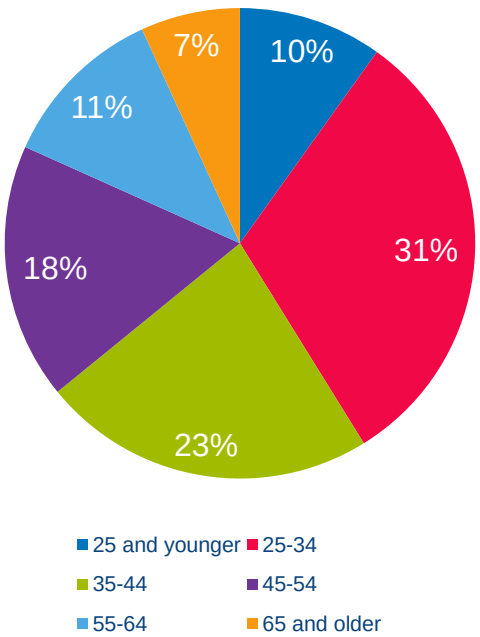


DIVERSE LOCATIONS AND AGES OF RESPONDENTS PRESENT A TRULY GLOBAL PERSPECTIVE

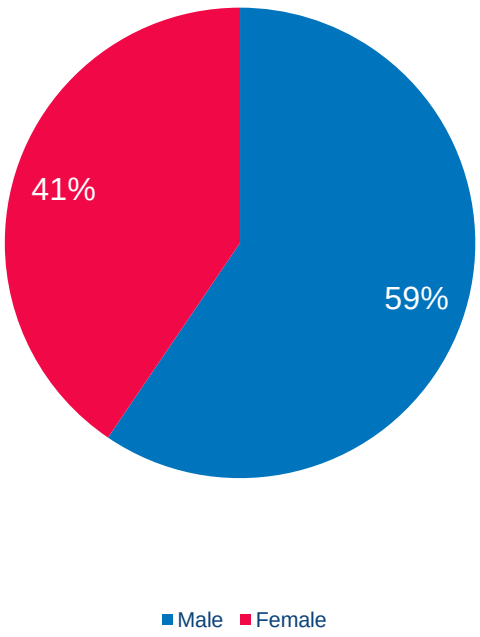
Regional breakdown of respondents



Age breakdown of respondents



Gender breakdown of respondents



2013 IATA GLOBAL PASSENGER SURVEY: SUMMARY

- 2013 IATA Global Passenger Survey highlights choice, service and connectivity
- Travelers want more interaction with their airlines for timely and accurate information
- Travelers will provide personal information in advance if it leads to a facilitated and convenience travel experience
- Diverse respondent profile reveals interesting variations by region, age and gender

For more information on the IATA Global Passenger Survey or for specific survey requests, please contact us at paxsurvey@iata.org