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Anti-trust Guidelines

The following types of agreements are strictly prohibited:

• Any collective agreement concerning prices or charges for airline services;
• Any collective agreement allocating markets, territories, customers, suppliers or agents;
• Any collective agreement relating to prices or charges to be paid to suppliers, etc.
• Any agreement that is intended to, or in operation is likely to induce airlines or their suppliers or agents to engage in anticompetitive behavior, etc.
Anti-trust Guidelines

The exchange of information of the following types of information is for example prohibited:

- Individual airline rates, charges or surcharges;
- Individual airline costs;
- An individual airline’s intentions regarding increasing, reducing or reallocating aircraft capacity (including entering or exiting routes);
- An individual airline’s intentions regarding charging for certain products or services or changes to the existing charges for such products or services;
- Information on individual airlines customers; and
- Any other sensitive commercial or proprietary information that the company would not disclose in the absence of an express or implied agreement to exchange such information for the purpose of reducing or restricting competition in the airline industry.
IATA Opening and Welcome

Director General

IATA

Willie Walsh
Government of Ethiopia
State Minister of Ethiopian Transport and Logistics
H.E. Mr. Dhenge Boru
Ethiopian Airlines

Chief Executive Officer
Ethiopian Airlines Group

Mesfin Tasew
Federal Aviation Administration (FAA)

Chief Operating Officer Federal Aviation Administration (FAA)

Timothy Arel
African Civil Aviation Commission
Secretary General
AFCAC
Adefunke Adeyemi
IATA Economic Outlook

SVP, Sustainability and Chief Economist

Marie Owens-Thomson
Focus Africa Aviation Update and Outlook

Marie Owens Thomsen
Senior VP & Chief Economist
IATA Sustainability & Economics

20 June 2023
Addis Ababa, Ethiopia
GDP and Demographics
The big slowdown

Real GDP growth, %, year-on-year

<table>
<thead>
<tr>
<th>Year</th>
<th>World</th>
<th>Advanced economies</th>
<th>Emerging market and developing economies</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>-2.8</td>
<td>2.8</td>
<td>3.6</td>
</tr>
<tr>
<td>2020</td>
<td>-4.2</td>
<td>1.7</td>
<td>-4</td>
</tr>
<tr>
<td>2021</td>
<td>6.3</td>
<td>6.9</td>
<td>5.4</td>
</tr>
<tr>
<td>2022</td>
<td>3.4</td>
<td>4.0</td>
<td>2.7</td>
</tr>
<tr>
<td>2023</td>
<td>2.8</td>
<td>1.3</td>
<td>3.9</td>
</tr>
<tr>
<td>2024</td>
<td>3.0</td>
<td>1.4</td>
<td>4.2</td>
</tr>
</tbody>
</table>
Areas of high unemployment in Africa while advanced economies see record low unemployment rates
Africa: highest population growth

**Working-age Population**

- **AFRICA**
- **ASIA**
- **EUROPE**
- **LATIN AMERICA AND THE CARIBBEAN**
- **NORTHERN AMERICA**

The diagram illustrates the projected working-age population in different regions from 1950 to 2100, with Africa and Asia showing the highest growth.
Eastern Africa leads

Real GDP growth by region, %, year-on-year

Notes: The shaded area represents forecasts, and the forecasted growth rate for 2023 is labelled.
Ethiopia, Kenya, and Egypt are ahead

Notes: The first year of the forecast is as follows: 2022 for Angola, Ethiopia, and Kenya, and 2023 for Egypt, Nigeria, and South Africa.
Trade, Transportation, and Economic Development
GDP per Capita, 2023
Constant 2017 PPP international dollars, thousands

Higher

Lower

Uganda: 3
Rwanda: 3
Malawi: 1
Mozambique: 1
Blocked funds add to woes

Airlines’ blocked payments and local currency depreciation

Notes: The y-axis represents the evolution of local currency (LCU) against USD between May 2022 and May 2023, and the x-axis represents the amount of blocked funds being held from airlines as of April 2023. Red circles represent African countries, while blue circles represent countries in other regions. Lebanon is not shown in this chart due to high levels of currency depreciation but has blocked airline payments as well.

