

**IATA**

**AVIATION**

**DATA & DIGITAL**


**WEBINAR SERIES**

**DATA &  
DIGITAL  
CAPABILITIES  
DURING CRISIS**



**EPISODE 1 (ANALYZE & DECIDE)**

 **LIVE** WEBINAR WILL START SHORTLY ...

 **Monday 27 April 2020**  
15:30 – 17:30 CEST

#StayStrong #WeAreAviation #StrongerTogether



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**WEBINAR SERIES**

**EPISODE 1 (ANALYZE & DECIDE)**



● **LIVE** PRESENTATION IN PROGRESS

Welcome to the Webinar!

**Houman Goudarzi**  
Head of BI & Industry Engagement, IATA

# ▶ AVIATION DATA & DIGITAL WEBINAR SERIES **EPISODE 1 SPEAKERS**



**Minna Kärhä**  
Head of Data, Finnair



**Nevin Murad**  
Associate Analysis Officer,  
ICAO



**Susan Doniz**  
Former Group CIO, Qantas



**Hélène Millet**  
Head of Consulting & Airline  
products, Conzanz



**Aleksander Popovich**  
SVP, Financial, Distribution  
and Data Services, IATA



**Jean Charles Odele**  
Director, Industry Payment  
Services, IATA



**Ido Biger**  
CDO, EL AL Israel Airlines



**Sourav Sinha**  
CIO, IndiGo Airlines




**Hومان Goudarzi**  
Head of BI & Industry  
Engagement, IATA

# ▶ DATA & ANALYTICS TO OPTIMIZE CRITICAL DECISIONS DURING CRISIS



**Webinar Synopsis:** Periods of crisis are all about making the best decisions and minimizing damage. In this webinar we discuss, quick wins to support decisions, e.g. cash flow management, treasury, cost savings and best practices leveraging data & analytics tools and technologies.

**Moderator:** Houman Goudarzi, Head of BI & Industry Engagement, IATA

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**Opening keynote**

**Aleksander Popovich**  
SVP, Financial, Distribution and Data Services, IATA

**15:40 – 15:50**

**Keynote:** Times of crisis put pressure on cash flow and treasury, and require data driven insights. Special announcement about IATA Treasury Dashboard.

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Director, Industry Payment Services, IATA

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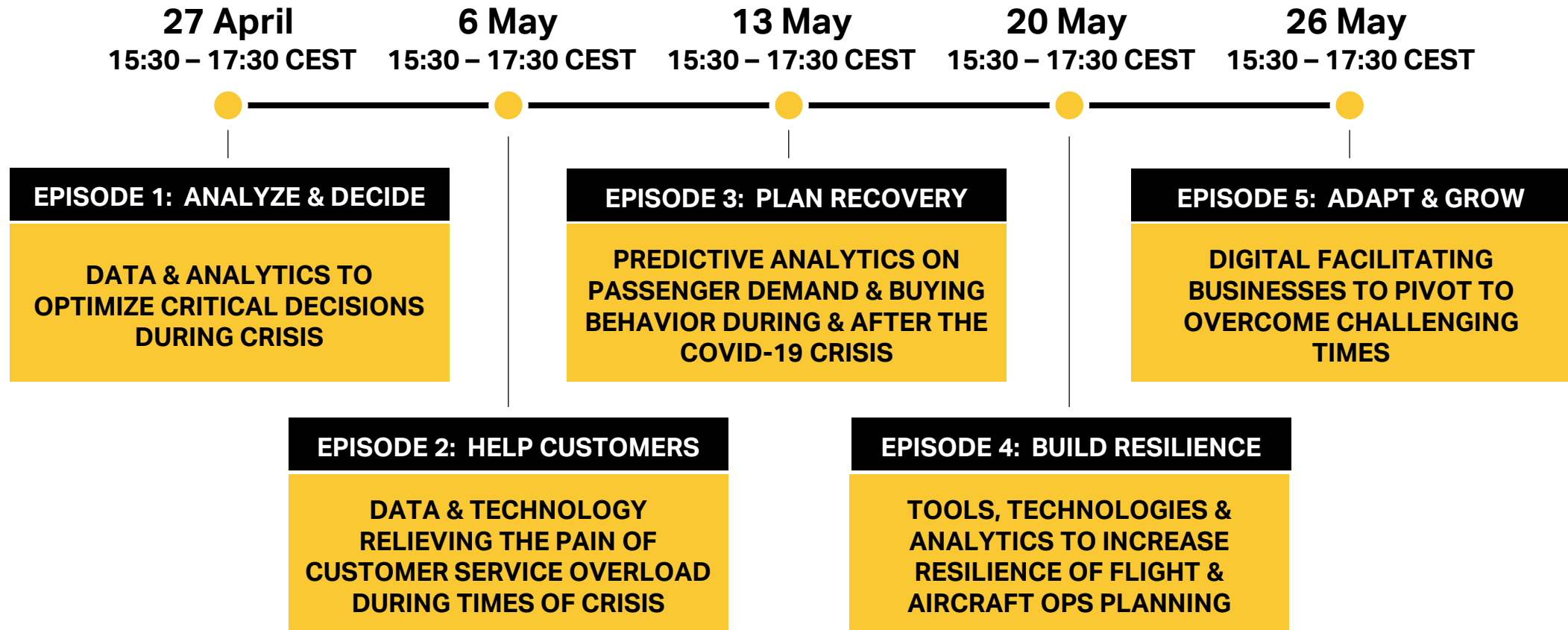


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# Aviation Data & Digital Webinar Series



For more information & Registration go to:

[iata.org/addws](https://iata.org/addws)

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# Global Treasury

- Airlines with global operations rely on an international treasury

Treasury Manages  
Money and Financial  
Risk



# Global Treasury

- Airlines with global operations rely on an international treasury
  - Cash and Liquidity Management
  - Forecasting
  - Financial Risk Management
  - Financing/Capital Structure
  - Working Capital
  - Tax
  - Company Credit Rating
  - Aircraft Financing/Leasing
  - Fuel Hedging
  - Banking and Financial compliance
  - M&A
  - Payment



# Treasury Dashboard

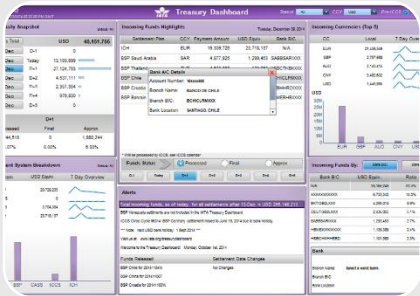
One Source. Global View.

The airline industry's new Liquidity  
Management tool



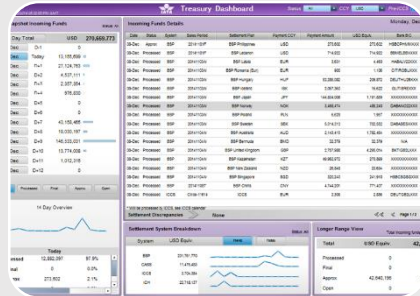


# Treasury Dashboard - Key views



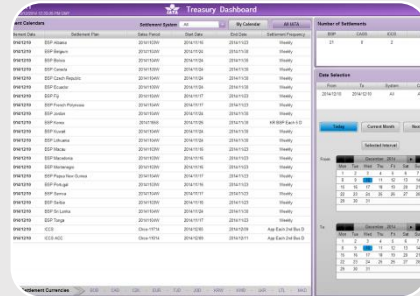
## Highlights

“Give me a snapshot of funds coming in this week”



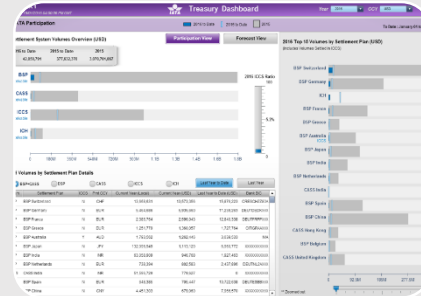
## Incoming Funds

“Show me more details of all of my incoming funds over the next two weeks, and beyond”



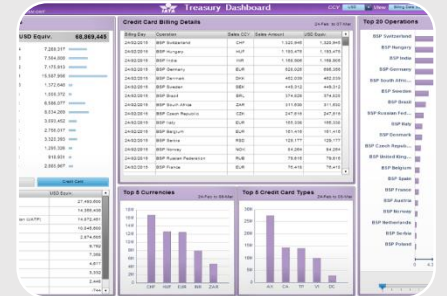
## Calendars

“Show me IATA's various settlement system calendar”



## My Participation

“Show my past settlement data in summary format within forecast feature”



