Welcome Remarks

Muhammad Albakri
Senior Vice President, Financial Settlement and Distribution Services, IATA
Legal Briefing

Daniel Kanter
Assistant Director Legal Services, IATA
What does the Future Hold?

Bojun Wang
Economist
IATA Sustainability & Economics
Global GDP growth slows to 2.8% in 2023
Advanced economies to slow down further, from 2.7% in 2022 to 1.3%

Real GDP growth (% change, year-on-year)

Source: International Monetary Fund, World Economic Outlook, April 2023
Headline inflation likely peaked in 2022

Headline inflation (% change, year-on-year)

Core inflation (% change, year-on-year)

Source: OECD Economic Outlook
Labor markets remain tight
With the unemployment rate at historic lows

Unemployment rate, % share of labor force

- Greece, 10.9%
- EU 27, 6.0%
- OECD total, 4.8%
- US, 3.5%
- Japan, 2.8%

Source: IATA Sustainability and Economics using OECD Statistics
Pressures on operating costs peaked in 2022
Jet crack spread also narrows

Jet fuel price and crude oil price

Brent Oil, Spot Price
ICE Oil Futures as of 31-May-23 (qtrly)

Source: IATA Sustainability and Economics, Platts – S&P Global, Macrobond
International RPKs on the rise and domestic recovered

Industry-wide CTKs are currently 5.3% below 2019 levels

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

CTKs: Cargo Tonne-Kilometers; RPKs: Revenue Passenger-Kilometers

Source: IATA Sustainability & Economics, IATA Monthly Statistics   6 July 2023
Global recovery momentum pursued in Q1 2023
Asia Pacific passenger traffic surged, mixed outcome for cargo for all regions

Q1 2023 total RPKs, year-on-year change (%)

- Asia Pacific: 126%
- Africa: 87%
- Middle East: 65%
- Industry: 59%
- Europe: 46%
- North America: 28%
- Latin America & Caribb.: 24%

vs Q1 2019: -25%
vs Q1 2022: -10%

Q1 2023 total CTKs, year-on-year change (%)

- Latin America & Caribb.: 15%
- Africa: 4%
- Middle East: -7%
- Asia Pacific: -11%
- Industry: -11%
- North America: -12%
- Europe: -15%

vs Q1 2019: -1%
vs Q1 2022: -7%
China’s share of air passenger markets

![Bar chart showing the percentage share of O-D air passengers from 2019 to 2022.]

- **2019**: Int’l share Global: 9%, Dom share Global: 22%, Int’l share within Asia: 25%, Dom share within Asia: 54%
- **2020**: Int’l share Global: 4%, Dom share Global: 34%, Int’l share within Asia: 19%, Dom share within Asia: 24%
- **2021**: Int’l share Global: 1%, Dom share Global: 29%, Int’l share within Asia: 29%, Dom share within Asia: 18%
- **2022**: Int’l share Global: 1%, Dom share Global: 17%, Int’l share within Asia: 17%, Dom share within Asia: 5%

Source: IATA Sustainability and Economics, using data from DDS for inbound and outbound origin-destination (O-D) passengers

Note: Based on OAG data, scheduled seat capacity shares of China in 2019 were 9% of global international, 22% of global domestic, 17% of international within Asia, and 51% of domestic within Asia.
China’s domestic and international monthly flights

Source: IATA Sustainability and Economics, market statistics compiled by IATA using FlightRadar24 under license
Status of China’s international inbound capacity

Inbound monthly international and regional flights to China by origin market (Indexed, 2019 = 100)

Source: IATA Sustainability and Economics, market statistics compiled by IATA using FlightRadar24 under license
Outlook for China’s international aviation market

Recovery profiles for inbound international flights to China

Average daily inbound international flights to China in 2019: 1,267

<table>
<thead>
<tr>
<th>Recovery profiles</th>
<th>Apr 2023</th>
<th>Jul 2023</th>
<th>Sep 2023</th>
<th>Dec 2024</th>
<th>Mar 2024</th>
<th>Sep 2024</th>
<th>Average daily flights added each month for full recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled-based</td>
<td>34%</td>
<td>53%</td>
<td>65%</td>
<td>87%</td>
<td>&gt;100%</td>
<td>&gt;100%</td>
<td>95+ flights</td>
</tr>
<tr>
<td>recovery trend</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downside risk</td>
<td>19%</td>
<td>26%</td>
<td>32%</td>
<td>43%</td>
<td>53%</td>
<td>&gt;100%</td>
<td>60+ flights</td>
</tr>
</tbody>
</table>