Source: IATA Sustainability and Economics, IATA Treasury, Macrobond
Within Africa trade is weak

Exports within regions

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>17</td>
</tr>
<tr>
<td>Europe</td>
<td>68</td>
</tr>
<tr>
<td>Asia</td>
<td>59</td>
</tr>
<tr>
<td>America</td>
<td>55</td>
</tr>
<tr>
<td>Oceania</td>
<td>7</td>
</tr>
</tbody>
</table>

Total trade within regions

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>15</td>
</tr>
<tr>
<td>Europe</td>
<td>67</td>
</tr>
<tr>
<td>Asia</td>
<td>61</td>
</tr>
<tr>
<td>America</td>
<td>47</td>
</tr>
<tr>
<td>Oceania</td>
<td>7</td>
</tr>
</tbody>
</table>
Africa trade the most with Europe and APAC

Shares of Africa’s imports and exports per region, 2021

- **Within Africa**
  - Imports Share: 4%
  - Exports Share: 6%

- **Africa-Americas**
  - Imports Share: 13%
  - Exports Share: 14%

- **Africa-Asia Pacific**
  - Imports Share: 36%
  - Exports Share: 28%

- **Africa-Europe**
  - Imports Share: 47%
  - Exports Share: 51%
This is reflected in Africa’s cargo traffic

International cargo tonne-kilometers (CTK) by region, Jan-Apr 2023

- by airline region of operation
- by airline region of registration

<table>
<thead>
<tr>
<th>Region</th>
<th>Cargo (billions)</th>
<th>Africa</th>
<th>Asia Pacific</th>
<th>Europe</th>
<th>Latin America</th>
<th>Middle East</th>
<th>North America</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3.7</td>
<td>40.9</td>
<td>30.4</td>
<td>5.6</td>
<td>11.2</td>
<td>31.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.0%</td>
<td>33.2%</td>
<td>24.7%</td>
<td>4.5%</td>
<td>9.1%</td>
<td>25.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.6%</td>
<td>24.9%</td>
<td>16.4%</td>
<td>2.2%</td>
<td>10.1%</td>
<td>20.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IATA
Our Industry
RPKs are currently within 10% of 2019 levels

Industry RPKs and CTKs, year-on-year % change vs 2019

CTKs: Cargo Tonne-Kilometers; RPKs: Revenue Passenger-Kilometers
Africa, M-E, and Americas recover in 2023

Source: IATA/Tourism Economics Air Passenger Forecasts as of June 2023
Africa recovery per region

Passenger traffic recovery (% share of 2019)

- Central/Western Africa
  - 2022: 86%
  - 2023: 108%
  - 2024: 111%

- Eastern Africa
  - 2022: 89%
  - 2023: 110%
  - 2024: 117%

- Northern Africa
  - 2022: 92%
  - 2023: 111%
  - 2024: 117%

- Southern Africa
  - 2022: 71%
  - 2023: 86%
  - 2024: 90%

Recovery year

<table>
<thead>
<tr>
<th>Recovery year</th>
<th>2023</th>
<th>2023</th>
<th>2023</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Africa pays more for jet fuel

Jet fuel price by region, July 2021

<table>
<thead>
<tr>
<th>Region</th>
<th>US cents per gallon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>257</td>
</tr>
<tr>
<td>Americas</td>
<td>230</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>212</td>
</tr>
<tr>
<td>Europe</td>
<td>211</td>
</tr>
<tr>
<td>Middle East</td>
<td>208</td>
</tr>
</tbody>
</table>

Average: 215

Notes: Results are based on a survey conducted for fuel uplift in July 2021, asking airlines to report jet fuel price charged across 181 locations across various regions, including 33 airports from Africa, 51 from the Americas, 46 from Asia Pacific, 41 from Europe, and 11 from Middle East. Unit Fuel Cost is defined as (Total Fuel Cost for the month)/(Total Volume uplift for the month).
Global airline revenue, USD billion

- **Passenger + Other revenue**
- **Cargo revenue**

**Share of 2019 level**:
- 61% in 2021
- 87% in 2022e
- 96% in 2023f

**Global airlines revenue, USD billion**

- 2015: USD 61 billion
- 2019: USD 775 billion
- 2020: USD 201 billion
- 2021: USD 422 billion
- 2022e: USD 613 billion
- 2023f: USD 775 billion
Net profit of USD 9.8bn forecast in 2023