## Credit Card

“Show my credit card settlement data in summary format”


# Treasury Dashboard and COVID

96 new Airlines joined TD since COVID and 24 in the process of obtaining access

[treasurydashboard@iata.org](mailto:treasurydashboard@iata.org)

[www.iata.org/cs](http://www.iata.org/cs)

# Currency repatriation & COVID



Lack of hard  
currency  
reserves



Economic  
sanctions



Banking  
restrictions



# IATA Currency Center



**BLOCKED FUNDS COUNTRIES**



**WATCH LIST COUNTRIES**



**ALL OTHER COUNTRIES**



**MANAGE NOTIFICATIONS**



**HEAT MAP**



**REPORTING & ACTIONS**

## REGIONAL OUTLOOK & NEWS



## UPDATE FEEDS


- **Zambia (21 Apr 2020):** Zambia became a Blocked Fund Country
- **Bangladesh (21 Apr 2020):** The follow up call with the BB planned for April 6th has been cancelled due to COVID-19. An update will be possible once the Deputy Director will be back at the office.
- **Nigeria (21 Apr 2020):** Local Task Force in Nigeria was reactivated as the country became a Blocked Fund Country.
- **Angola (20 Apr 2020):** As oil is a direct contributor to Angola's economy, there are




**EXCHANGE RATES DIRECTORY**

< **NEWS FEEDS** >  
 2 / 2

The World Financial Symposium brings over 1,000 financial executives and specialists together



**Treasury Dashboard** 

One Source. Global View.



# Blocked Funds Countries



## Angola

Blocked Funds Country



### SUMMARY

Region	Africa & Middle East
Currency	AOA
<u>Actual Amount Blocked</u>	126M USD - New Amount TBC
Issue Started	31 Jul 2014
Cause of Issue	Updated figures based on reported amounts from airlines representing the majority of the sales. There has been historically difficulties to obtain FX approvals and allocation.
<u>Number of Months Blocked</u>	4
Number of Airlines Reporting Issues	8
Local Task Force	TAAG Angolan Airlines, Lufthansa, South Africa Airways and Ethiopian Airlines
IATA Area Manager	Alexandru Stancu [stancua@iata.org]

FOLLOW THIS COUNTRY PROFILE

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- [BSP & CASS PROFILE](#) ▼
- [CURRENCY](#) ▼
- [NEXT ACTION](#) ▼
- [AIRLINES CHARGES](#) ▼
- [REPATRIATION PROCESS](#) ▼
- [ACTION SUMMARY](#) ▼
- [ECONOMIC PROFILE](#) ▼
- [IMPORTANT CONTACTS](#) ▼
- [IATA | ICCS](#) ▼



# Heat Map

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Last Indicators Update Date: 22 Apr 2020

	SPOT 1M CH	SPOT 12M CH	FWD/NDF	CREDIT SPREAD	CR. RATING	GDP	CPI	CA	NPL	FX RES	FX RES (%)
Afghanistan	Blue	Blue	White	White	White	Red	Blue	Blue	Red	White	Blue
Albania	Blue	Blue	White	White	Orange	Red	Orange	Red	White	Orange	Blue
Algeria	Orange	Blue	White	White	White	Red	Blue	Red	White	White	Blue
Angola	Red	Red	White	White	Red	Red	Red	Red	White	White	Orange
Antigua And Barbuda	Blue	Blue	White	White	White	Red	Orange	Red	White	White	Orange
Argentina	Blue	Red	Red	Red	Red	Red	White	White	Orange	Red	Blue
Armenia	Blue	Blue	White	White	White	Red	Orange	Red	Orange	Blue	Orange
Australia	Blue	Blue	Blue	Blue	Blue	Red	Blue	Blue	Blue	Blue	Red
Austria	Blue	Blue	Blue	Blue	Blue	Red	Orange	Blue	Blue	Orange	Red
Azerbaijan	Blue	Blue	White	White	Blue	Red	Orange	Red	White	White	Orange
Bahamas	Blue	Blue	White	White	Blue	Red	Orange	Red	White	White	Orange
Bahrain	Blue	Blue	Blue	Orange	Orange	Red	Orange	Red	White	White	Red
Bangladesh	Blue	Blue	Blue	White	Orange	Orange	Blue	Blue	Red	White	Orange
Barbados	Blue	Blue	White	White	Red	Red	Blue	Red	White	White	Red
Belarus	Blue	Blue	Blue	Red	Red	Red	Blue	Blue	Blue	Blue	Red
Belgium	Blue	Blue	Blue	Blue	Blue	Red	Orange	Blue	Blue	Blue	Red
Belize	Blue	Blue	White	White	Red	Red	Orange	Red	White	White	Red
Benin	Blue	Blue	White	White	White	Blue	Red	Red	White	White	White

# Currency Center and COVID

Currency Center is available to IATA Members only and is free of charge

[www.iata.org/cs](http://www.iata.org/cs)

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# Shared data sources = better decision making across units



Minna Kärhä, Head of Data

**FINNAIR**

# Our daily operations are fueled with data in various functions



- Flight planning- & operations



- Workforce planning and operations



- Maintenance



- Network management



- Marketing activities



- Travel services



- Digital channels for customers



- Customer service at the airports




# Previously teams had easily access to their own data only, and knowledge about data assets was scattered







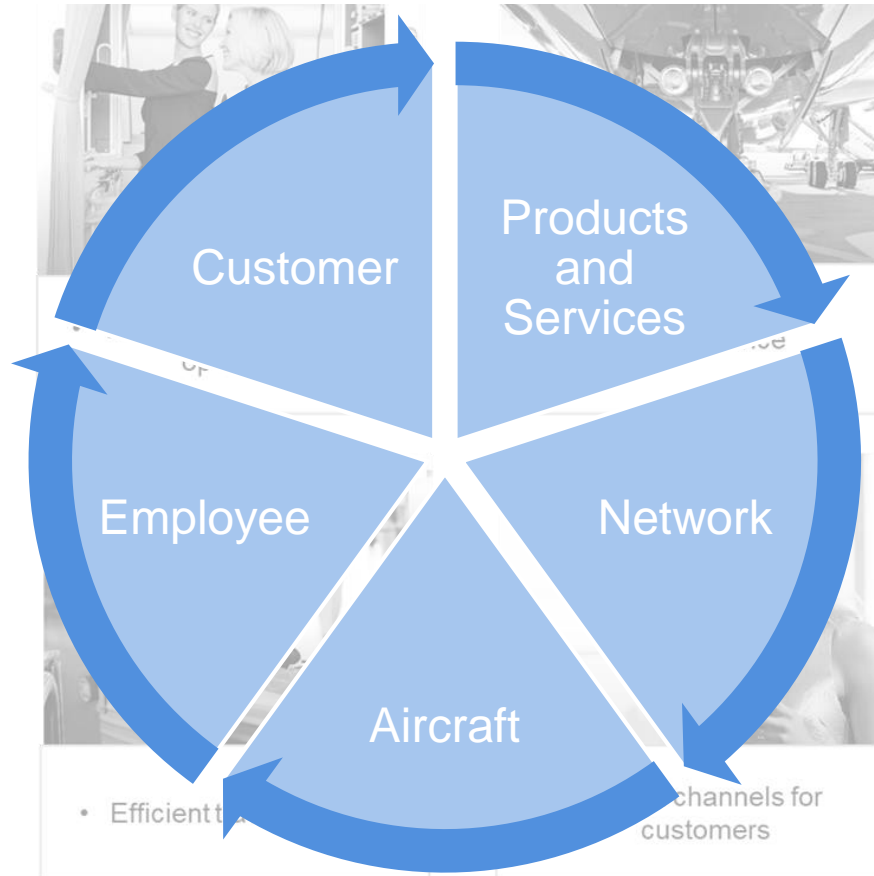
# Same Data Assets are critical across processes and organizational units




