IATA AVIATION DATA & DIGITAL WEBINAR SERIES

DATA & DIGITAL CAPABILITIES DURING CRISIS

EPISODE 3 (PLAN RECOVERY)

LIVE WEBINAR WILL START SHORTLY ...

Wednesday 13 May 2020
15:30 – 17:30 CEST

#StayStrong #WeAreAviation #StrongerTogether

IATA

IATA AVIATION DATA & DIGITAL WEBINAR SERIES

EPISODE 3 (PLAN RECOVERY)

● **LIVE** PRESENTATION IN PROGRESS

Houman Goudarzi
Head of BI & Industry Engagement, IATA

Aviation Data & Digital Webinar Series

27 April
15:30 – 17:30 CEST

EPISODE 1: ANALYZE & DECIDE

DATA & ANALYTICS TO OPTIMIZE CRITICAL DECISIONS DURING CRISIS

6 May
15:30 – 17:30 CEST

EPISODE 2: HELP CUSTOMERS

DATA & TECHNOLOGY RELIEVING THE PAIN OF CUSTOMER SERVICE OVERLOAD DURING TIMES OF CRISIS

13 May
15:30 – 17:30 CEST

EPISODE 3: PLAN RECOVERY

PREDICTIVE ANALYTICS ON PASSENGER DEMAND & BUYING BEHAVIOR DURING & AFTER THE COVID-19 CRISIS

20 May
15:30 – 17:30 CEST

EPISODE 4: BUILD RESILIENCE

TOOLS, TECHNOLOGIES & ANALYTICS TO INCREASE RESILIENCE OF FLIGHT & AIRCRAFT OPS PLANNING

26 May
15:30 – 17:30 CEST

EPISODE 5: ADAPT & GROW

DIGITAL FACILITATING BUSINESSES TO PIVOT TO OVERCOME CHALLENGING TIMES

IATA
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WEBINAR SERIES

For more information & Registration go to:
iata.org/addws

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AVIATION DATA & DIGITAL WEBINAR SERIES EPISODE 3 SPEAKERS

Alberto Rey Villaverde
Chief Data Officer, JUST EAT

Brian Pearce
Chief Economist, IATA

Charles De Gheldere
Director Aviation Data, IATA

Frederik van Essen
Commercial Director, Digital Ops, KLM

Houman Goudarzi
Head of BI & Industry Engagement, IATA

Nils Gelbjerg-hansen
CEO, Infare

Nina Wittkamp
Associate Partner, McKinsey & Company

Olivier Jager
Co-founder & CEO, ForwardKeys

Phil Callow
CEO, OAG

Sébastien Texier
CEO, winglet.io

Sebastien Touraine
Head Dynamic Offer, IATA

Yanik Hoyles
Director Distribution, IATA

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Keynote: Welcome and Opening

Charles De Gheldere
Director Aviation Data, IATA

ANALYTICS ON DEMAND & BUYING BEHAVIOR DURING & AFTER THE COVID-19 CRISIS

Webinar Synopsis: **It is difficult to know when the recovery will start for airlines and the wider aviation and travel industries. Data and analytics can provide insights associated with the various scenarios, demand and buying behavior. This webinar will focus on data & technology in the context of the COVID-19 crisis.**

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

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Keynote: COVID-19's impact on passenger demand, scenario analysis, and the expected recovery.

Brian Pearce
Chief Economist, IATA

COVID-19

Outlook for air travel in the next 5 years

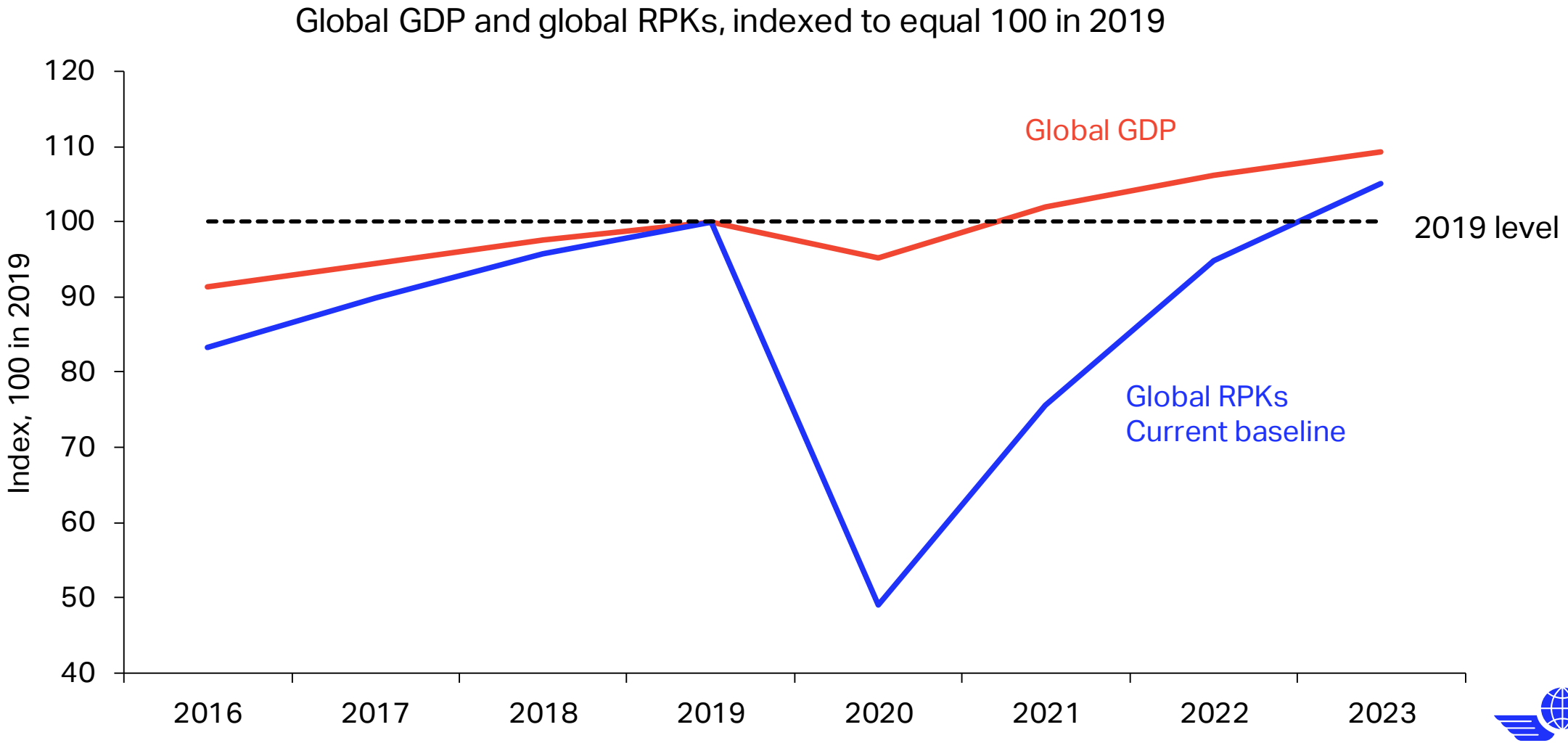
Brian Pearce

Chief Economist

13th May 2020

Air travel may recover more slowly than most of economy

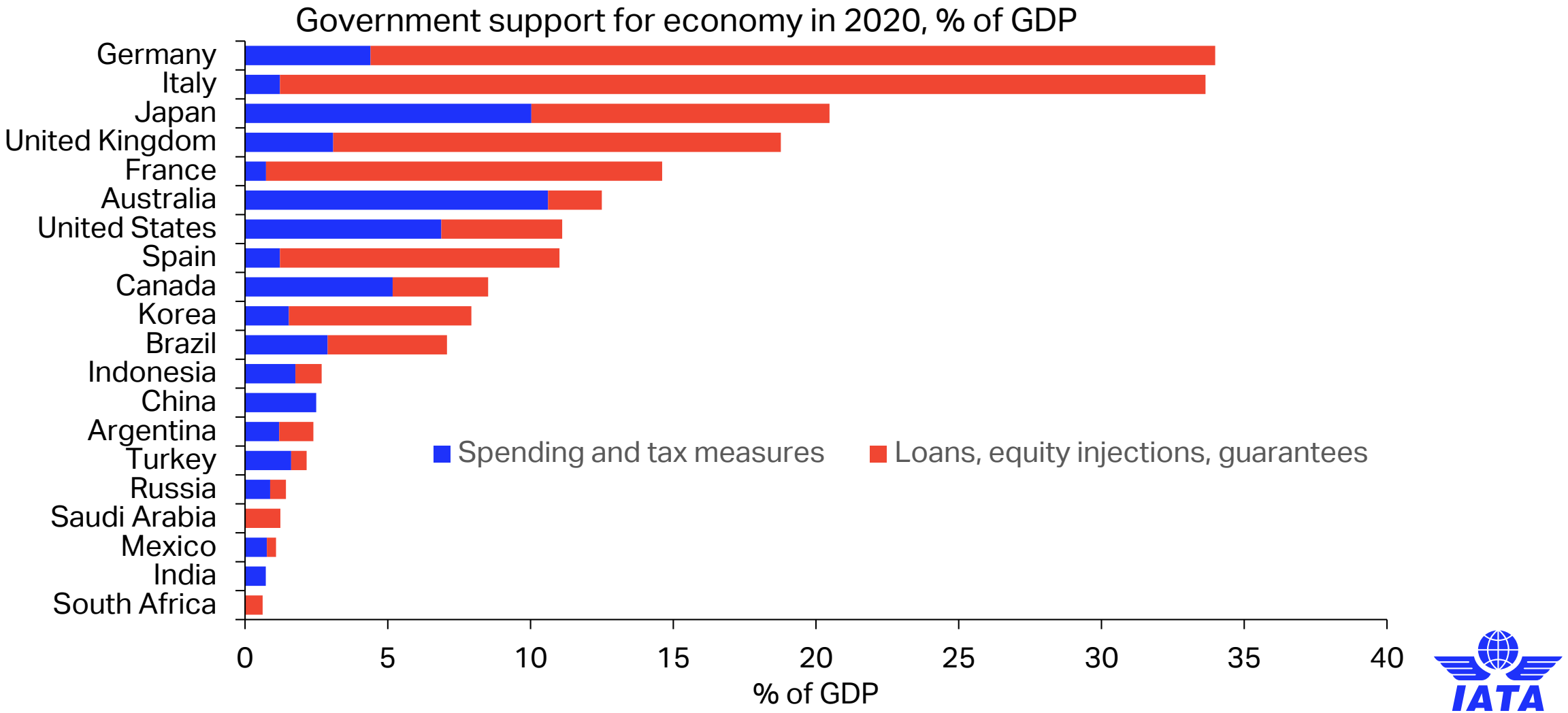
Global RPKs recover 2019 levels in 2023, 2 years behind GDP recovery



Source: IATA/Tourism Economics, Air Passenger Forecasts, April 2020

Governments have provided unprecedented support

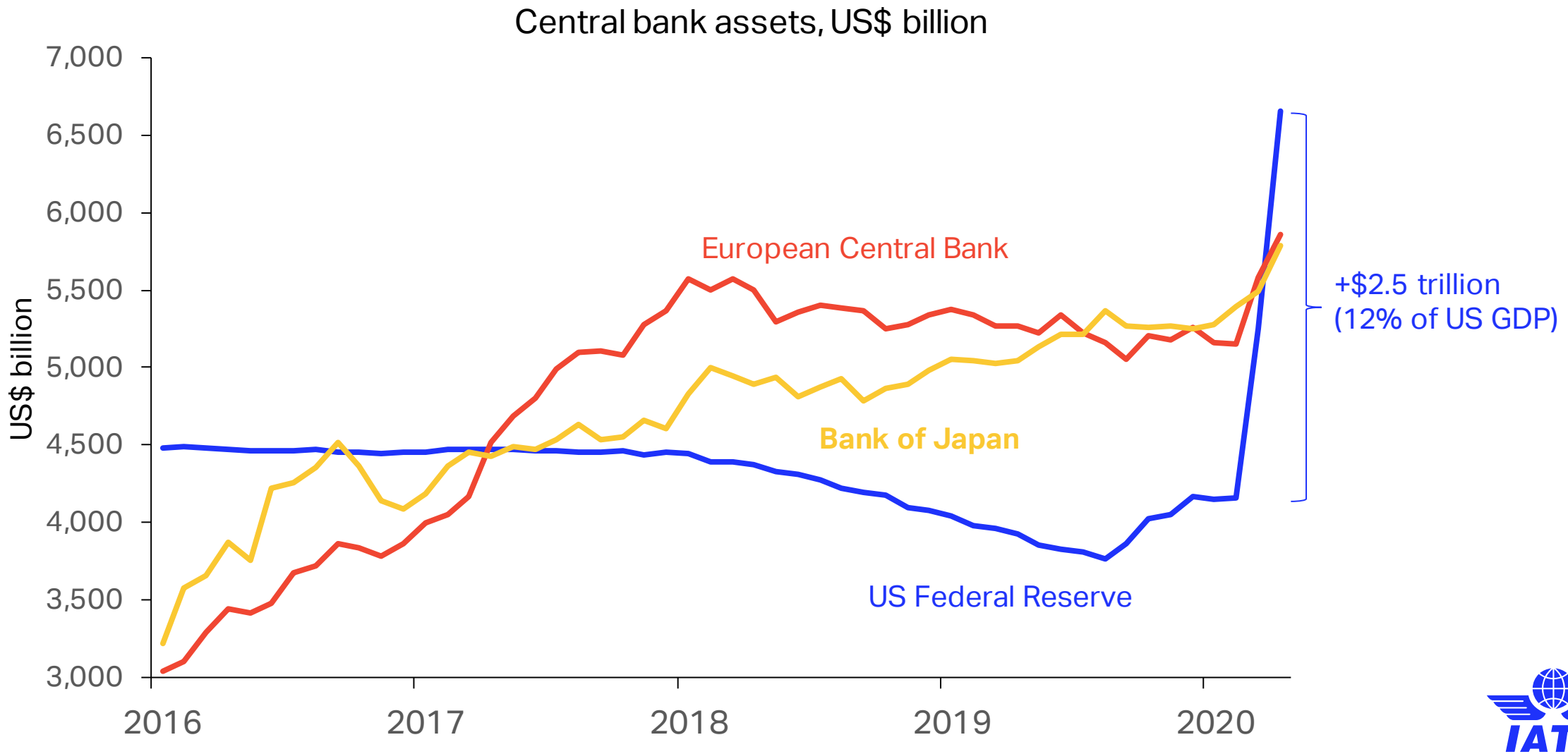
Wage subsidies, grants and loans should allow strong GDP rebound