Airline industry net profits and EBIT margin

Net post-tax profit

USD Billion

EBIT margin

2020: -3.6b 1.4%
2021: -42b -8.9%
2022e: -80
2023f: 9.8b 2.8%

Slim profits at just USD 2.2 per passenger
Profits vary across regions

Regional net profit (USD bn)

<table>
<thead>
<tr>
<th>Region</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>-0.8</td>
<td>-0.5</td>
<td>-6.9</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>-13.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>4.1</td>
<td>5.1</td>
<td></td>
</tr>
<tr>
<td>Latin America</td>
<td>-3.9</td>
<td>1.4</td>
<td></td>
</tr>
<tr>
<td>Middle East</td>
<td>1.4</td>
<td>2.0</td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>9.1</td>
<td></td>
<td>11.5</td>
</tr>
</tbody>
</table>

USD billion
African airlines see lower load factors

Passenger Load Factors (RPK/ASK, %)

RPKs: Revenue Passenger-Kilometers; ASK: Available Seat-Kilometers

Source: IATA Sustainability and Economics, IATA Monthly Statistics
Africa’s passenger traffic will double by 2040, eclipsing 300 million passengers.
We must fly
We must fly sustainably
How to achieve net zero emissions by 2050

- Baseline
- With SAF
- With hydrogen
- With efficiency improvements
- With carbon removals including MBM
- With operations

Reductions in aviation CO₂ emissions in 2050, Mt
The investment needs to bring about aviation’s transition to net zero by 2050 could be as high as **USD 5 trillion** over the period to 2050. The annual investments required in that case would be close to **USD 180 billion**. This is not disproportionate to the annual investments in other industries.
IATA WORLD SUSTAINABILITY SYMPOSIUM

Madrid, Spain
3-4 October 2023

Save the date
The Issues Facing the Airline Industry in Africa

Regional Vice-President AME, IATA

Kamil Alawadhi
For some time now, I have been questioned repeatedly by many on the purpose of having the “Focus Africa” event and my humble answer has always been

“To work as a collective aviation community to develop and improve aviation in Africa”

Today we will change the course of history. By this I mean we will collectively achieve what many have tried to do in the past.
Africa is 54 countries and accounts for 18% of the global population, but just 2.1% of air transport.
Vision:
Achieve the sustainable growth of the global civil aviation system.

Mission:
To serve as the global forum of States for international civil aviation. ICAO develops policies and Standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity through many other activities and the cooperation of its Member States and stakeholders.
Vision:
Working together to shape the future growth of a safe, secure and sustainable air transport industry that connects and enriches our world

Mission:
IATA’s mission is to represent, lead, and serve the airline industry.
The two giants of the aviation industry have identical visions. How well have we performed in Africa?
Are we satisfied with aviation in Africa?

Interactive Session
Questions
Coffee Break
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A PROS COMPANY
Panel: African Aviation Outlook

Moderator: Kamil Alawadhi

#IATAFocusAfrica
Panelists

**Willie Walsh**
Director General
IATA

**Mesfin Tasew**
Chief Executive Officer
Ethiopian Airlines Group

**Aaron Munetsi**
Chief Executive Officer
AASA

**Abderahmane Berthe**
Secretary General
AFRAA

Moderated by Kamil Alawadhi

#IATAFocusAfrica
IATA Focus Africa Initiatives

Regional Vice-President AME, IATA

Kamil Alawadhi
Are we satisfied with aviation in Africa?