- Flight planning- & operations



- Marketing activities



- Network management



- Customer service at the airports



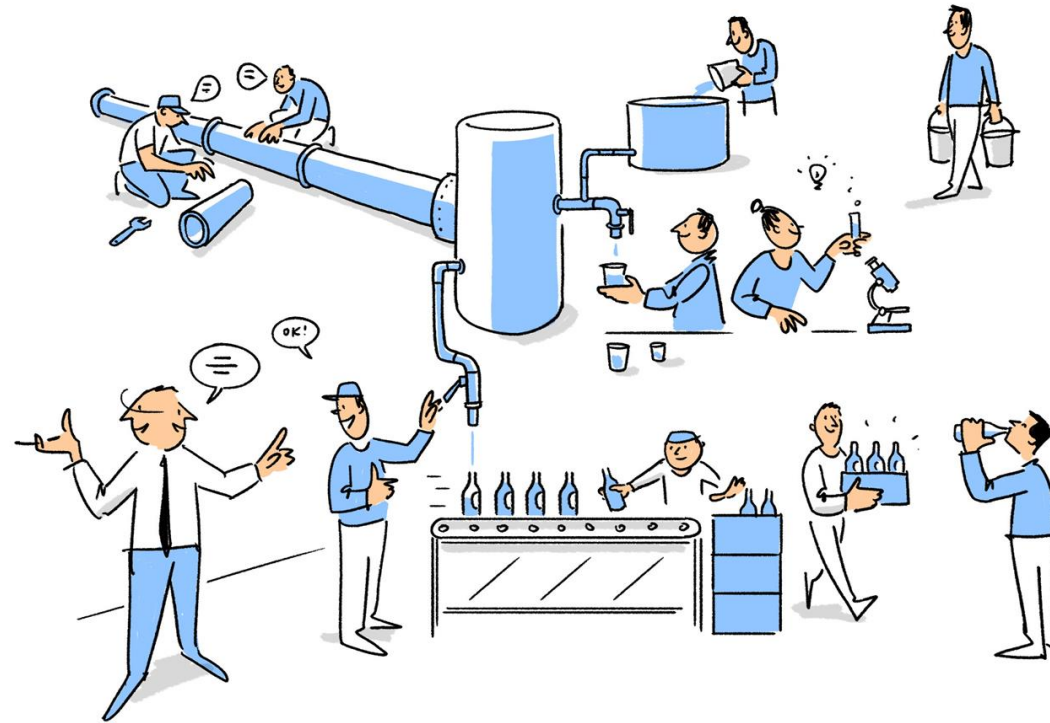
# First step for us was "Customer Intelligence Platform" and Customer Data Asset Advisory Board





# Accelerating business value creation with Data Analytics

One shared, secure and scalable platform with modern technology in cloud to work with Data Analytics.





# Making our Data Assets visible and managing the inventory

Data Catalog provides us a collaboration platform, through which all Data Workers can **share- and find information about data.**





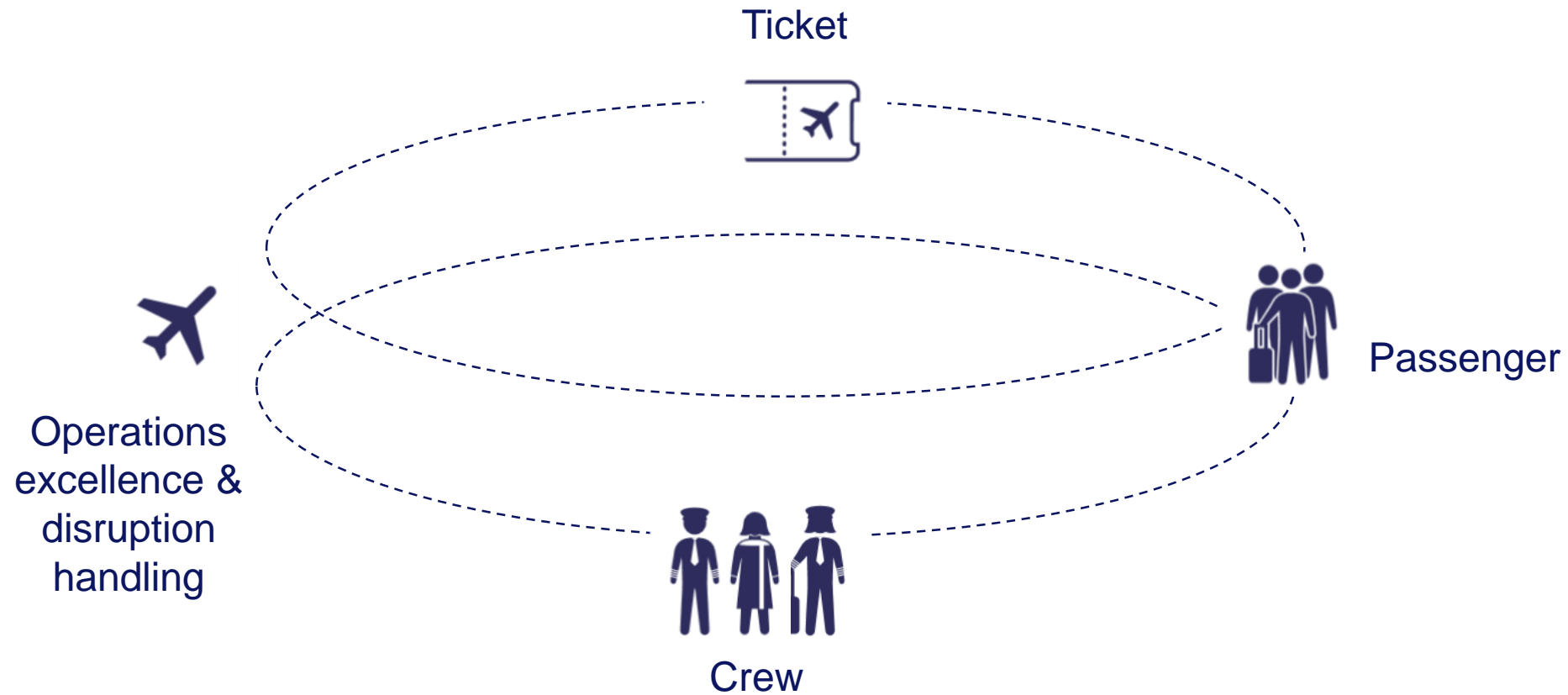
# Creating Business Value:

With joinable data one can travel further and understand more



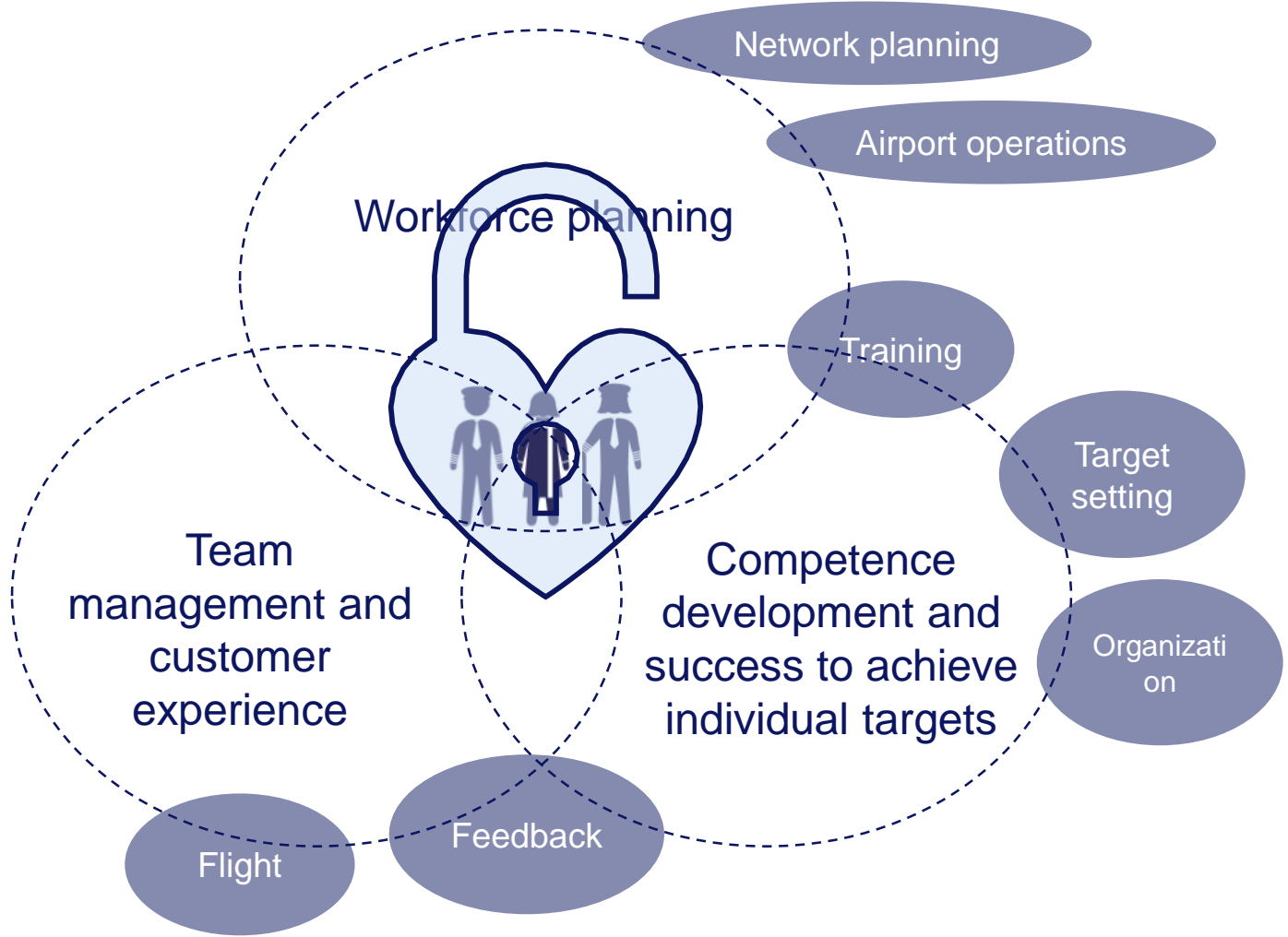
splash

# Operations excellence x customer experience





# Using employee data, in combination with other data, securely and with compliance





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# The (Airline) Data Leaders Do's and Don'ts During a Crisis