Source: IATA Economics using data from the IMF's World Economic Outlook, April 2020

Central banks have also injected cash into economies

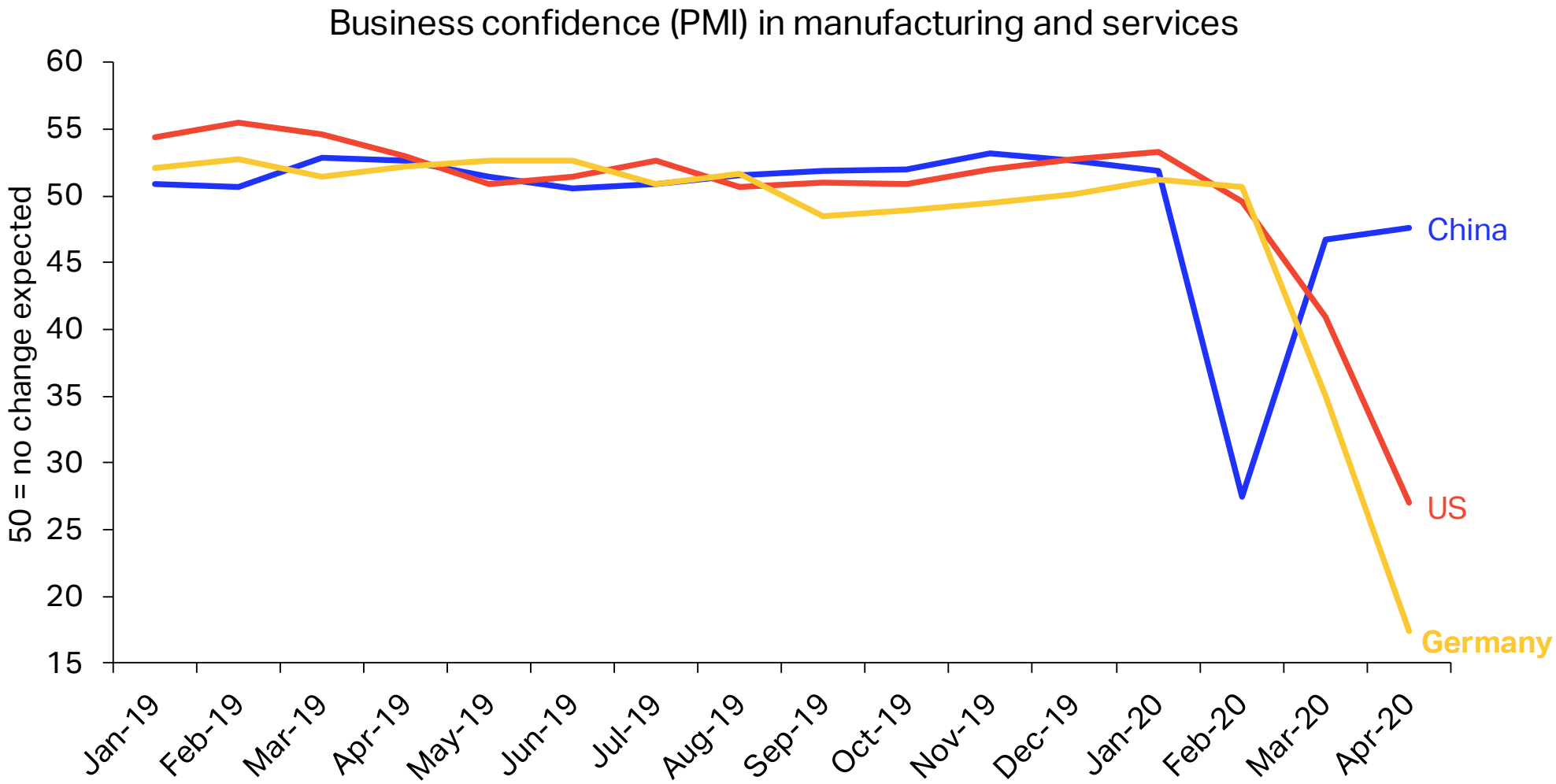
The US Federal Reserve has added cash equivalent to 12% of US GDP



Source: IATA Economics using data from Refinitiv Datastream

Business confidence has rebounded in China

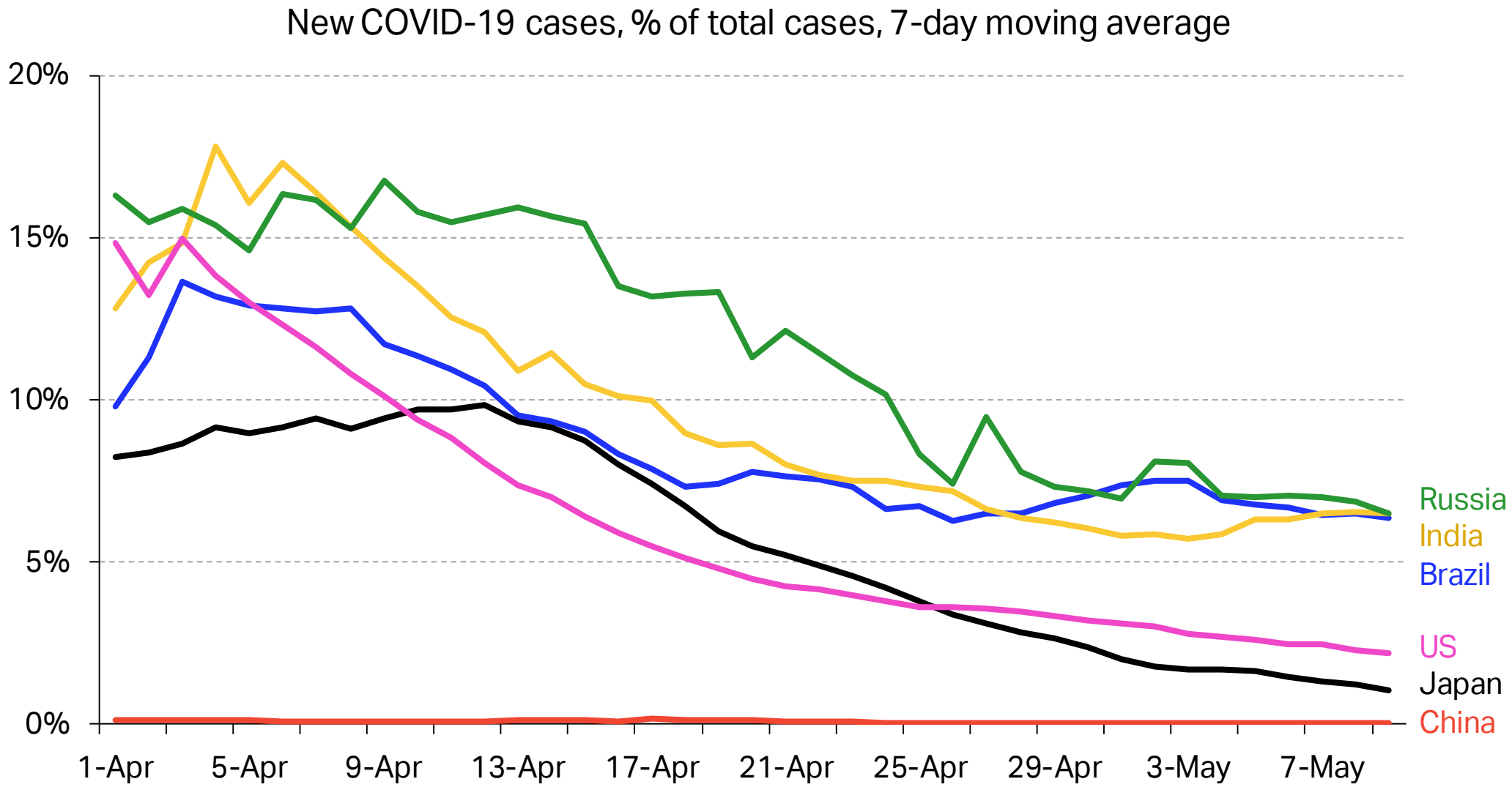
As lock-down relaxed in China 'V-shaped' rise of business confidence



Source: IATA Economics using data from Markit

Solving health challenge critical for international travel

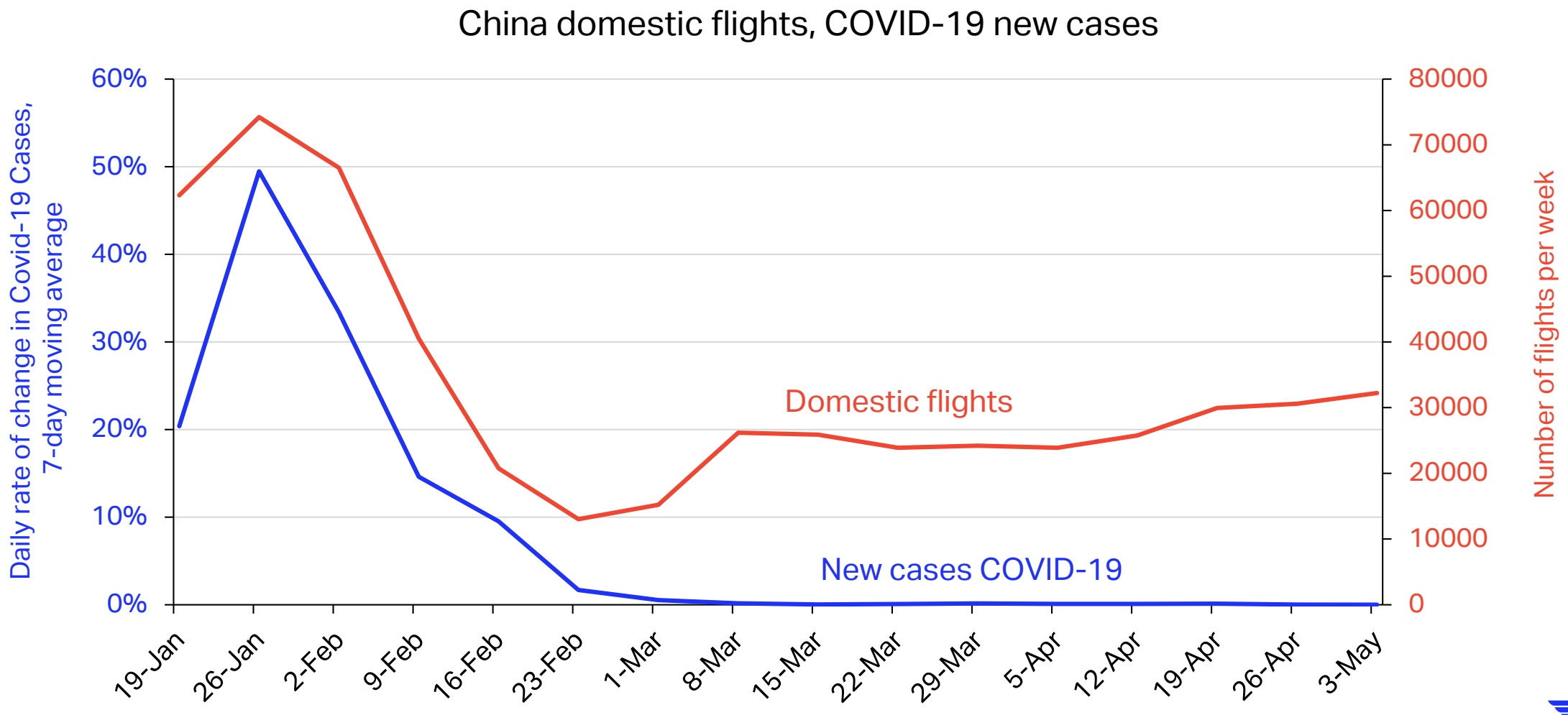
Until vaccine, opening borders to travel requires fall in COVID-19 risk