Interactive Session
CEO’s Panel

1. Value of aviation

2. Challenges / Opportunities in Africa

3. Sustainability

4. Looking Forward
What are our challenges
Challenges

• Charges, Taxes, Fees
• Fuel
• Africa Interconnectivity (SAATM)
• Airport / Infrastructure
• Aircraft Maintenance
• Air Traffic Management
• Regulations
• Safety (Operational / Regulatory)
• Security
• Blocked Funds
• High operating costs
• Financial solutions / payment solutions
• Supply chain
• Expertise / Skilled Workforce / people development
• Others …
1. Safety

Improve operational safety through a data driven, collaborative program to reduce safety incidents and accidents, in the air and on the ground.
2. Infrastructure

Facilitate the growth of efficient, secure, and cost-effective aviation infrastructure to improve customer experience and operational efficiency.
3. Connectivity

Promote the liberalization of intra-African market access through the Single African Air Transport Market (SAATM)
4. Finance & Distribution

Accelerate the implementation of secure, effective and cost-efficient financial services and adoption of modern retailing standards
5. Sustainability

Assist Africa’s air transport industry to achieve the “Net Zero by 2050” emissions targets agreed to by industry and the UN’s International Civil Aviation Organisation (ICAO) member states.
6. Future Skills

Promote aviation as a career path to ensure a steady supply of diverse talent ready to meet future industry needs.
Although we may come from vastly different stories and very different walks of life, we are one people who possess common values and common ideals; who celebrate individual excellence but also share a recognition that together, we can accomplish great and wonderful things we can't accomplish alone.

Barack Obama
Mother Teresa

I can do things you cannot, you can do things I cannot; Together we can do great things.
Questions
Lunch Break
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EVERYMUNDO

Moderators: Sandile Chipunza, Farah Mesmar

#IATAFocusAfrica
Panelists

Abderahmane Berthé
Secretary General
AFRAA

Francis Mwangi
Environmental Expert/Senior Planning Officer, Kenya Civil Aviation Authority (KCAA)

Nomasondo Ndlovu
COO and Acting CEO
South African Tourism

Abel Alemu
Managing Director
Ethiopian Airlines Cargo & Logistic Services

Moderated by
Sandile Chipunanza & Farah Mesmar

#IATAFocusAfrica
Objectives

Resilience
1. Explore role of cargo in ensuring airline viable operations despite losses from border closures
2. Address role of tourism sector in supporting aviation from impact of similar crises

Sustainability
1. Explore how the net-zero commitment can shape future of aviation in Africa
2. Shed light on how can we reflect regional considerations in global standards in net-zero pathways
3. Review the necessary policy needed to transition to Net
Introduction to the Global Passenger Survey

Regional Director, Operations, Safety and Security AME, IATA

Kashif Khalid
IATA Global Passenger Survey

2022 Highlights
High satisfaction scores for 2 years in a row

% of Satisfied (Very satisfied + Somewhat satisfied)

- 2017: 74%
- 2018: 75%
- 2019: 75%
- 2021: 82% (last 24 months)
- 2022: 80%
Across the travel journey, top satisfaction levels for:

- Booking: 84%
- Searching for Travel Options: 81%
- Arriving at airport: 79%
- Check-in: 80%
- Baggage drop: 75%
- Security: 71%
- Boarding: 77%
- Onboard: 73%
- Transfer: 68%
- Border control / immigration: 64%
- Baggage collection: 69%
- Reaching final destination: 81%

2022 IATA Global Passenger Survey Highlights. © Copyright International Air Transport Association. All rights reserved.
3 stress areas: transfer, immigration and baggage

- Booking: 84% satisfaction, 5% dissatisfaction
- Searching for Travel Options: 81% satisfaction, 7% dissatisfaction
- Arriving at airport: 79% satisfaction, 7% dissatisfaction
- Check-in: 80% satisfaction, 8% dissatisfaction
- Baggage drop: 75% satisfaction, 9% dissatisfaction
- Security: 71% satisfaction, 13% dissatisfaction
- Boarding: 77% satisfaction, 10% dissatisfaction
- Onboard: 73% satisfaction, 7% dissatisfaction
- Transfer: 68% satisfaction, 12% dissatisfaction
- Border control / Immigration: 64% satisfaction, 12% dissatisfaction
- Baggage collection: 69% satisfaction, 12% dissatisfaction
- Reaching final destination: 81% satisfaction, 5% dissatisfaction

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Convenience is a key enabler for all touchpoints

**PLANNING & BOOKING**

“It would be so easy access all my trip information from one single location”

**TRAVEL FACILITATION**

“I am willing to share my information in advance and have contactless travel”

**AIRPORT PROCESS**

“I wish there could be alternatives to checking-in baggage”
Proximity is #1 reason for choosing departure location

Top 3 reasons for selecting your departure airport

- Proximity: 75%
- Ticket Price: 39%
- Airline Availability: 34%
Convenience is a key satisfaction driver when travel planning.