Ido Biger

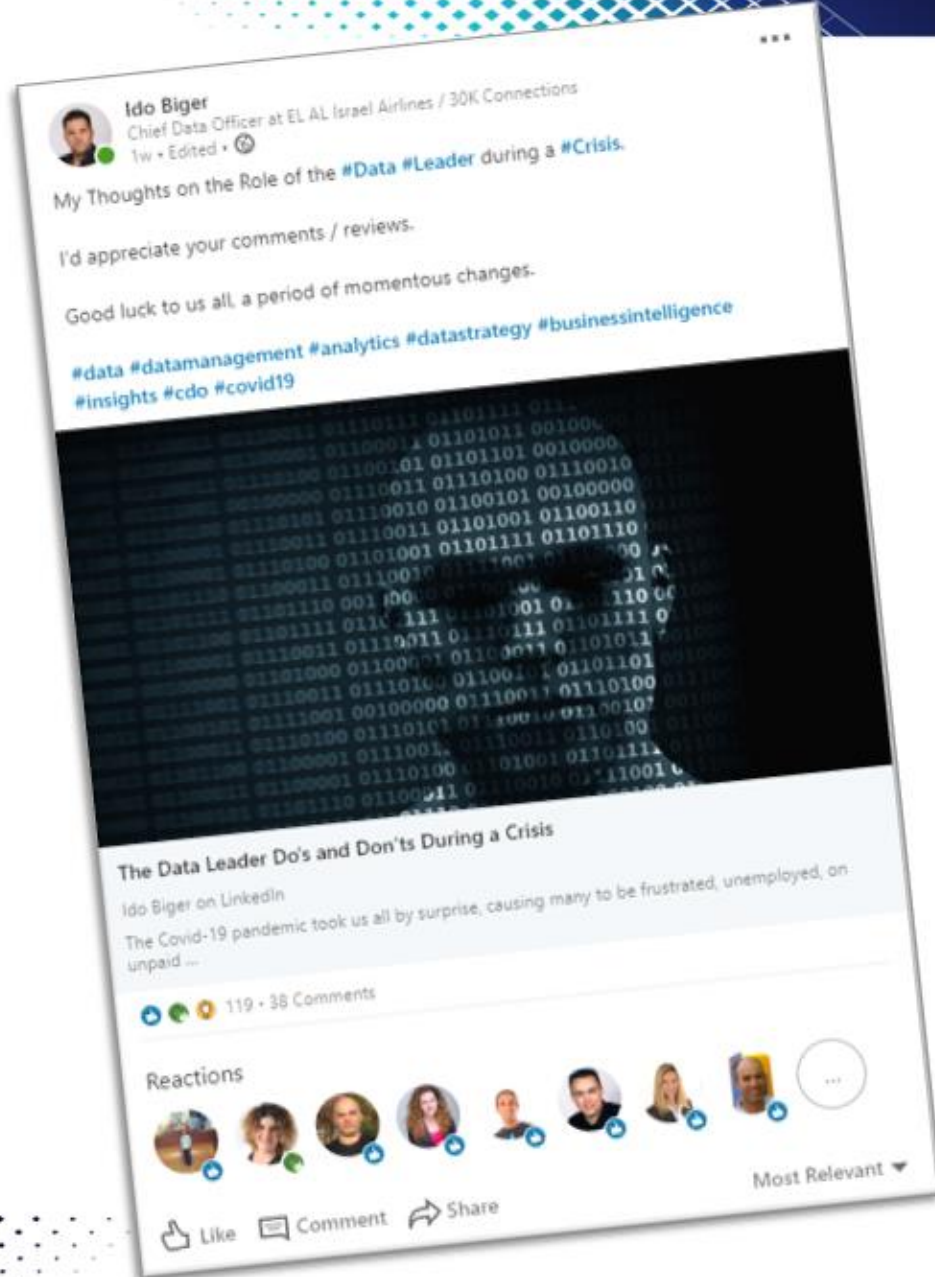
Chief Data Officer

idobi@elal.co.il

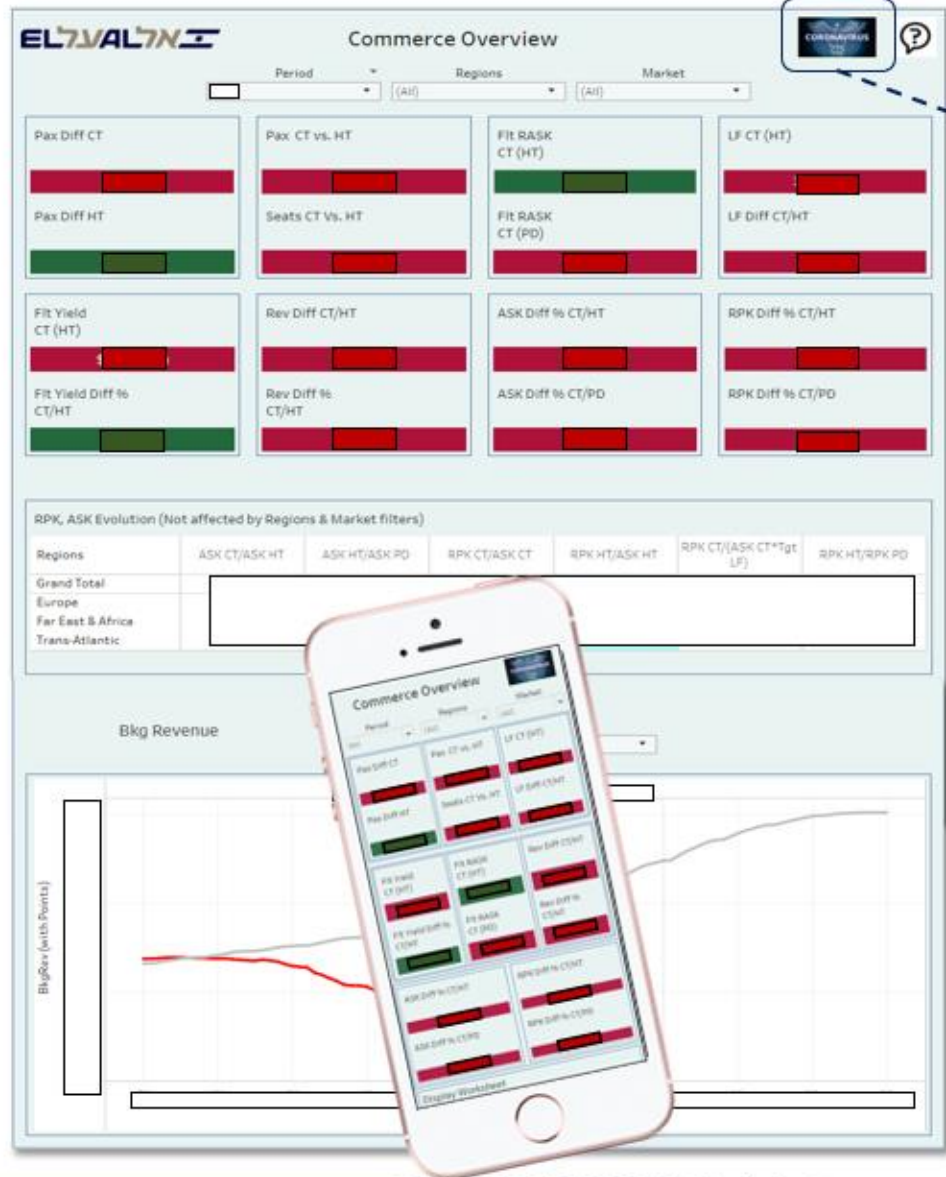
<https://www.linkedin.com/in/idobiger/>



# The Speaker



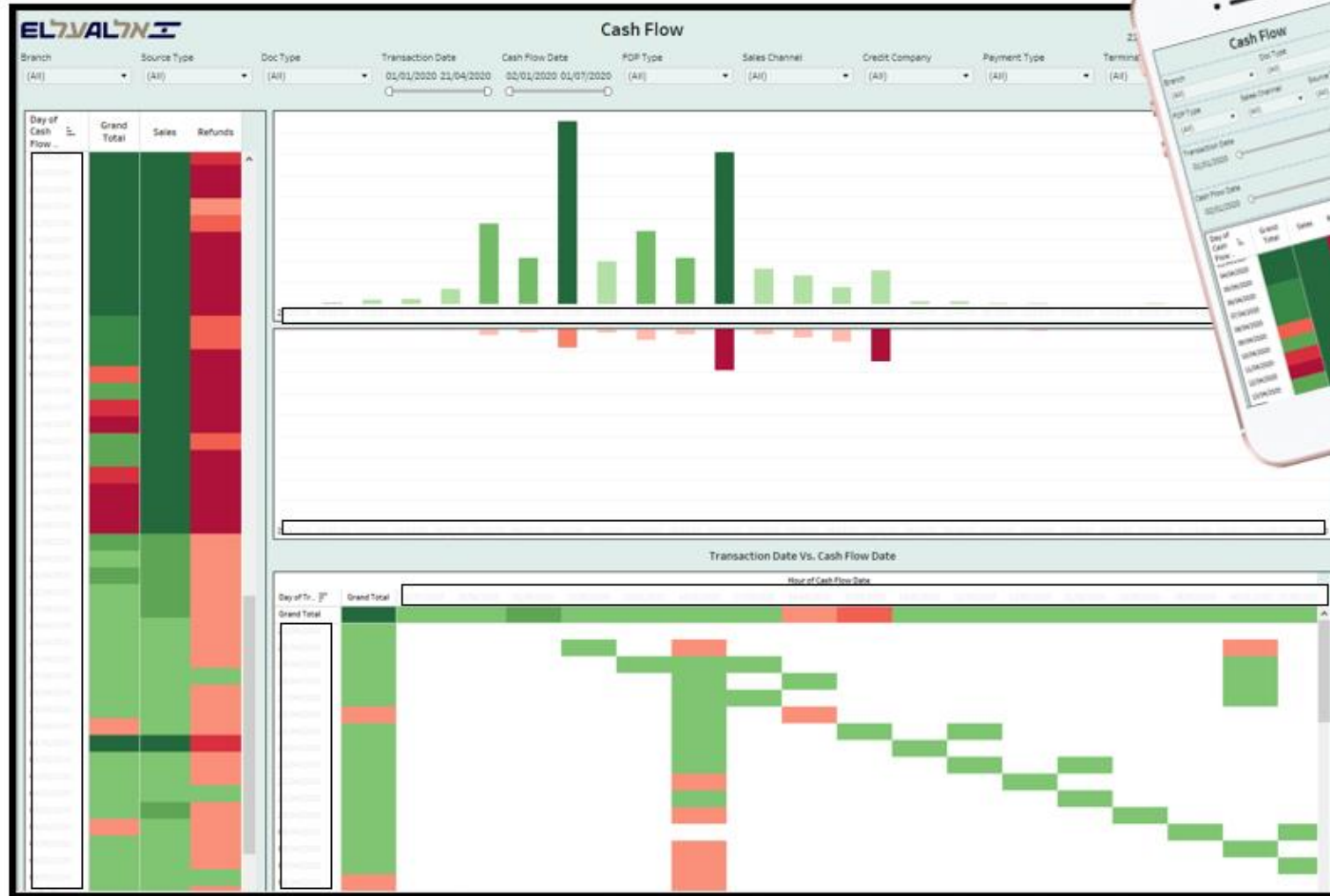
# Covid-19





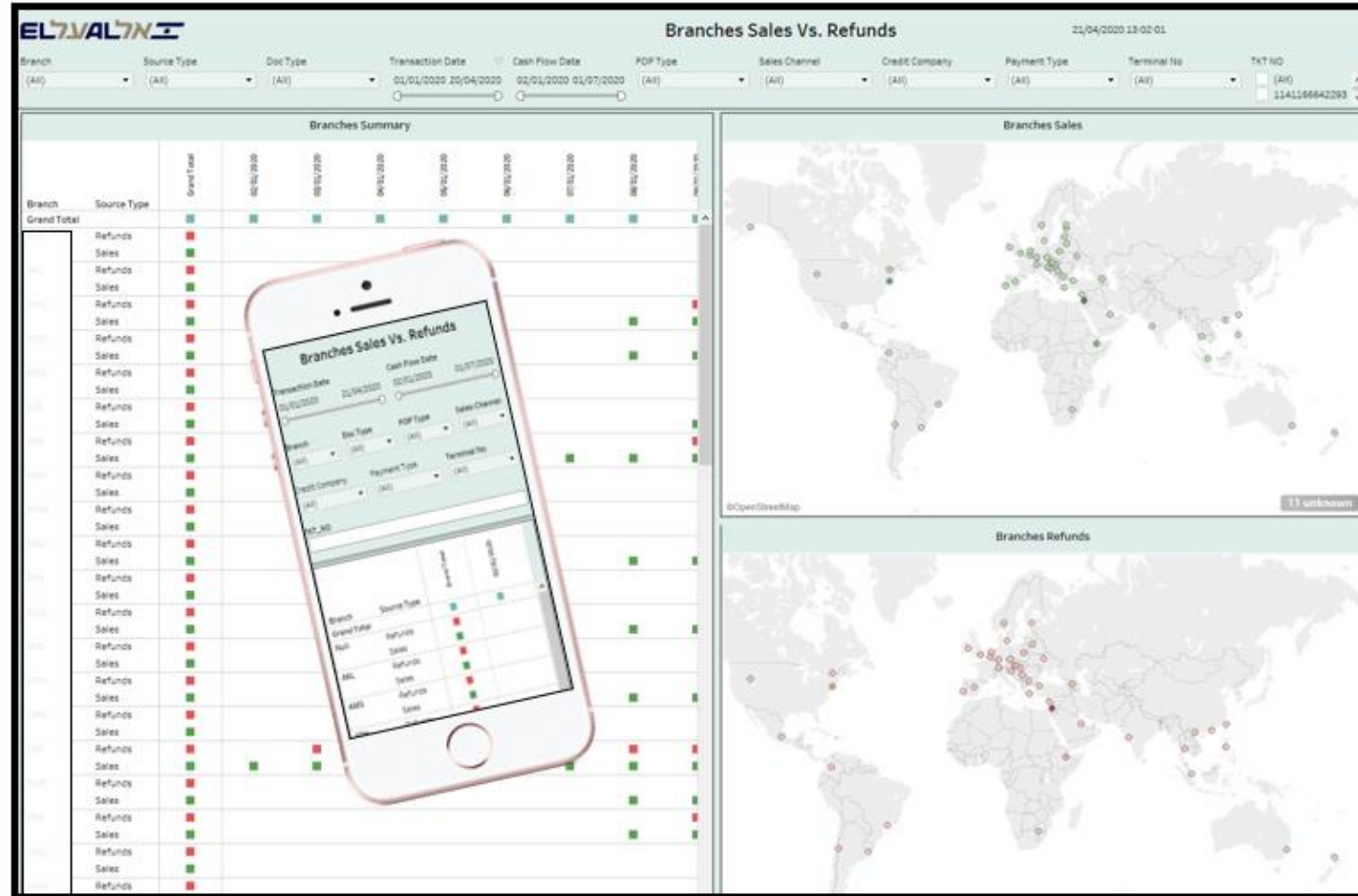