Source: IATA Economics using data from the World Health Organization (WHO)

China domestic air travel lagging business confidence

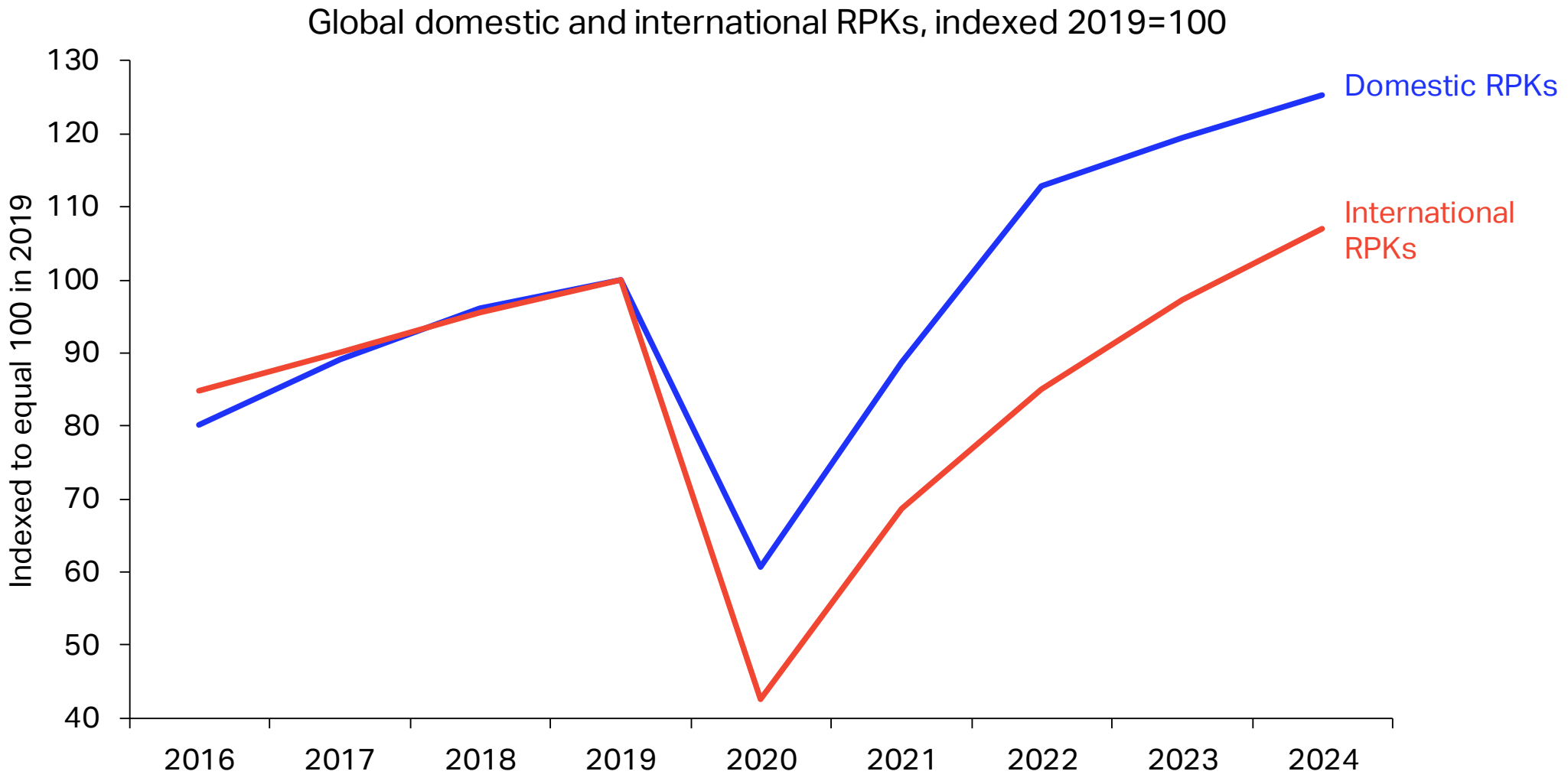
Rise in flights with return to work & VFR, but discretionary travel weak



Source: IATA Economics analysis based on WHO data, and data provided under license by FlightRadar 24. All rights reserved.

International RPKs will lag domestic air travel markets

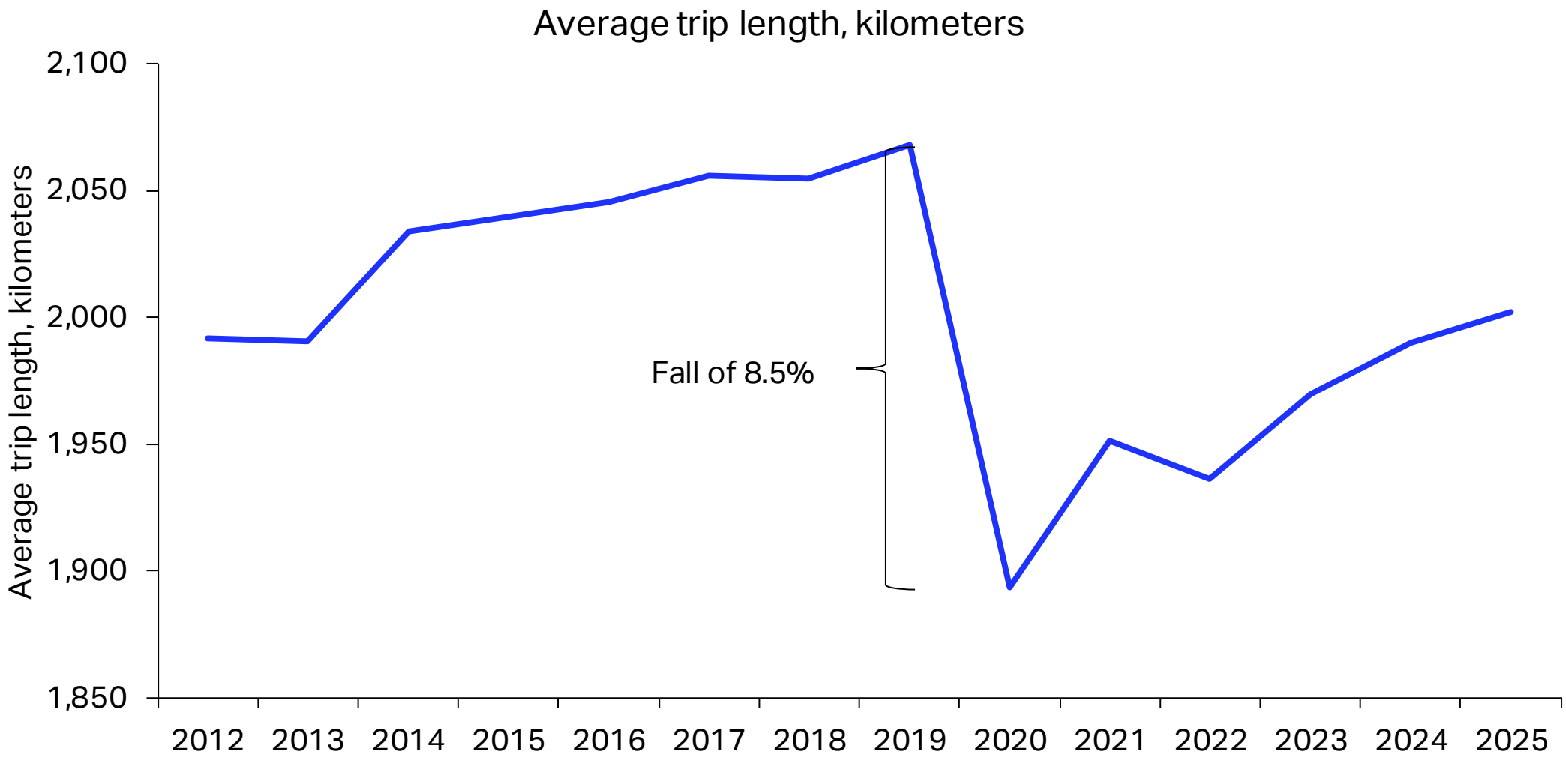
International air travel may not recover 2019 levels until 2023-24



Source: IATA/Tourism Economics, Air Passenger Forecasts, April 2020

Average trip length will fall sharply

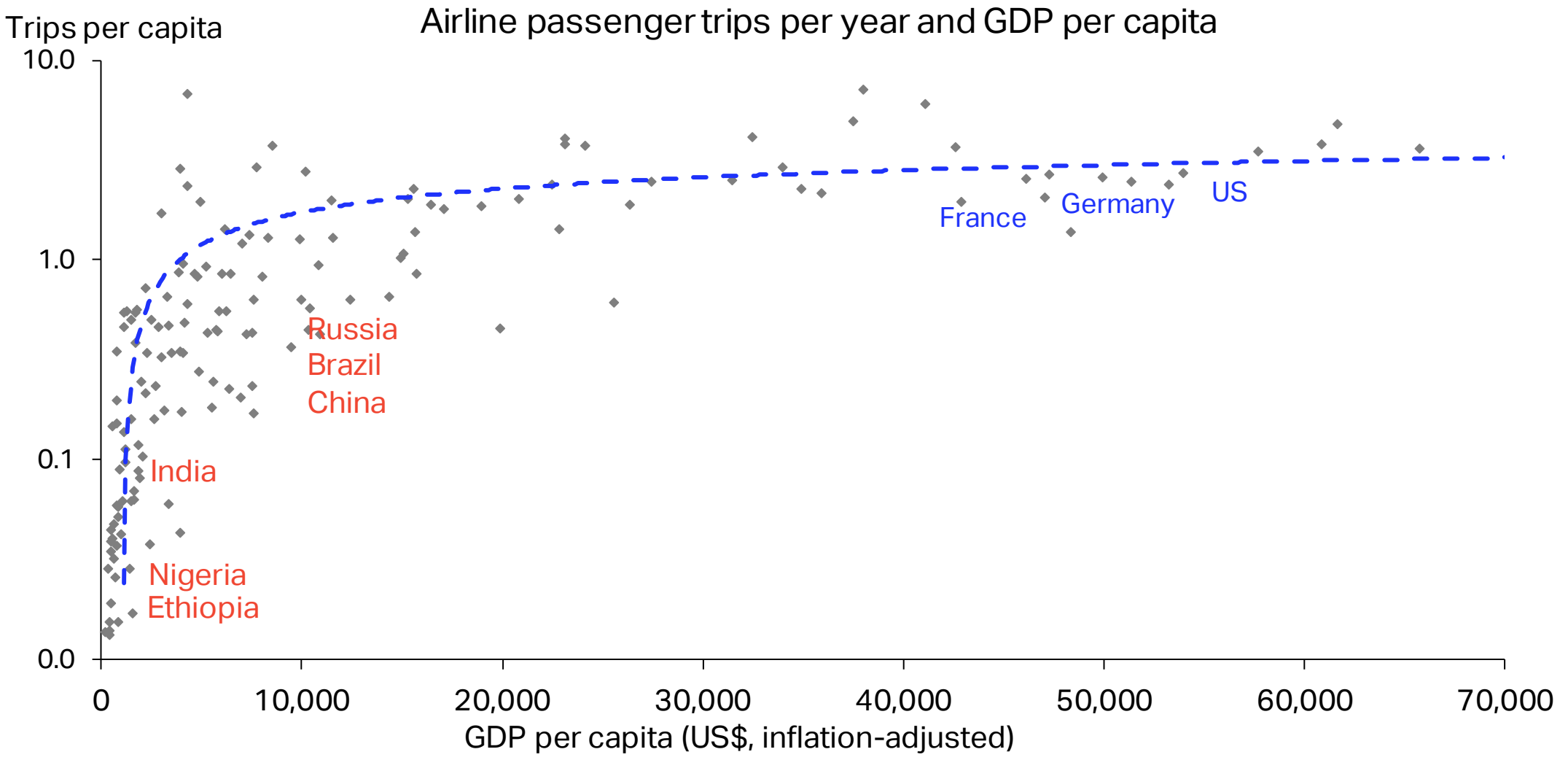
Domestic markets open first and initial preference for short-haul trips