82% passengers are satisfied when able to pick their preferred payment method.

Clear improvement areas:

- Access to information in one single place
- Clarity & transparency on the offer content
- Ease of seat selection
Need to raise awareness on CO2 offsetting

More than 80% of passengers don’t offset their flight carbon emission

- 30% are not aware of such an option
- 24% don’t want to
- 18% don’t have the option
Immigration requirements discourage travel

2 out 5 have been discouraged from traveling due to immigration requirements

65% main deterrent is process complexity
Technology simplifies travel and drives convenience.

- **ONLINE VISA**: 66% agree online application before travelling is the best way for obtaining a visa.

- **DATA SHARING**: 83% willing to share immigration data (e.g. passport, visa, health questionnaire, etc.) to expedite airport process.

- **BIOMETRICS**: 1 in 3 have already used biometrics in the travel journey.
Biometrics in travel is here to stay

88%
Passengers are satisfied with overall biometric process

75%
passengers would be eager to use biometrics instead of passports or boarding passes
Boost biometrics usage with better data protection

Top concerns with using biometric information

- **56%**
  - loss of data due to data breaches

- **52%**
  - lack of knowledge of who the passenger data is being shared with

- **51%**
  - not knowing how passenger data is being handled or stored
Preference to complete certain processes off-airport

Top process to be completed before arrival at the airport

- Check-in: 44
- Immigration Procedures: 33
- Baggage Check-in: 32
Passengers would like to get through the airport as quickly as possible

Overall time spent at the airport

<table>
<thead>
<tr>
<th>Time Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30 min</td>
<td>5</td>
</tr>
<tr>
<td>30 min to 1h</td>
<td>21</td>
</tr>
<tr>
<td>1h to 2h</td>
<td>42</td>
</tr>
<tr>
<td>2h to 3h</td>
<td>25</td>
</tr>
<tr>
<td>&gt; 3h</td>
<td>7</td>
</tr>
</tbody>
</table>

Ideal time spent at the airport

- **Less than 30min**
  - When travelling with a carry-on bag only

- **Less than 45min**
  - When travelling with a carry-on & check-in bags

- **Less than 1h**
  - When travelling with mobility aid or other assistance
Queuing is a top improvement area

# 1 improvement area for:

- **Security**: 93% interested in a trusted program to expedite security screening
- **Boarding**: 25% would appreciate not queuing on the jet bridge
- **Border Controls**: 20% interested in automated solution to speed up control process

Examples of improvement:

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Baggage handling remains an issue

2 in 5 have had their bags mishandled

1 in 5 expressed dissatisfaction on the service provided
Tracking could encourage passengers to check-in bags

29% have flown with an airline that shared baggage information

81% (+8pp vs. 2021) are more likely to check-in bags if it can be tracked at all times

51% would be interested in a baggage information service

50% have used and would be interested in using an electronic bag
### Need for alternative options to check-in baggage

<table>
<thead>
<tr>
<th>Year</th>
<th>Transfer Bags</th>
<th>Check-in Baggage</th>
<th>Separate Flight</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>67%</td>
<td>73%</td>
<td>46%</td>
</tr>
<tr>
<td>2021</td>
<td>65%</td>
<td>68%</td>
<td>39%</td>
</tr>
</tbody>
</table>

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More room for improvement in transfer experience

Only 68% satisfaction transfer at the Airport in 2022

Redundancy of processes negatively impacting satisfaction

Top 3 improvement areas for connecting flights

- Not having to pick up and re-check my bag
- Not having to go through security screening
- Not having to go through immigration
Focus on Accessibility
Growing special assistance requests on the horizon

20% (+9pp vs 2021) respondents sought assistance for self or someone else

Areas where the industry is doing good:

78%
Passenger’s ability to request support according to their needs at booking

78%
Felt comfortable in disclosing needs

77%
Felt that their needs were understood
Dissatisfaction levels for special assistance requests need to be monitored

Dissatisfaction levels vary on certain touchpoints vs. those that do not request assistance
More room for improvement in ensuring a seamless journey for passengers needing special assistance