# Understand the business

Focus on the financial side / accounting terms



# Understand the business

## Sales \ Refunds



# Understand the business

## Cancellation Ratio





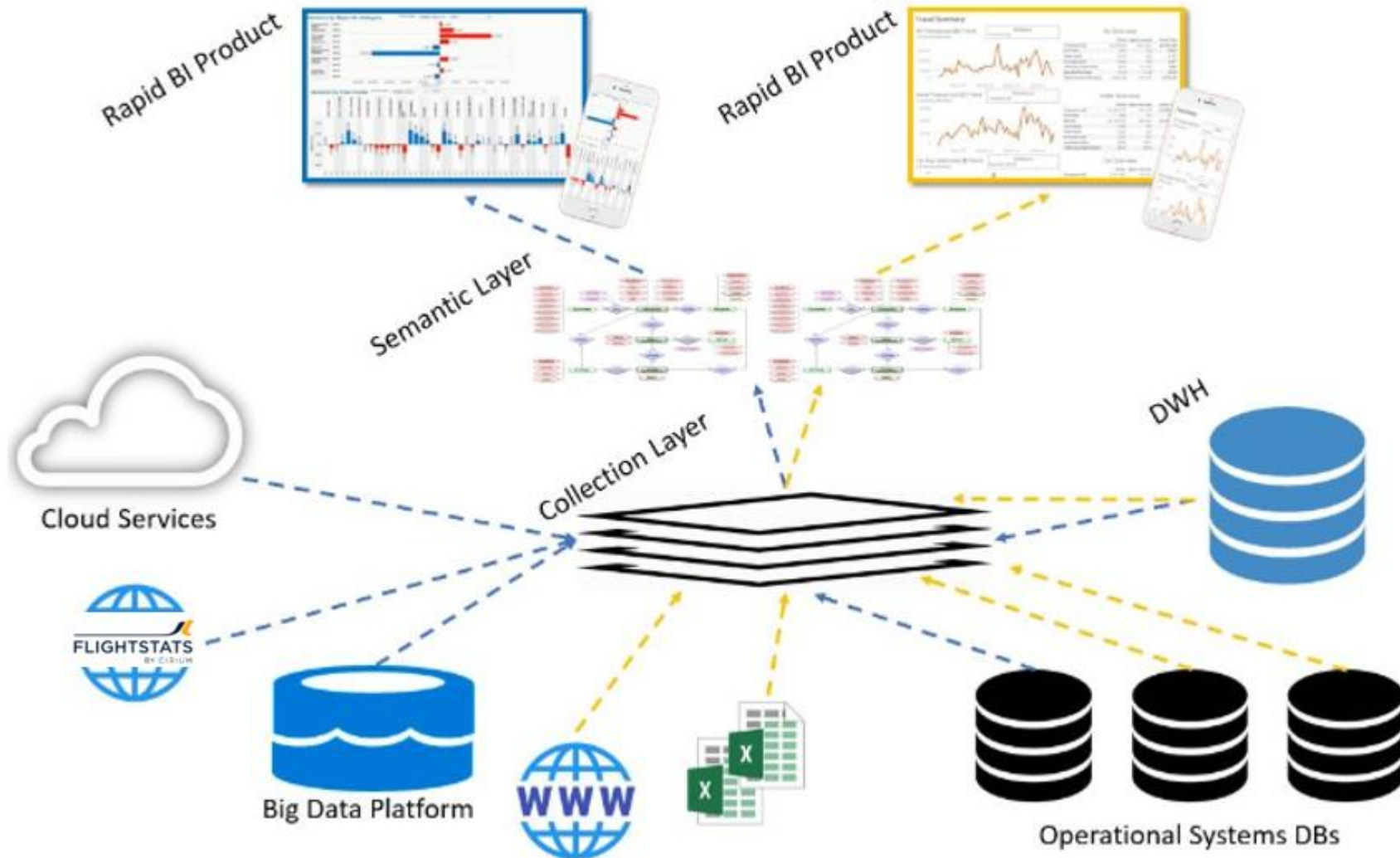