Source: IATA/Tourism Economics, Air Passenger Forecasts, April 2020

Long-term drivers for expanded demand remain

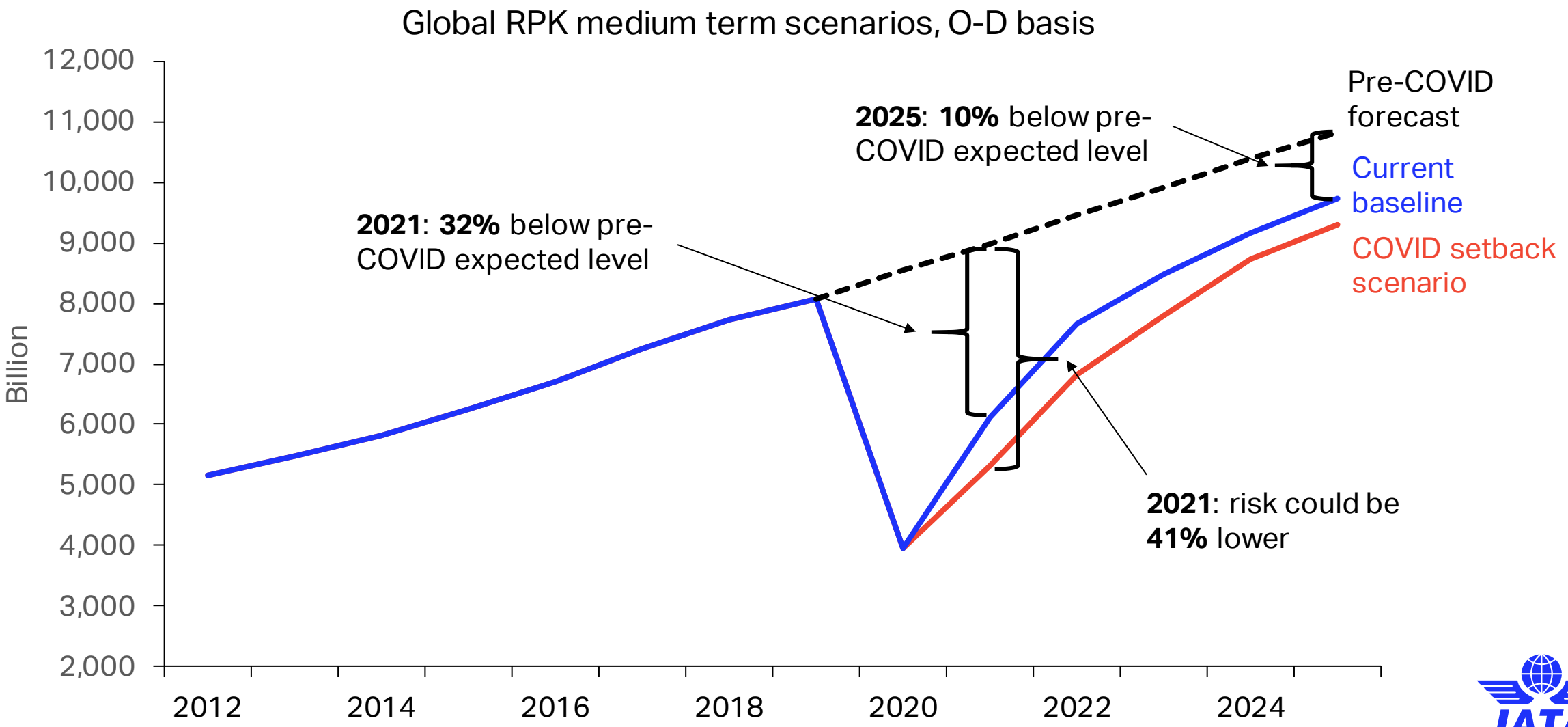
Populous emerging markets are still likely to want more air services



Source: IATA/Tourism Economics, Air Passenger Forecasts, April 2020

Return to growth post-COVID but at a lower level

Global RPKs forecast to be 32%-41% below expected levels in 2021



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Audience: **Live Poll** (Relevant Data Sources)

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Keynote: **Insights from KLM on how to maneuver during these uncertain times**

Frederik van Essen
Commercial Director, Digital Operation, KLM

Acting upon The Great Aviation Reset

Frederik van Essen, Digital OPS

photo: mark wagtendonk

KLM and BCG Partnership

Joint teams develop AI-driven tools for the operation of airlines, which are launched as a service to the aviation industry

Agenda: Data & digital in post-COVID recovery

for airlines to influence

Virus evolution & govt. response

National government action for citizens with specific impact on travel

- Virus severity and spread
- Specific travel restrictions
- Announced or expected duration of restrictions
- Conditions for reopening (for example, health screening)

Demand recovery scenarios

Consumer sentiment and behavior

- Overall, by segment (business vs. leisure and short-haul vs. long-haul) and by market
- Impact of COVID-19 on megatrends, such as ways of working and sustainability
- Level of trust and safety concerns

Market structure scenarios

Financial health of airlines at onset and actions taken to manage through the crisis (for example, liquidity management)

Level and type of financial support by governments, banks, investors

M&A, joint ventures, and partnerships

Flight plan to emerge stronger

Design for the new normal

- Optimizing/restructuring network and fleet
- Whole-airline transformation using a zero-based approach

With vision for end state in mind, prepare for rebound

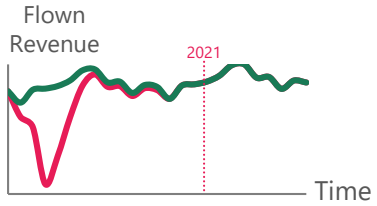
Digital & data capabilities

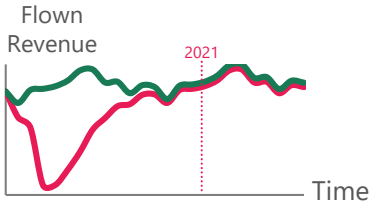
Demand recovery scenarios

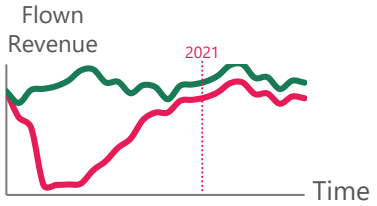
Photo: Marco Spuyman

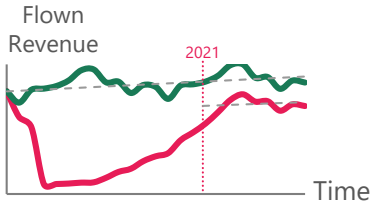
Five possible airline demand scenarios in a highly uncertain future

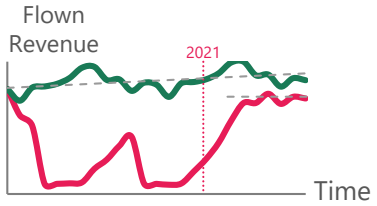
As of mid April











Scenario	V-shape	U-shape	Prolonged U-shape	L-shape	W-shape
Likelihood	Very unlikely	Very unlikely	High likelihood	High likelihood	Medium likelihood
Reduction in rev. vs 2019	• 2020: $100B-$200B • 2021: -	• 2020: $250B-$325B • 2021: -	• 2020: $325B-$400B • 2021: $25B-$75B	• 2020: $400B-$450B • 2021: $100B-$200B	• 2020: $400B-$450B • 2021: $200B-$250B
Return to 2019 level[1]	• ~6 months	• ~10-18 months	• ~24 months	• ~48+ months	• ~48+ months
Virus severity and spread	• Quick containment (rapid drop in new cases and deaths)	• Gradual decrease in rate of new cases and deaths	• Slow, gradual decrease in rate of new cases and deaths	• Slow, gradual decrease in rate of new cases and deaths	• Spread of virus decreases but then rapidly increases (new strain)
Government action for citizens	• Successful containment; relax policies and reassure public	• Lockdown for ~2 months; borders gradually reopen	• Lockdown for several months; travel discouraged; borders reopen slowly	• Lockdown policies in place and limitation on non-essential travel for rest of 2020	• Policies relaxed then rapidly reinstated at sign of resurgence
Consumer sentiment and behaviors	• Leisure and business traffic bounce back quickly • Consumer confidence recovers quickly • No structural change to behavior	• Consumer confidence returns quickly • Business and short-haul leisure travel first, followed by long-haul leisure • Travel distributors ramp up operations	• Consumer confidence does return - slowly • Businesses restrict business travel temporarily • Economic recession • Travel distributor failures	• Leisure travel reduced by fear & sustainability issues • New ways of working persist; permanent drop in group and large meetings • Economic depression • Widespread failures in travel distribution	• Confidence returns only to be hit once more, for a more prolonged period, as safety concerns persist

1. Return to 2019 level is the first month of a forwarding looking twelve month rolling window where monthly average RPKs are at or above 2019 monthly average RPKs

Tracking selected indicators key to determine which scenario is most likely and where in the recovery we are

Key questions

Key indicators to track

Duration of Crisis

How does COVID-19 evolve in hubs and outstation countries?

What are government restrictions; how and when are they softened?

COVID-19 Development (by country)

Government travel restrictions between countries

Economic sentiment (by region)

- Consumer sentiment (by region)
  - Change vs previous survey
  - vs. other categories

Shape of Recovery

For both leisure & business consumers:

Are they optimistic about the current economy?

Are they interested in traveling again?

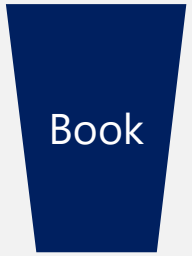
Are they planning to fly?

GDS search data (ARC & 3 Victors)

- By POS/O&D

Web traffic data (by country)

- vs. other industries
- Changes vs. previous period



Transaction data (by country) (e.g. booking, refunds)

- Changes vs. previous period

OAG schedules

- By O&D
- Changes vs. previous period
- Impact of market structure changes

Signals that will point to airline industry recovery: TRIP tool

KLM | BCG - Home

https://airlineoperations.ai/

Portal Home | Summary: Search & Tickets | Summary: Consumer Sentiment | Recovery Trends | Domestic vs International Impact | Travel Month Comparison | Impact by Geography | Impact by Route | Metr

Travel Recovery Insights Portal

BCG × ARC × 3VICTORS TRAVEL AI

Click on a topic title to learn more

ABILITY TO TRAVEL

INTENT

SEARCH

PURCHASE

COVID Progression

Europe continues to see a linear—rather than exponential—increase in cases, with signs of 'flattening' in Germany and France. In the US, cases hit 1.3 million, with the rate of increase at its lowest in 7 weeks. In Asia, the epidemic still appears to be under better control, but a recent COVID cluster has been identified in Seoul and 5 new cases were reported in Wuhan.

Government Restrictions

Lockdown is being lifted across Europe, with loosened restrictions in many countries. In the US, more than half of the states are starting to ease lockdown restrictions.

Economic Sentiment

COVID has dramatically stymied business growth in all regions. In the US and elsewhere, heavy job losses will likely drive unemployment figures to record levels.

Consumer Sentiment

Consumers are beginning to express more favorable sentiment about the future. In the latest Consumer Sentiment Snapshot, more than 80% of consumers say that they miss leisure travel. These results suggest that significant pent-up demand for these activities will be released once consumers feel comfortable engaging in them again.

Air Travel Search, Powered by 3Victors

Domestic search has seen only modest improvements in recent weeks; it was down 70% YoY globally on May 6—up from a low of -79% YoY on April 21. The increase in domestic ticketing activity is driven by an increase in the look-to-book ratio that stems from increased consumer confidence.

Web Traffic

According to BCG Demand Sentinel, air travel web traffic is declining even further than in prior weeks, down ~73% YoY. Travel continues to experience the largest weekly drop in traffic of any web traffic category.

Air Travel Transactions, Powered by ARC

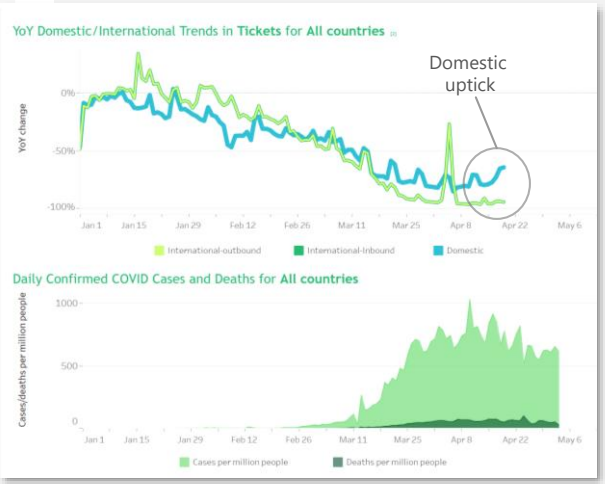
Domestic ticketing continues to rise globally, down only 35% YoY on April 26 vs. down 86% YoY at the trough on April 6. Norway's round-trip domestic ticketing has followed a strong rising trend, with several days in late April actually achieving a positive YoY increase. Yet domestic travel within most European countries is not yet rebounding, despite improving consumer sentiment.

Airline Capacity

With some countries easing lockdown restrictions, a few carriers are testing market demand with slight capacity additions. Many airlines have announced that they expect it will take several years for capacity to return 2019 levels. Domestic flights currently 85% of total global capacity.

Government Support

Airlines are still seeking urgent financial help from their governments. This week, UK airlines called for "urgent additional government support" and Avianca filed for Chapter 11 bankruptcy protection in the US to protect their essential air transport services.