34% Seamless service across all touchpoints (from ground transfer / airport service / airline)

26% Communication and information about the services provided for passengers with disabilities

23% Accessibility for mobile travel solutions, booking and reservation services
Passenger profile

- >75 years old: 1.7%
- 56 – 75 years old: 28.2%
- 41 – 55 years old: 36.8%
- 25 – 40 years old: 27.2%
- <=25 years old: 6.1%

- 63% Male
- 36% Female
- 1% Unknown

222 Countries
10,206 Respondents
Want to learn more?

Get your copy of:

2022 Global Passenger Survey **Report**

or

2022 Global Passenger Survey **Combo**

www.iata.org/gps

---

Table of Contents:

1. Travel satisfaction
2. Booking
3. Special assistance
4. Facilitating immigration
5. Your baggage
6. Your biometric information
7. At the airport
8. Connection
9. Travel disruption
10. Arrival

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Thank you!
Airlines Creating Value Through Modern Airline Retailing

Director Distribution, IATA

Yanik Hoyles
Airlines want to retail the Amazon way...

- Modern retailing standards
- Personalization

- One click shopping
- One click payment

- One purchase record
- Customer lifetime management

Modern Retailing
Customer Centric Payment
Orders
The Modern Airline Retailing program

Airlines in control of their Product, Money and Data

Key IATA Standards / Activities in scope: ONE ID, Verified Credentials, NDC, ONE Order, Settlement with Orders, Dynamic Offer Creation, Future of Interline & New Partnerships
And there is momentum ...
...some airlines are already seeing benefits

Airlines who terminated Full Content are reducing their overall distribution costs

Airlines are implementing continuous pricing and report approx. 2% revenue uptake

Some airlines are expanding the scope of ancillaries, and report up to 10 times more sales via travel agencies

Content differentiation is key
If they want to become truly customer centric, airlines need a legacy free framework with Offers & Orders only.
A Consortium will accelerate the journey

1. American Airlines
2. Air France - KLM
3. Emirates
4. Finnair
5. IAG (IB and BA)
6. LATAM
7. Lufthansa Group
8. Oman Air
9. Qatar Airways
10. Singapore Airlines
11. Turkish Airlines
12. Xiamen Airlines
And it is already delivering

1. Business case: Delivered
2. Reference Architecture: Delivered
3. RFI Framework: Started
4. Airline IT Transition: Started
5. Industry Transition: Started
If you embark on this transformation journey, you may

- Offset your distribution costs
- Increase your revenues by an equivalent of up to 4%*
- Create even more value through greater agility in payment
- Increase your Net Promoter Score
- Increase staff satisfaction scores

* McKinsey study November 2019, Industry average
Thank you

iata.org/Retailing
Fireside Chat: Airlines
Creating Value Through Modern Airline Retailing

Moderator: Yanik Hoyles

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Guest

Umesh Chhiber
Senior Vice-President
Revenue, Retail and Cargo
Oman Air
Coffee Break
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EVERYMUNDO
A PROS COMPANY
The Fundamentals for Safe, Efficient, And Sustainable Operations Throughout Africa

Director General, South African Civil Aviation Authority

Poppy Khoza
Panel: Can African Airports Keep Up with Rapid Growth in Aviation?

Moderator: Kashif Khalid

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Panelists

**Gerold Temulka**
Chief Strategy Officer
Kenya Airways

**Abdoulaye Cisse**
Head of Operations, Middle East, Africa & Asia
Menzies Aviation

**Georges Touma**
Head, Airports
SITA

**Jason Schwabel**
Regional Director Africa, Middle East & Asia
TSA

Moderated by
Kashif Kahlid

#IATAFocusAfrica
Panel: Inspiring the Next Generation of Aviation Professionals

Moderator: Haya Zaidan

#IATAFocusAfrica
Panelists

Fadimatou Noutchemo Simo
Founder and President, Young African Aviation Professional Association (YAAPA)

Kassie Yimam
Managing Director
Ethiopian Aviation Academy

Félicité Kou-Nangue
Program Officer, African Union's International Centre for Girls' and Women's Education in Africa

Joep Ellers
Airline Marketing Director – Africa, Airbus

Moderated by Haya Zaidan

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THANK YOU

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