# Delivery Line

**Be part of your delivery line – don't lose your hands on capabilities!**



# Rapid BI

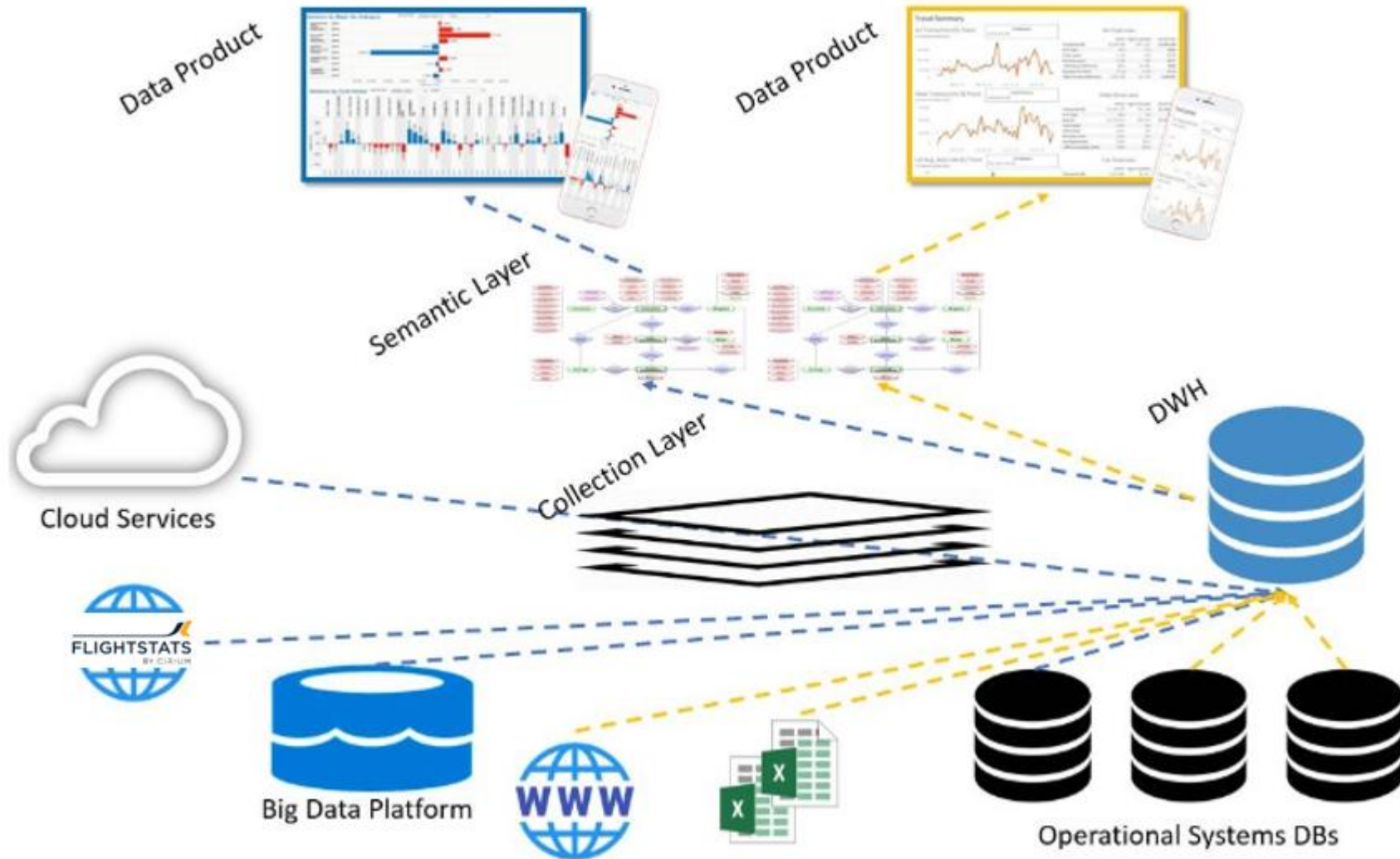
Rapid Data Development – always, but especially now.





# Rapid BI

Rapid Data Development – always, but especially now.