FREE link on:

AirlineOperations.ai

Market structure scenarios

Flightplan new normal

photo: sacha de bruin

Digital & data will play a key role in the new normal
enabling better, more granular, integrated decisions from planning-to-execution

Start with determining target size and shape

1 **Reset and resize Network & Fleet**
- Adjust based on expected demand recovery & sequence (business/leisure, short/longhaul) and market structure scenarios
- Adjust fleet strategy for efficiency, e.g. less types, smaller and more efficient gauges
- Optimize for free cash flows/ profit

Stimulate demand to drive top-line recovery

2 Address shifting traveler needs and behaviors (e.g. health & safety and sustainability; new shopping/booking behaviors)

3 Use advanced analytics to boost performance (e.g. personalization, next gen RM, marketing effectiveness)

4 Revisit distribution strategy: increase focus on digital channels; re-size re-shape and re-purpose sales force

5 Pursue new partnership and M&A opportunities—within the core and beyond

Apply zero-based design for lean, flexible operations

6 Design and implement "at scale" health and distancing measures in customer and employee journeys and practices

7 Resize operations and fundamentally shift to more variable staff and operations, e.g. with different labor contracts

8 Leverage AI and bionic opportunities to maximize resource utilization, flexibility, efficiency from planning-to-execution

9 Prepare to rebound and adjust quicker than competitors; build capabilities to deal with more frequent, extreme disruptions

10 Drive sustainability as a core business objective to stimulate demand and achieve competitive advantage, e.g. integrate into metrics across business

Implement the organization to deliver

11 Rebuild more agile and digitally enhanced organization; e.g. cross-functional and cross-hierarchical teams, new ways of working

12 Embrace diversity and protect top talents, ensure to avoid "last-in first-out" as a standard mechanism to reduce workforce

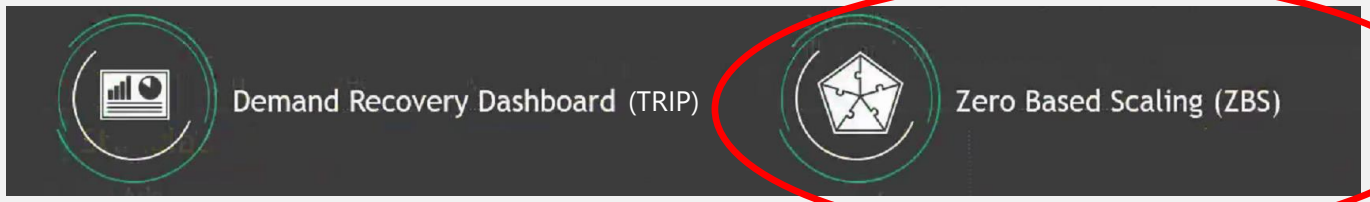
13 Drastically reduce technology budget by radical shift to value-based technology approach incl reducing legacy IT systems, costs

14 Strengthen focus on free cash flow and liquidity throughout the recovery including digital procurement

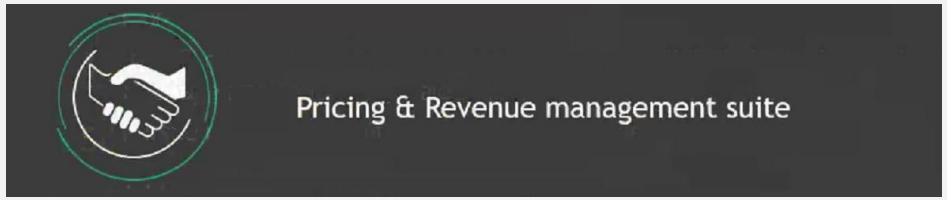
● Digital

Digital & data will play a key role in the new normal
two examples

Start with determining target size and shape



Stimulate demand to drive top-line recovery

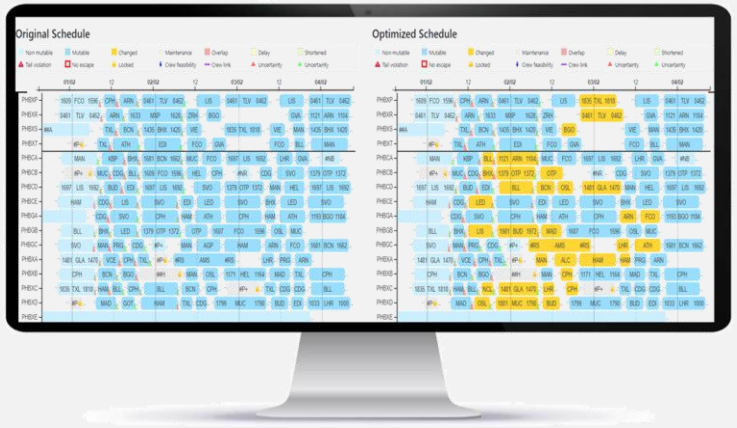


Apply zero-based design for lean, flexible ops

Implement the organization to deliver

Prescriptive solutions go beyond predictive

	Travel Recovery Indicator Portal (TRIP)	Zero Based Scaling (ZBS)	KLM-BCG Digital Ops Suite
Function	Dashboard that supports demand predictions	Optimizer that defines routes to fly with what aircraft and how often	Suite of decision support tools for airline operations
Use Cases	Demand prediction for network planning	Dynamic, demand-based schedule creation Schedule right sizing Resource planning	Resource planning Optimized line of flight/ tail allocation Day of ops disruption mgmt
Business Value	Define demand scenarios	Optimize profit / free cash flow Scenario Planning	Maximize utilization Optimize OTP Minimize Non-performance cost



Zero Based Scaling
for post-COVID **rebound**

Zero-based scaling| Digital network design for the new normal

Objective

Rapidly defines what the routes to fly, with what aircraft and how often based on constantly evolving world demand forecast aiming for optimal profitability/free cash flow

Focus on multiple months before DoO

Overview of key features/ use cases

Demand forecasts to develop multiple scenario’s

Assessment of schedule viability

Adjust schedule to maximize network planning and fleet management

Value

Increased flight profitability through lower variable operating costs & higher captured revenues

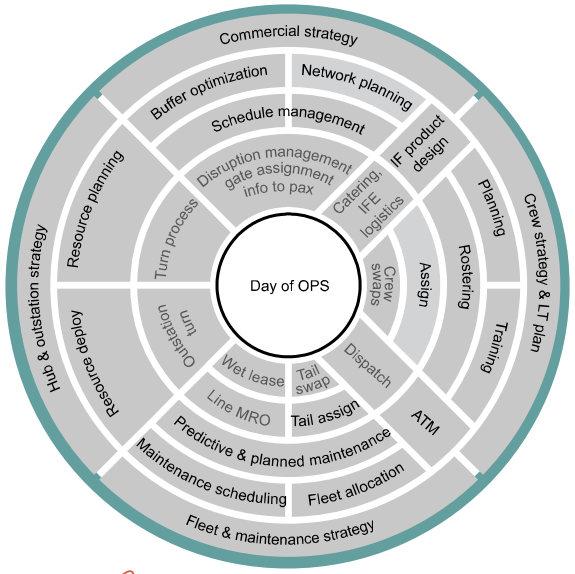
Enhanced customer benefits through avoiding schedule changes & enhanced employee benefits through assistance in scheduling process

Digital Operations

Integrated, quantified decision making across silos and planning horizons

WE APPLY A HOLISTIC FRAMEWORK…

Commercial planning, network and info to passengers



Ground crew & equipment

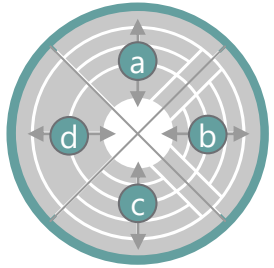
Flight crew

Fleet and maintenance

… TO DRIVE INTEGRAL DECISION MAKING

Covering 3 planning cycle horizons including feedback loops between them

1) **Strategic:** ~12-4 months before Day of Operation
2) **Robustness:** ~3 months until day before DoO
3) **Execution, managing disruptions:** DoO



Covering all contributors needed to deliver every day, every flight

a) Commercial planning, network and info to passengers
b) Flight crew
c) Fleet and maintenance
d) Ground crew and equipment

KLM 's digital OPS transformation

Fully embraced by
CEO/ COO/ OPS management

Vision of integral
decision making

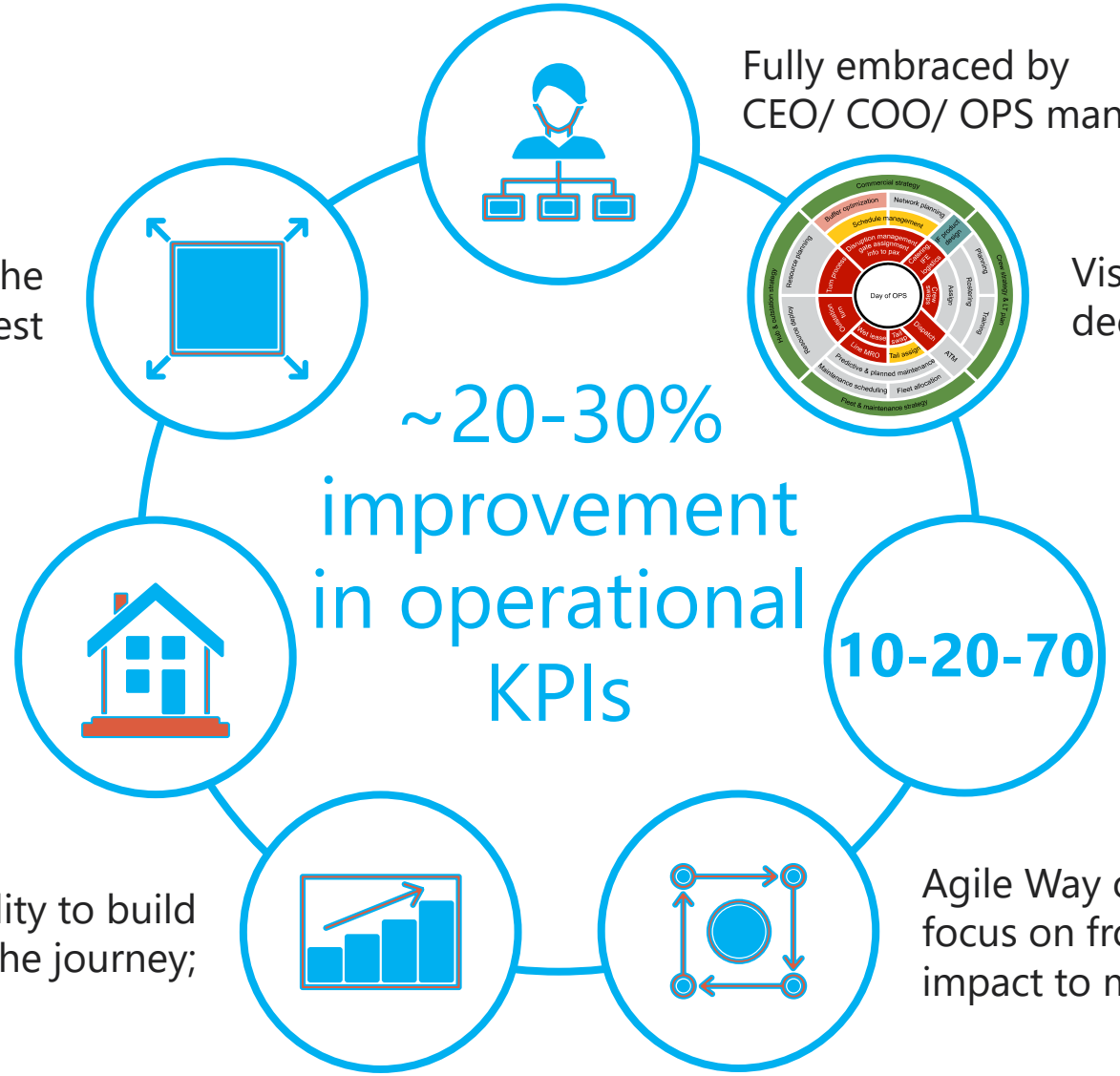
The real value is the
business transformation

Agile Way of working and rigorous
focus on frontline adoption and
impact to manage the change

Think big, start small mentality to build
credibility and fund the journey;

Build in-house Operations
Decisions Support team
and capabilities

From start-up to scaleup: the
market forces us to be the best



KLM Royal Dutch Airlines

www.airlineoperations.ai

IATA AVIATION DATA & DIGITAL WEBINAR SERIES

EPISODE 3 (PLAN RECOVERY)

● **LIVE** PRESENTATION IN PROGRESS

Keynote: **Insights from KLM on how to maneuver during these uncertain times**

Frederik van Essen
Commercial Director, Digital Operation, KLM

ANALYTICS ON DEMAND & BUYING BEHAVIOR DURING & AFTER THE COVID-19 CRISIS

Webinar Synopsis: **It is difficult to know when the recovery will start for airlines and the wider aviation and travel industries. Data and analytics can provide insights associated with the various scenarios, demand and buying behavior. This webinar will focus on data & technology in the context of the COVID-19 crisis.**

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

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15:30 – 17:30 CEST

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16:20 – 16:40	**Fireside Chat: Insights from a data guru, former Head of Data Science at easyJet.**	**Alberto Rey Villaverde** Chief Data Officer, JUST EAT
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CEO, winglet.io

Phil Callow – CEO, OAG

OAG CHANGING SCHEDULES IN A COVID-19 WORLD

MAKE SMARTER MOVES

LIVING WITH CHANGING DATA

- The pace of change in capacity has never been more dramatic.
- To date, 489,000 flights scheduled to operate in January have been dropped by airlines.
- Some 76.5 million seats that were to have been operated since January have been dropped.
- We've tracked everyone of those schedule changes, capacity changes, timing changes and distributed them around the globe.