# Real Time Data Models

**Sales / Refunds – SBR Online**

**On Time Performance**

**External Sources**

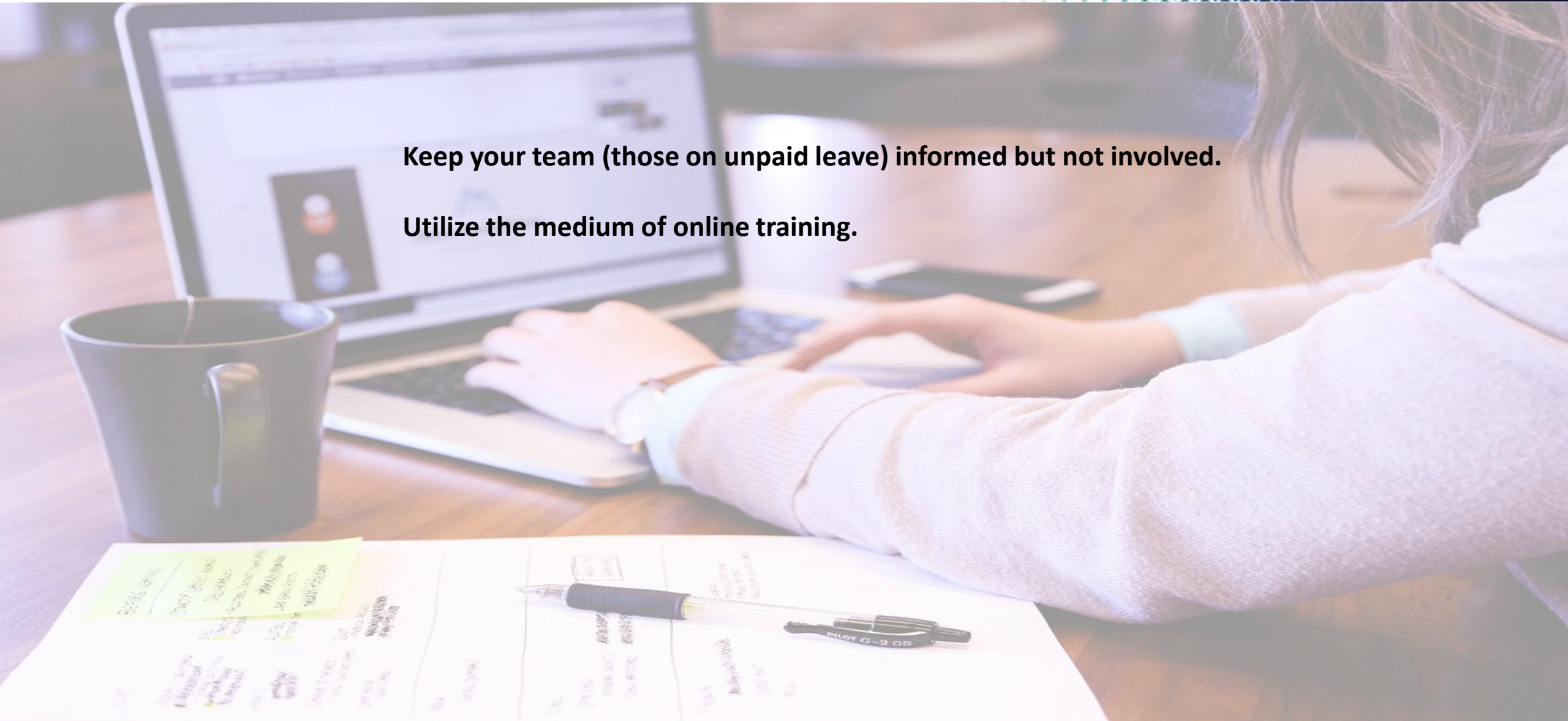




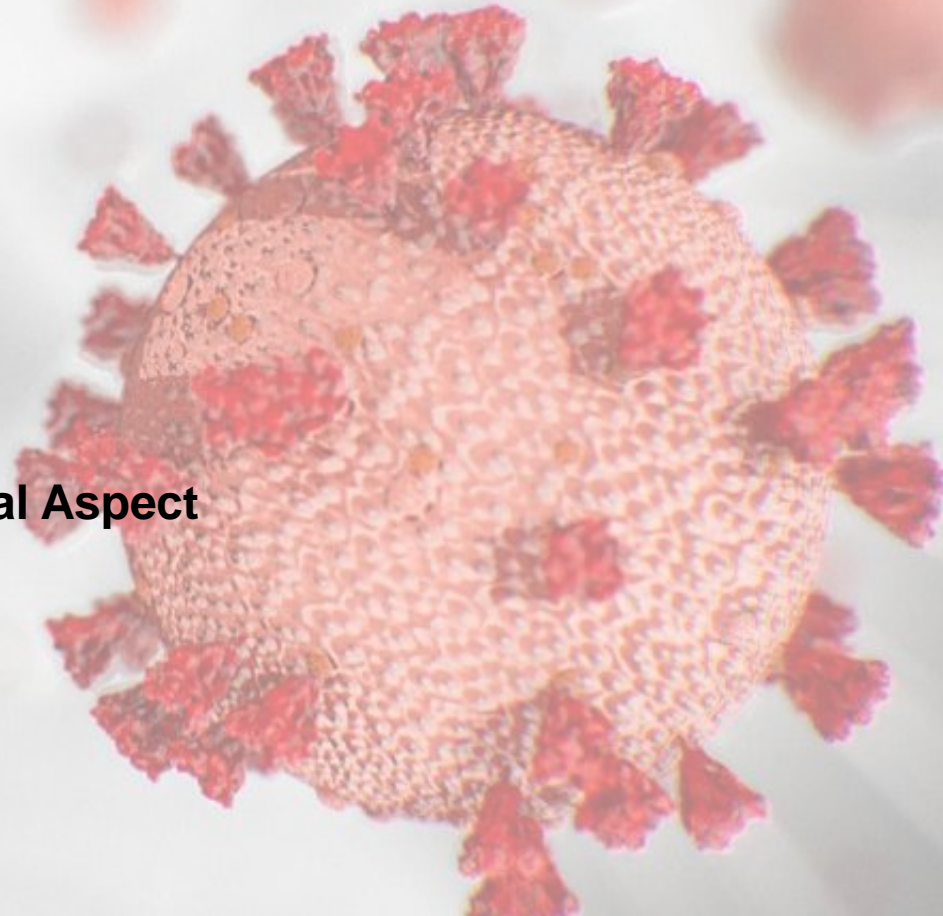
# Unpaid Leave

**Keep your team (those on unpaid leave) informed but not involved.**

**Utilize the medium of online training.**



- **Financial Focus**
- **Delivery Line**
- **Rapid BI**
- **Real Time Data Models**
- **Unpaid Leave – Managerial Aspect**





Thank you

**Ido Biger**

Chief Data Officer

idobi@elal.co.il

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**Sourav Sinha**  
CIO, IndiGo Airlines

# MANAGE OPERATIONAL COSTS DURING CRISIS WITH DATA & ANALYTICS

Sourav Sinha

CIO, IndiGo Airlines

27<sup>th</sup> April 2020



# Indian Aviation post Restart

In terms of passengers, India ranks 3<sup>rd</sup> at 6% of the global domestic market

Domestic passengers carried in the FY19-20 is estimated at 140 million.  
Expected to reduce to about 80 million in the current FY20-21.

India will require about 300-325 aircrafts from Q4 compared to current fleet size of about 650 aircrafts.

Currently, no confirmation on the date of restart of scheduled airline operations or destinations and departure frequency

***Too many Unknowns, Tremendous Uncertainty***





# Re-design KPI's and Analytics

Business As Unusual. New parameters. New baselines and benchmarks.

More “close to real time” data

Alert mechanism on performance metrics against new baselines

Passenger Survey – to also include health parameters

Shorter term planning

Forecasting models and techniques will require re-design



# New Operational Considerations

## New Promise

- Health Safe Travel

## Aircraft Utilization

- Use the right fleet type – right size, low CASK
- More weightage to *aircraft age* as parameter for aircraft rotation logic
- Minimize aircraft *scheduled maintenance costs* thru' optimum utilization

## Flight Operation

- Optimum manpower – crew, engineers & ground staff
- Optimize fuel burn – better flying practice, optimum flight plan
- Meal service may be suspended – reduce weight on a/c with no carts, no in-flight magazines



# New Operational Considerations

## Airport

- Encourage use of mobile boarding passes
- Save BP stationary costs
- Save on DCS transaction costs (in some cases) by encouraging remote CKI

## Passenger Compensation

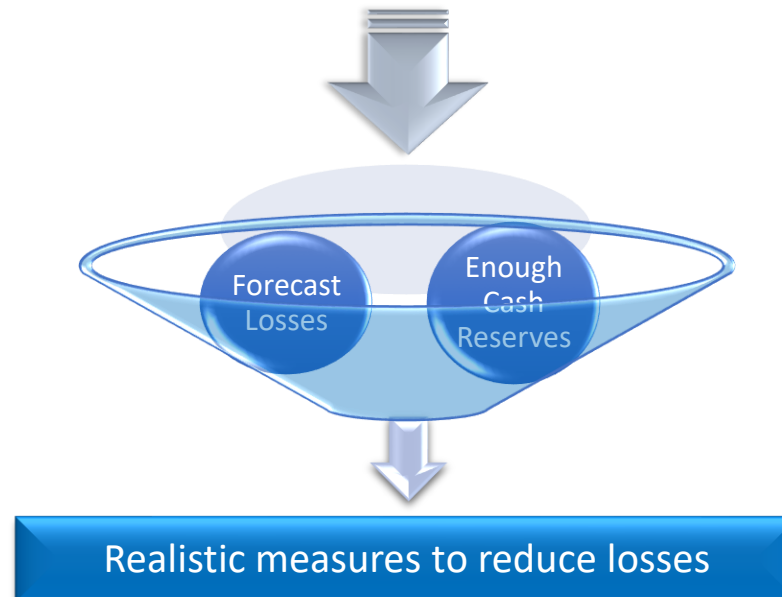
- Avoid flight delays / cancellations leading to passenger compensation
- Avoid lost / damaged bags

***More Agility and Dynamism in Managing Operation***



# KPI's and Analytics – New data insights

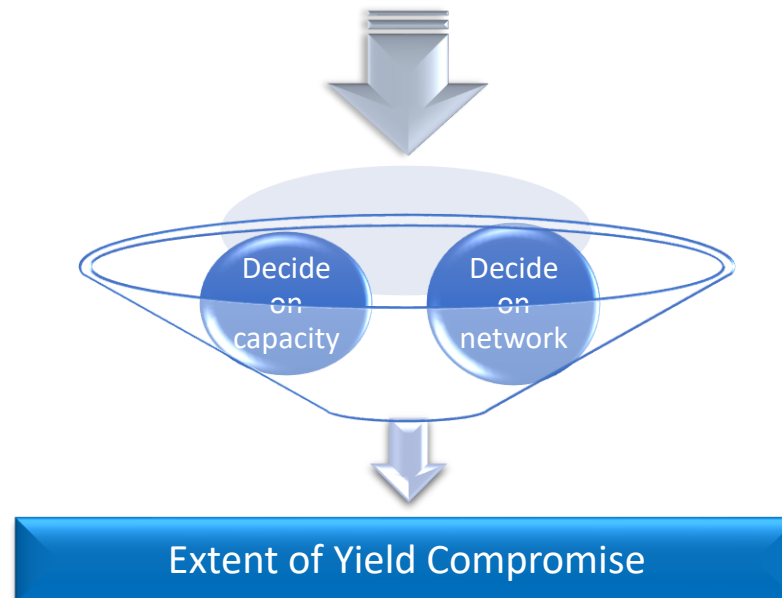
- Demand Forecasting
  - Historical data is of little or no use
  - New data elements
    - Spread of COVID-19
    - Government restrictions being imposed
    - Customer sentiment on future air travel drivers. Customer Confidence Index data.
  - Close to real time data on bookings, cancellations by market





# Demand Stimulation and Future Readiness

- Revenue Management Controls
  - Market Demand Data to be captured more frequently
  - Impact of opening of a particular location / market. Can help in forecasts.
  - Introduce customer segment specific stimulus packages and measure its impact
  - Decide on capacity. Available space can be used for Cargo.
  - Make necessary adjustments to revenue management controls





# The New Normal

New decision making KPI's to evolve. Will involve more close to real time data capture. More granular analysis.

Analysis of certain granular data will elevate from Operational to Executive Level.

Forecast models will incorporate new data elements - CCI, Retail Spends, Credit Card Usage, COVID-19 data ....





***Thank You***

IATA

AVIATION

DATA & DIGITAL

WEBINAR SERIES

## EPISODE 1 (ANALYZE & DECIDE)



● LIVE PRESENTATION IN PROGRESS

**Keynote:** How data & analytics can reduce operational costs, and help companies in aviation and the wider travel during crisis.


**Sourav Sinha**  
CIO, IndiGo Airlines

# ▶ DATA & ANALYTICS TO OPTIMIZE CRITICAL DECISIONS DURING CRISIS



**Webinar Synopsis:** Periods of crisis are all about making the best decisions and minimizing damage. In this webinar we discuss, quick wins to support decisions, e.g. cash flow management, treasury, cost savings and best practices leveraging data & analytics tools and technologies.

**Moderator:** Houman Goudarzi, Head of BI & Industry Engagement, IATA

 **Monday 27 April 2020**  
15:30 – 17:30 CEST

**15:30 – 15:40**

**Opening keynote**

**Aleksander Popovich**  
SVP, Financial, Distribution and Data Services, IATA

**15:40 – 15:50**

**Keynote:** Times of crisis put pressure on cash flow and treasury, and require data driven insights. Special announcement about IATA Treasury Dashboard.

**Jean Charles Odele**  
Director, Industry Payment Services, IATA

**15:50 – 16:10**

**Keynote:** Shared data sources creating the basis for better decisions across different units.

**Minna Kärhä**  
Head of Data, Finnair

**16:10 – 16:30**

**Keynote:** Do's and don'ts for Data Leaders during Crisis

**Ido Biger**  
CDO, EL AL Israel Airlines

**16:30 – 16:50**

**Keynote:** Manage operational costs during crisis with Data & analytics

**Sourav Sinha**  
CIO, IndiGo Airlines

**16:50 – 17:30**

**Panel:** Do's and don'ts for analytics and dashboards during crisis. And best practices for leveraging data & analytics tools and technologies to develop these.

**Sourav Sinha**  
CIO, IndiGo Airlines

**Minna Kärhä**  
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**Nevin Murad**  
Associate Analysis Officer, ICAO

**Hélène Millet**  
Head of Consulting & Airline products, Conzanz

**Susan Doniz**  
Former Group CIO, Qantas



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● **LIVE** PANEL IN PROGRESS

**Panel:** Do's and don'ts for analytics and dashboards during crisis. And best practices for leveraging data & analytics tools and technologies to develop these.



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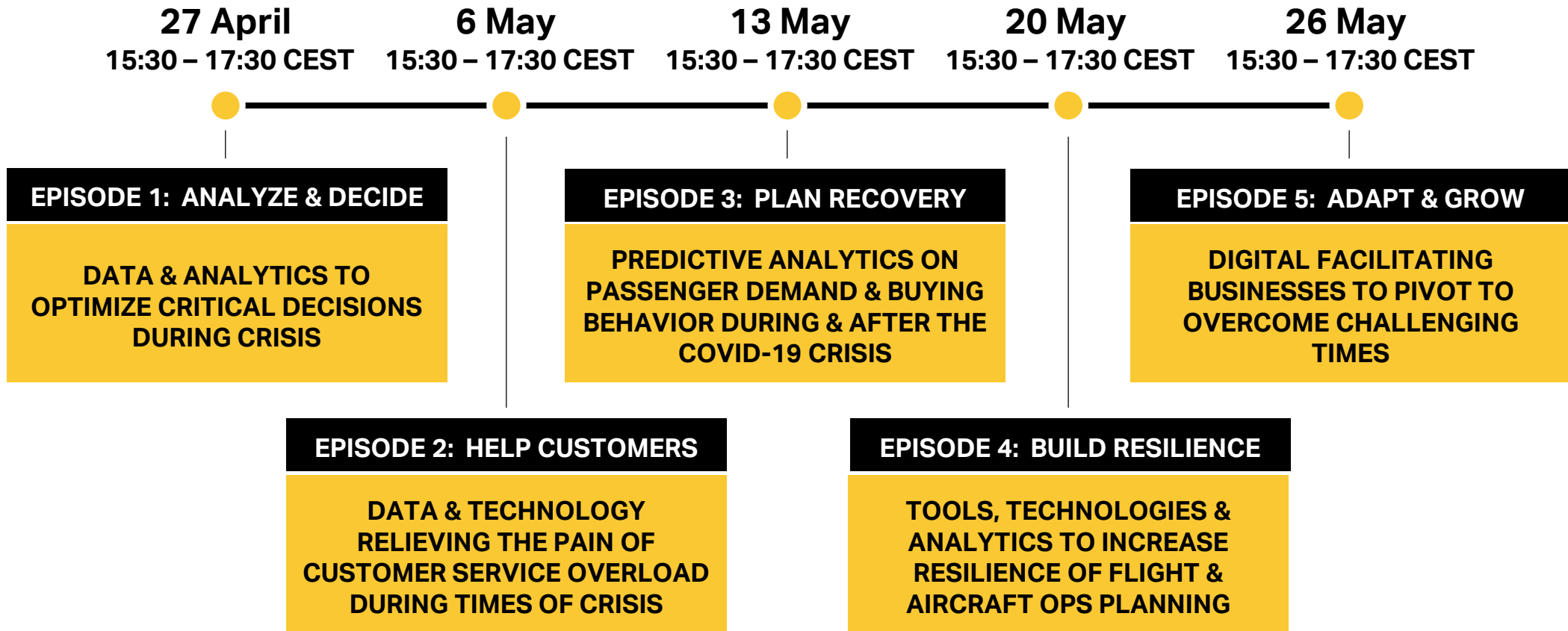


**Sourav Sinha**  
CIO, IndiGo Airlines



**Houman Goudarzi**  
Head of BI & Industry  
Engagement, IATA  
**(Moderator)**

# Aviation Data & Digital Webinar Series



For more information & Registration go to:

[iata.org/addws](https://iata.org/addws)





**Thank you, and see you soon!**