	"Then" (20th January)	"Now" (11th May)
Weekly Capacity	106.4m	29.8m
Weekly Flights	712,871	226,005
Number of Airlines Flying	709	537
Number of Airport Pairs	47,756	25,237

Schedule Files Deleted	2019	2020	% Change
January	193,534	208,293	7.6%
February	202,250	324,133	60.2%
March	214,801	849,362	395%
April	223,544	750,521	335%

Source: OAG Schedules Analyser

Source: OAG Schedules Analyser

MAKE SMARTER MOVES

NO TWO AIRLINES ACT AT THE SAME TIME….

Many of the major global airlines file schedule changes everyday, some on multiple occasions.

And every airline has a different way in handling schedule changes.

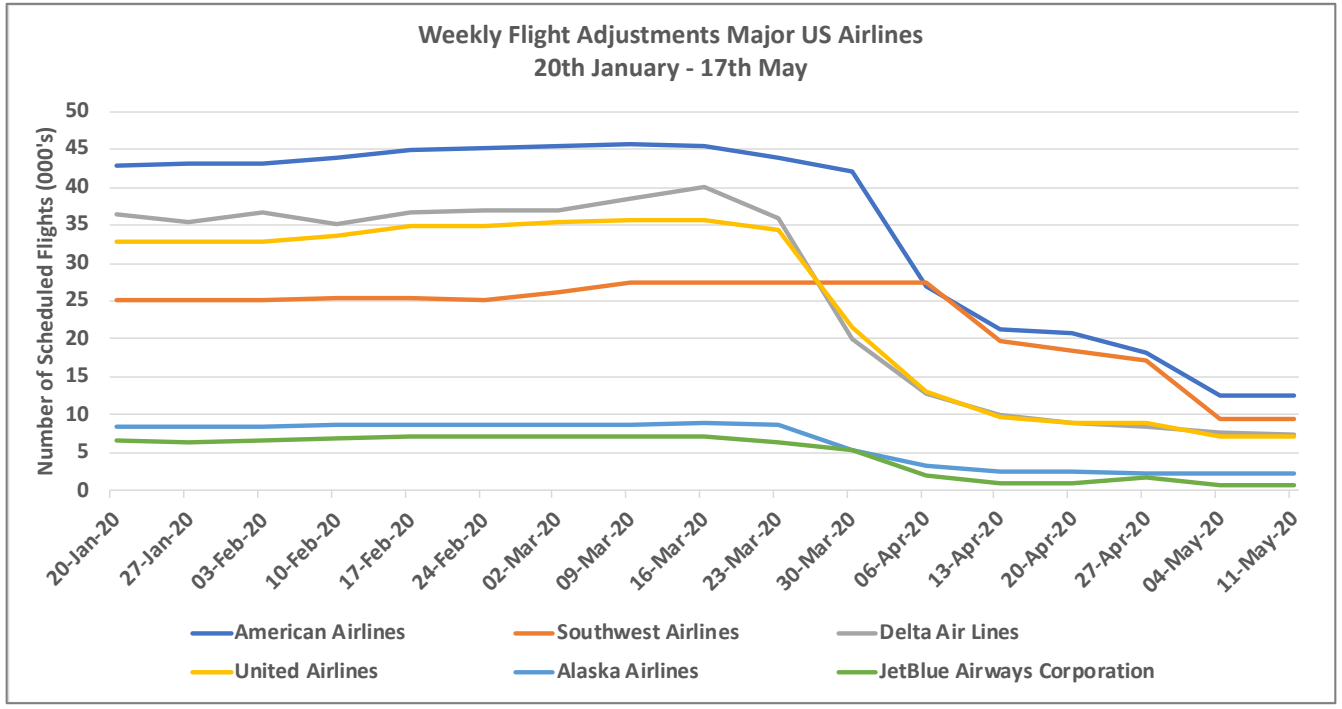
- Some want their flights removed straight away
- Some want to re-protect passengers first
- Some want to continue showing the flight but close out sales via the GDS's
- Some want to wait until their codeshare partners services are aligned
- Some want to make adjustments well in advance
- Some want to make adjustments at the very last minute in case sudden demand occurs

Last Saturday **Delta Air Lines** made some **89,000** schedule changes in one filing submitted to OAG

Diving into the COVID-19 event has seen huge with unprecedented levels of schedule change.

Coming back out we expect to see even more changes as airlines seek a way forward.

A US MARKET EXAMPLE....



- DL & UA started adjusting schedules on the 23rd March.
- AA on the 30th March
- WN on the 6th April
- Every major US carrier has made multiple changes to their schedules in the last eight weeks as they work through what's happening.

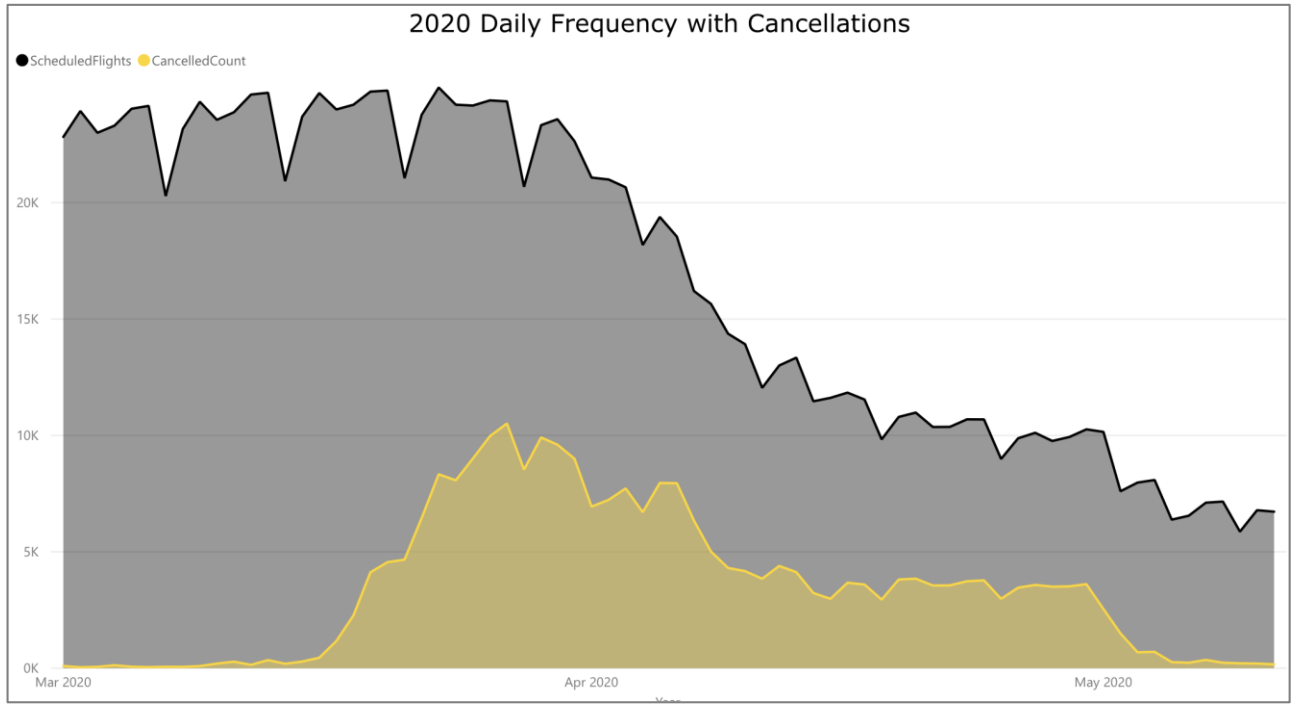
Source: OAG Schedules Analyser

But schedule changes only tell half of the story.

MAKE SMARTER MOVES

DRAMATIC CANCELLATION SPIKE ACROSS US DOMESTIC NETWORKS

- Cancellation rates reached 40% in late March as airlines grappled with schedule changes, network adjustments and falling demand.
- Only in the last week have we seen cancellation rates back at near normal levels.
- We could see similar rates of cancellations if too much capacity is added back too quickly such is the careful balancing required in the next few months.



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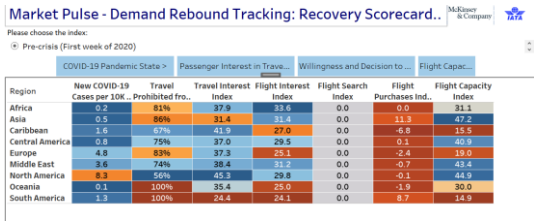
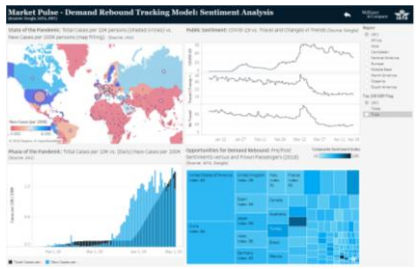
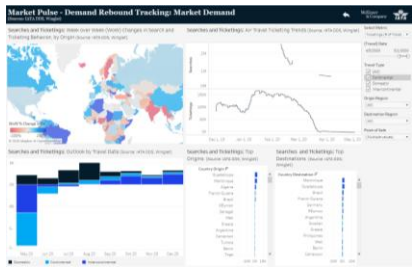
Air Travel Pulse includes a selection of leading indicators for air travel demand rebound

Dashboard description	Summary: Recovery Scorecard	Sentiment and Web Analytics dashboard	Search and booking trends dashboard	Air travel capacity dashboard
	Overview of leading indicators, demand and capacity trends	View of COVID-19 developments and travel interest using Google search trends as a proxy	Searches and bookings by country/ region and their corresponding trends	Comparison of current air travel demand and supply
Sample questions addressed by page	Where do we see early signals for changes in air travel demand?	Where along the COVID-19 curve is a certain region/ country standing on?	Which countries/ regions are seeing the greatest demand in searches?	How much has capacity been cut across different countries/ regions?
	Which regions/ countries should be positioning themselves for an increase in capacity?	How much have travel-related Google searches increased/ decreased over time?	Are people booking domestic or international travel?	How have countries/ regions adjusted their capacity relative to shifts in demand?
	How is consumer sentiment, search and booking behavior changing by country?	What travel search terms are people looking for (hotel, car rental, etc.)?	What kind of travel are people searching for/ booking (one-way, weekend, etc.)?	Is there high/ low saturation in a particular market?







SOURCE: Air Travel Pulse by IATA and McKinsey & Company

Recovery scorecard captures selected leading indicators along the demand funnel

Please choose the index:

- (•) Pre-crisis (First week of 2020)
- ( ) Previous week

	COVID-19 Pandemic State >		Passenger Interest in Travel >		Willingness and Decision to Travel >		Flight Capacity >
Region	New COVID-19 Cases per 10K People (Last Week Avg)	Travel Prohibited from x% of Countries	Travel Interest Index	Flight Interest Index	Flight Search Index	Flight Purchases Index	Flight Capacity Index
Africa	0,2	81%	37,9	33,6	Coming soon	0,0	31,1
Asia	0,5	86%	31,4	31,4		11,3	47,2
Caribbean	1,6	67%	41,9	27,0		-6,8	15,5
Central America	0,8	75%	37,0	29,5		0,1	40,9
Europe	4,8	83%	37,3	25,1		-2,4	19,0
Middle East	3,6	74%	38,4	31,2		-0,7	43,4
North America	8,3	56%	45,3	29,8		-0,1	44,9
Oceania	0,1	100%	35,4	25,0		-1,9	30,0
South America	1,3	100%	24,4	24,1		8,7	14,9

SOURCE: Air Travel Pulse by IATA and McKinsey & Company

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Asia	0,5	86%	81,9	107,5		8,5	105,3
Caribbean	1,6	67%	127,2	101,2		72,6	53,9
Central America	0,8	75%	88,2	70,5		159,5	72,2
Europe	4,8	83%	104,5	102,0		-166,6	78,5
Middle East	3,6	74%	107,6	126,4		-18,6	98,0
North America	8,3	56%	99,7	101,5		84,6	79,3
Oceania	0,1	100%	97,8	84,6		-327,3	66,2
South America	1,3	100%	104,9	98,7		85,2	70,9

SOURCE: Air Travel Pulse by IATA and McKinsey & Company

Europe is interesting since summer holiday destinations get ready for inbound tourism

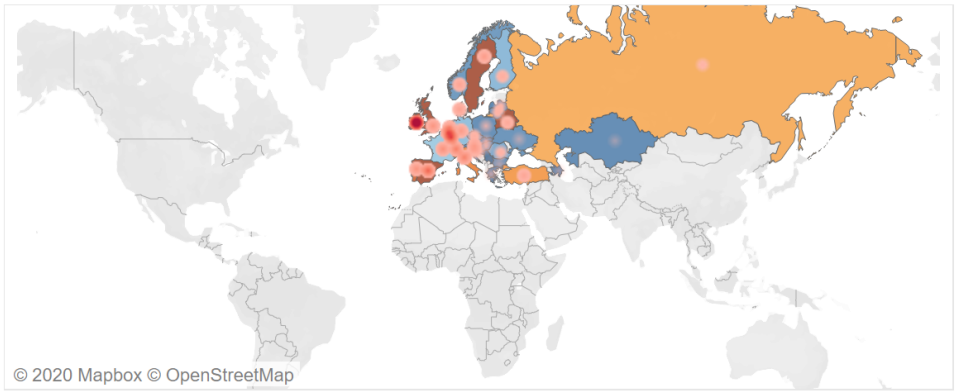
Market Pulse - Demand Rebound Tracking Model: Sentiment Analysis

(Powered by: Google, IATA, JHU)

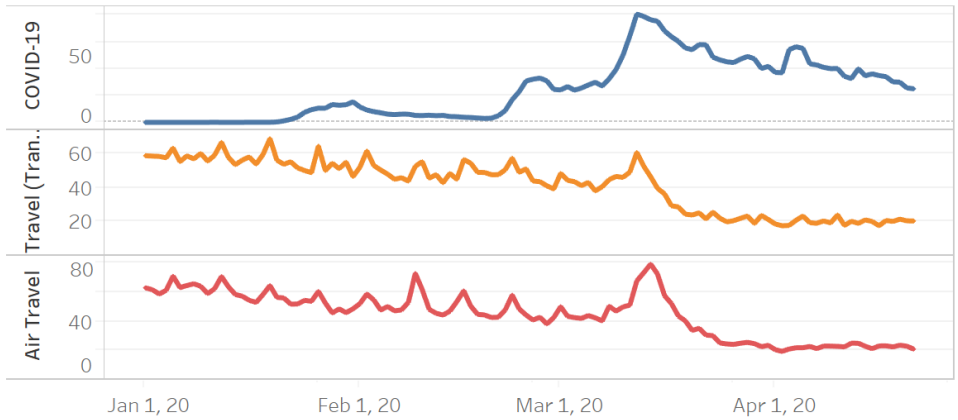
McKinsey & Company

IATA

State of the Pandemic: New Cases per 100K persons vs. Total Cases 10K persons (Source: JHU)



Public Sentiment: COVID-19 vs. Travel and Changes in Trends (Source: Google)



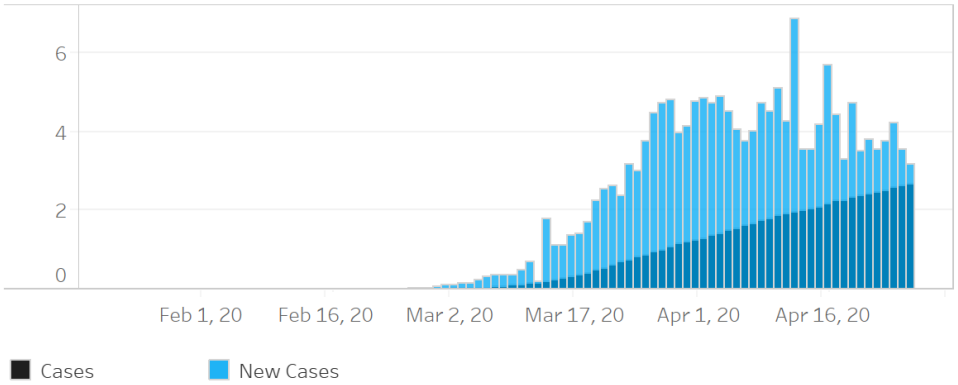
Region

- (All)
- Africa
- Asia
- Caribbean
- Central ...
- Europe
- Middle E...
- North A...
- Oceania
- South A...

Top 100 GDP Fl..

- (All)
- False
- True

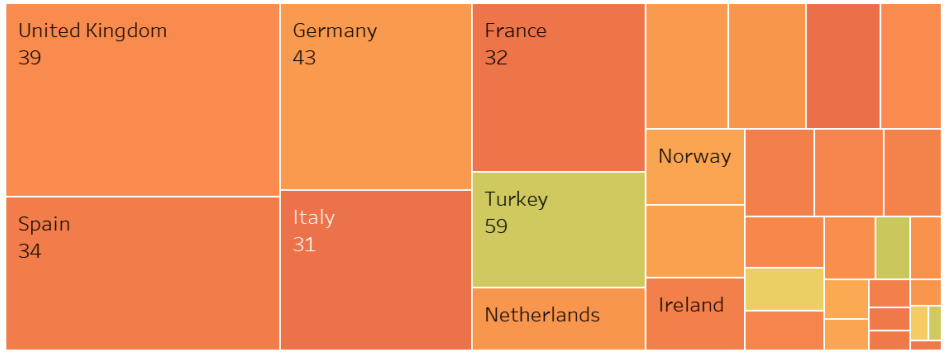
Phase of the Pandemic: (Total) Cases per 10K vs. (Daily) New Cases per 100K (Source: JHU)



Travel Demand Rebound Signal: Opportunities for Demand Rebound Based on Sentiments and Flown Passengers (Source: IATA, Google)

Air Travel Composite Score

10 — 100



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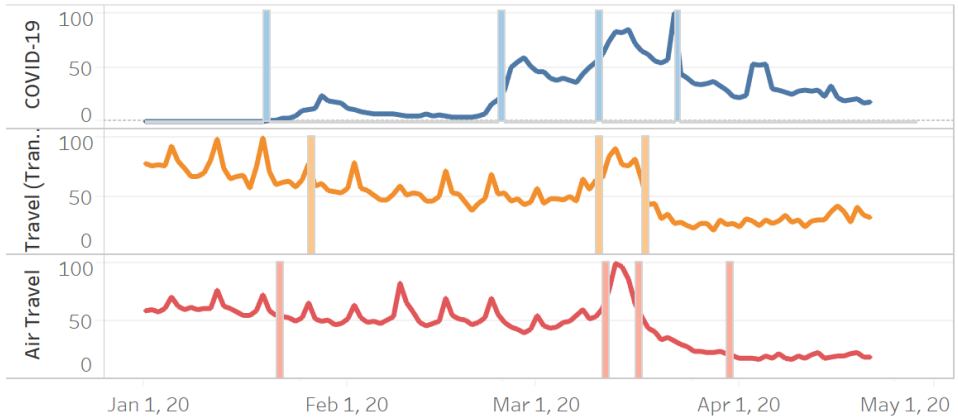

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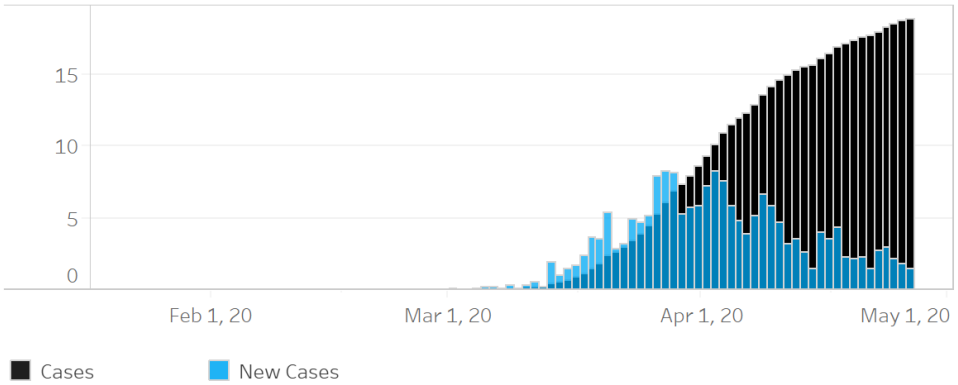

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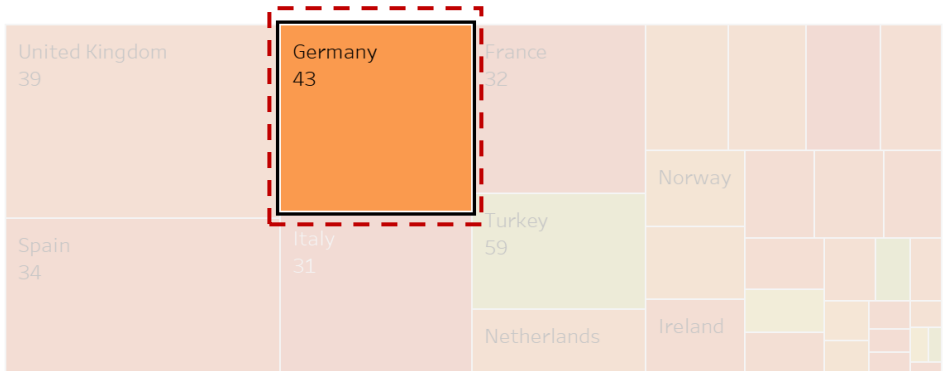
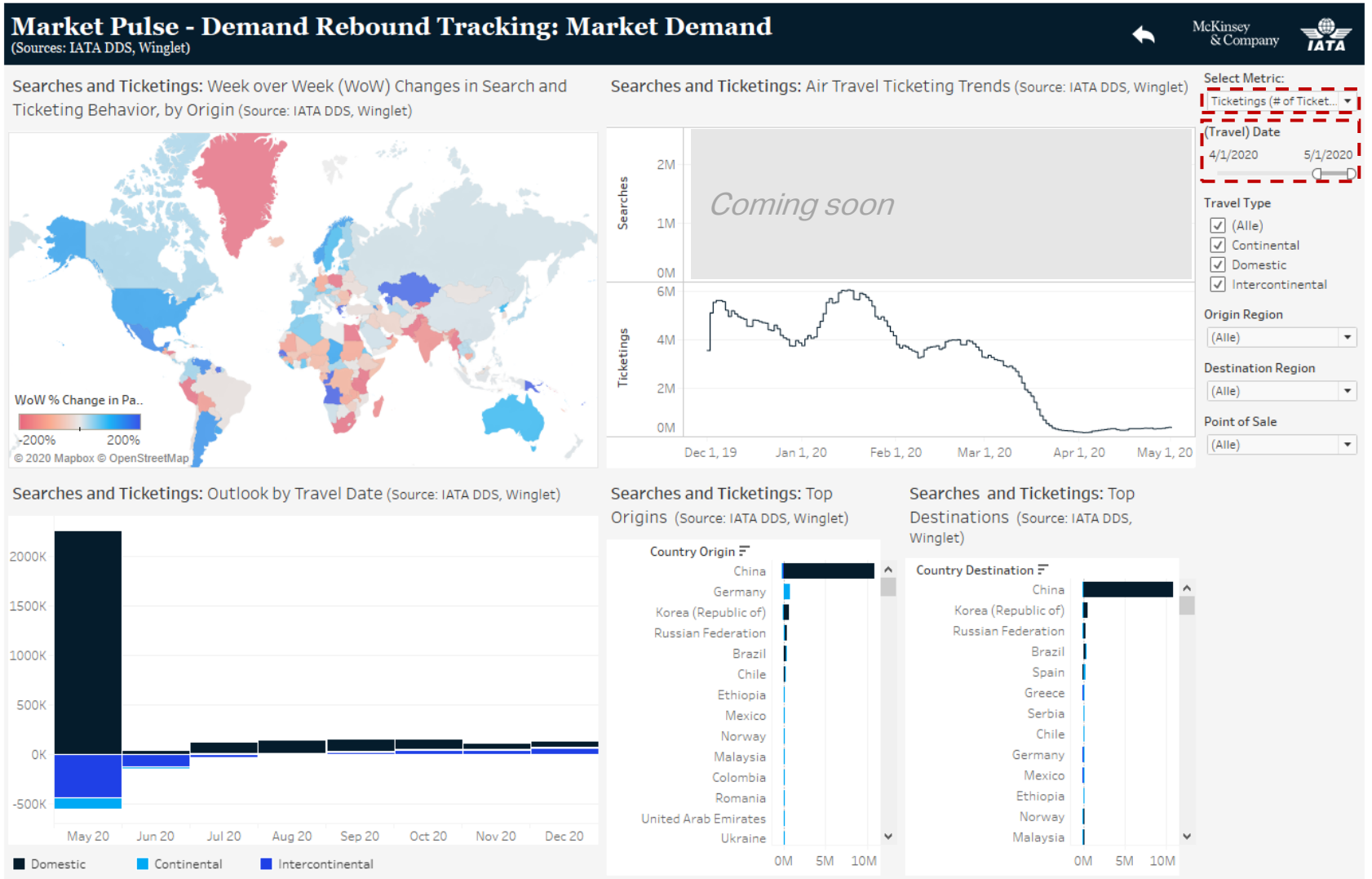


IATA

SOURCE: Air Travel Pulse by IATA and McKinsey & Company

In the short-term, we observe a high number of cancellations of cross-border flights



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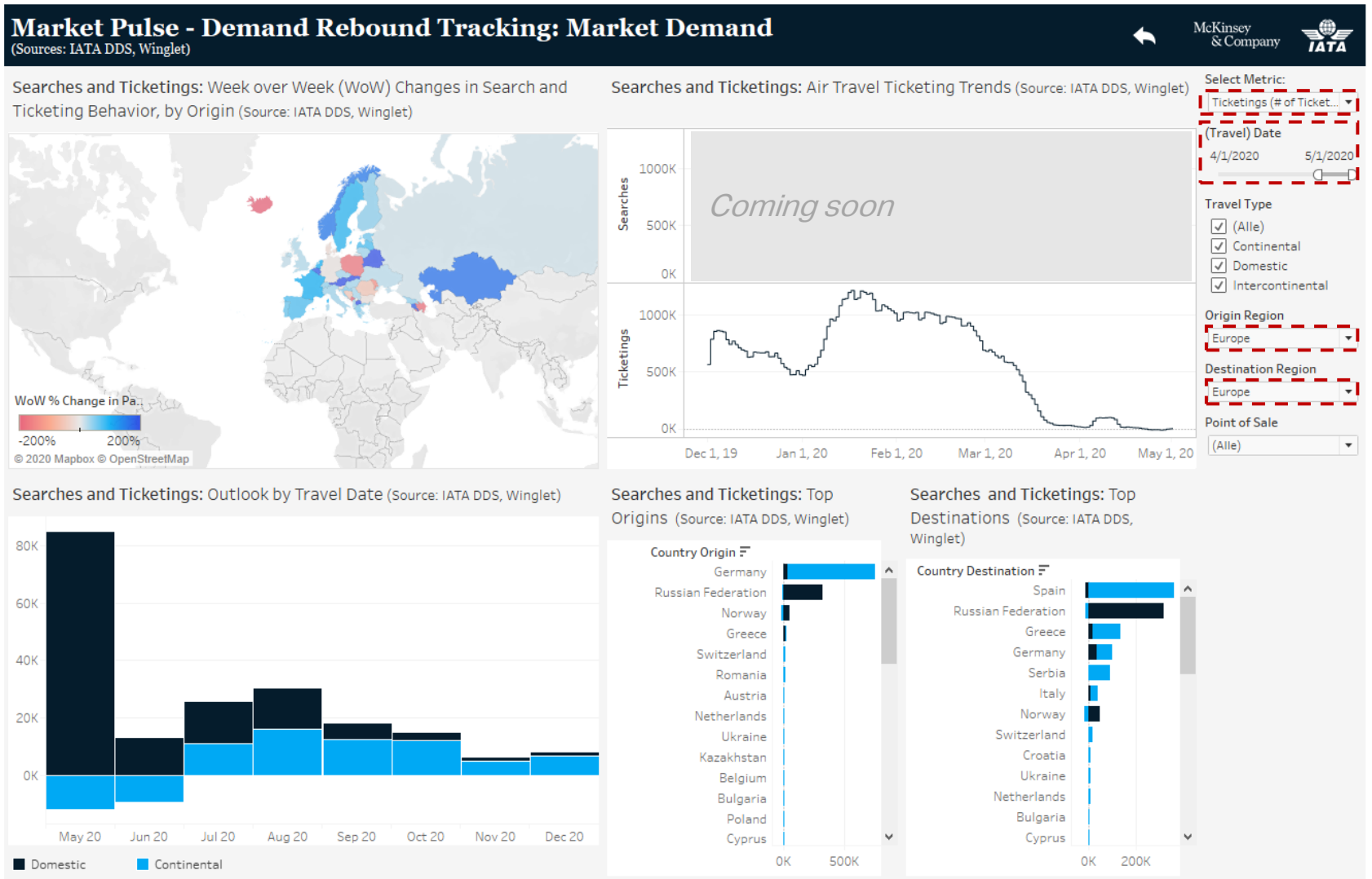
Bookings in Europe start to pick up slightly for travel during summer holiday season



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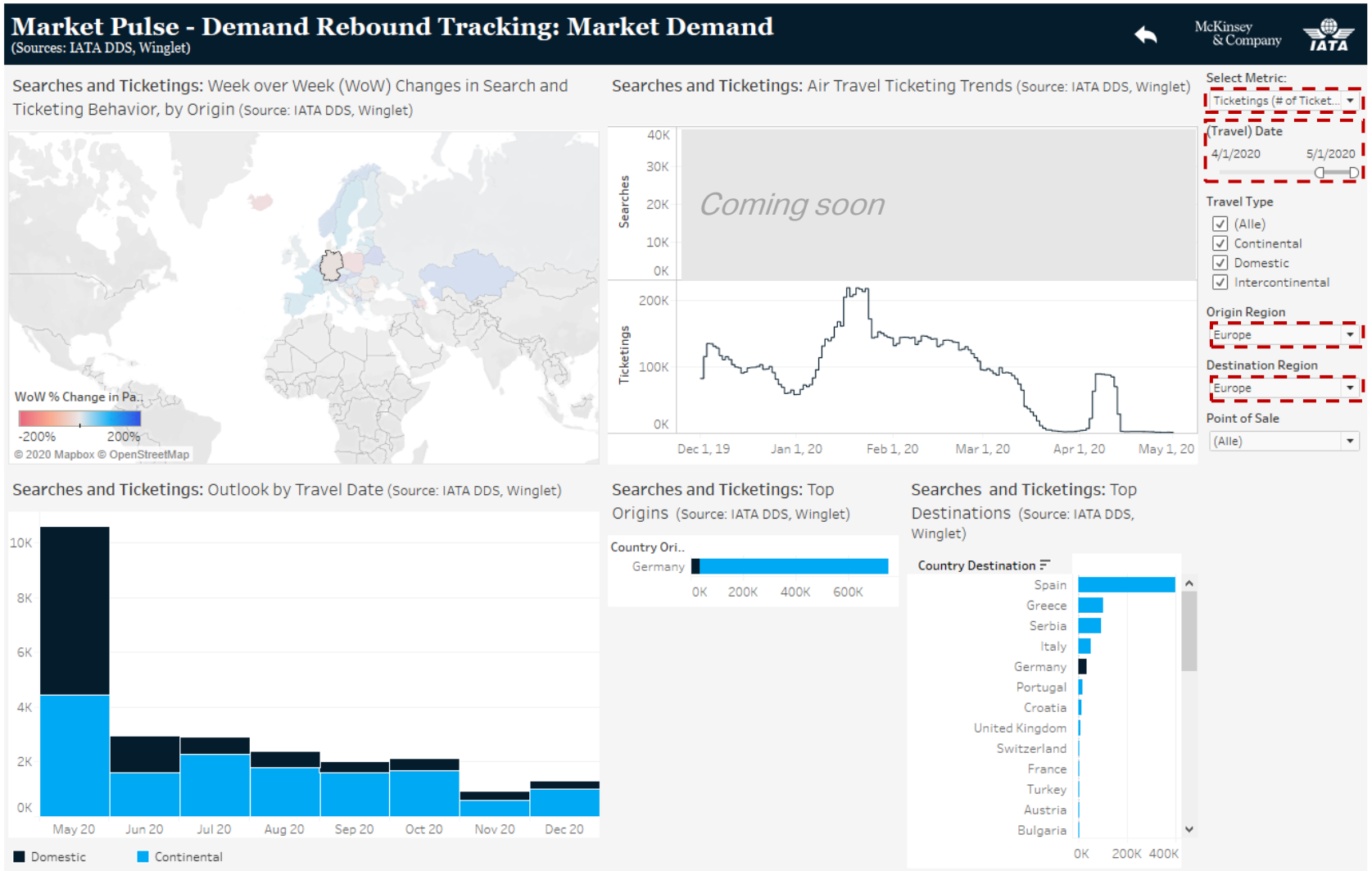

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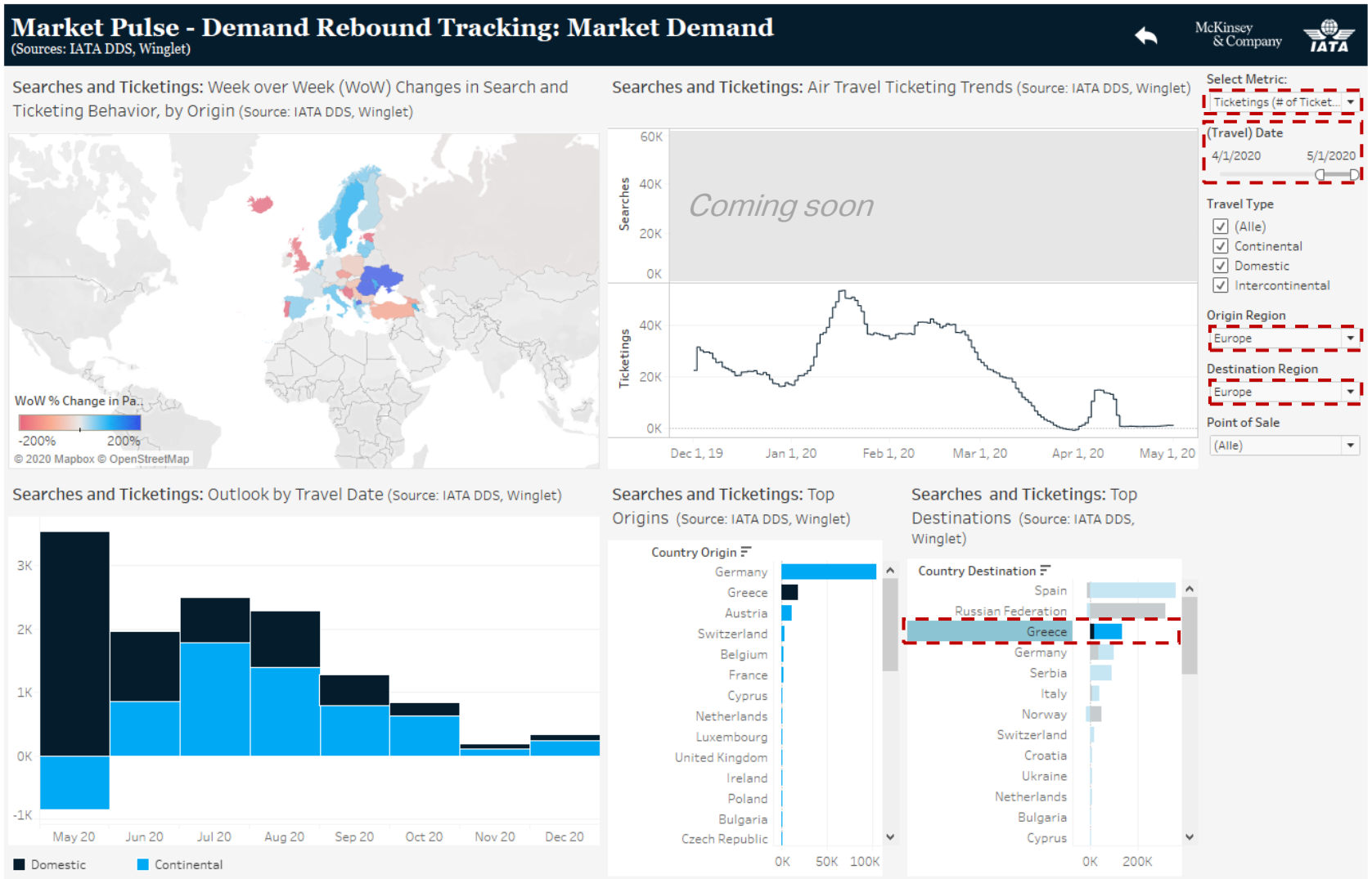

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Audience: **Live Poll** (Demand in 2021)

Aviation Data & Digital Webinar Series

27 April
15:30 – 17:30 CEST

EPISODE 1: ANALYZE & DECIDE

DATA & ANALYTICS TO OPTIMIZE CRITICAL DECISIONS DURING CRISIS

6 May
15:30 – 17:30 CEST

EPISODE 2: HELP CUSTOMERS

DATA & TECHNOLOGY RELIEVING THE PAIN OF CUSTOMER SERVICE OVERLOAD DURING TIMES OF CRISIS

13 May
15:30 – 17:30 CEST

EPISODE 3: PLAN RECOVERY

PREDICTIVE ANALYTICS ON PASSENGER DEMAND & BUYING BEHAVIOR DURING & AFTER THE COVID-19 CRISIS

20 May
15:30 – 17:30 CEST

EPISODE 4: BUILD RESILIENCE

TOOLS, TECHNOLOGIES & ANALYTICS TO INCREASE RESILIENCE OF FLIGHT & AIRCRAFT OPS PLANNING

26 May
15:30 – 17:30 CEST

EPISODE 5: ADAPT & GROW

DIGITAL FACILITATING BUSINESSES TO PIVOT TO OVERCOME CHALLENGING TIMES

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Thank you, and see you soon!

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