Source: IATA Sustainability & Economics, FlightRadar24 under license, OAG
6 July 2023
Forecast upgrades reflecting recent developments
Africa, Middle East and Americas to recover in 2023

Passenger traffic recovery (% share of 2019)

<table>
<thead>
<tr>
<th>Region</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific</td>
<td>54%</td>
<td>92%</td>
<td>110%</td>
<td>127%</td>
</tr>
<tr>
<td>Europe</td>
<td>82%</td>
<td>98%</td>
<td>106%</td>
<td>114%</td>
</tr>
<tr>
<td>Latin America &amp; Caribbean</td>
<td>94%</td>
<td>105%</td>
<td>110%</td>
<td>117%</td>
</tr>
<tr>
<td>North America</td>
<td>87%</td>
<td>102%</td>
<td>107%</td>
<td>114%</td>
</tr>
<tr>
<td>Middle East</td>
<td>85%</td>
<td>103%</td>
<td>113%</td>
<td>123%</td>
</tr>
<tr>
<td>Africa</td>
<td>88%</td>
<td>100%</td>
<td>105%</td>
<td>113%</td>
</tr>
<tr>
<td>World</td>
<td>74%</td>
<td>98%</td>
<td>109%</td>
<td>120%</td>
</tr>
</tbody>
</table>

Source: Tourism Economics/IATA Sustainability and Economics Air Passenger Forecasts as of June 2023
Global airline revenue, USD billion

Source: IATA Sustainability and Economics
Net profit of USD 9.8bn forecast in 2023

Airline industry net profits and EBIT margin

USD Billion

Net post-tax profit

EBIT margin

Source: IATA Sustainability and Economics
Slim profits at just USD 2.2 per passenger

Source: IATA Sustainability and Economics
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>-13.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>-6.9</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></td>
<td>-3.9</td>
<td>-1.4</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>11.5</td>
<td></td>
</tr>
</tbody>
</table>

Source: IATA Sustainability and Economics
Thank you!

IATA Economics
economics@iata.org
www.iata.org/economics
Understanding the Industry’s Strategic Direction

Stephan Copart
Head of Digital Transformation, IATA
Upon advice from DAC, DTAC & IFAC, IATA’s **Board of Governors** supported a cohesive program to help **move away from legacy**
A new **cohesive program** to unleash **value creation** and **customer centricity**...

**Modern Airline Retailing**
To become **truly customer centric** airlines need a **legacy-free** framework with **Offers & Orders**.
Retailing with **Offers**

Delivering with **Orders**

Customer **Identification**
And we have a cohesive program to support this industry transformation.

AA: 80 Percent Of Bookings Could Come Direct Or Via NDC By Year-End

Southwest Eyes Alternatives For Defunct NDC Exchange

Amadeus CEO Eyes 2024 For NDC Booking Critical Mass

Important Update: KrisConnect NDC changes from 1 June 2023
Today, the industry is constrained and limited by the legacy standards, processes & technology in place.
One single record of your order – easily accessible and modifiable, like on Amazon.
IATA Consortium airline members

- Air France KLM Group
- American Airlines
- British Airways
- Emirates
- Finnair
- Iberia
- LATAM
- Lufthansa Group
- Oman Air
- Qatar Airways
- Singapore Airlines
- Turkish Airlines
- Xiamen Airlines
**What will the program deliver?**

<table>
<thead>
<tr>
<th>Customer identification</th>
<th>Retailing with offers</th>
<th>Delivering with orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standards enabling airlines to use customers digital identities to make better personalized offers and deliver them; and standards enabling airlines and their value chain partners to process the digital identity of each other</td>
<td>Standards enabling airlines to build new partnerships and create products, distribute dynamically priced and personalized offers and generate further revenue through cost-effective digital payment options</td>
<td>Standards enabling customers to access their Order in a single record (without the need for PNRs, e-tickets &amp; EMDs) as the sole reference for the purchased services and enabling simplified financial processes (incl. settlement)</td>
</tr>
</tbody>
</table>

- And new standards are required: ONE ID, Verified Credentials, NDC, ONE Order, Settlement with Orders, Dynamic Offer Creation, Future of Interline & New Partnerships
2023 Innovation Themes
Focus on Modern Airline Retailing

Customer identification
- Customer identity in service delivery
- Customer identity in retailing
- Digital identity of value chain partners

Retailing with Offers
- Creating products and building new partnerships
- Distributing priced personalized offers
- Choice of digital payment options available to Customer

Delivering with Orders
- Offers fulfilled with orders only
- Modern financial processes
- Delivering on new partnerships with offers and orders only
Panel

What do the Customers Want?

Shaunelle Harris Drake  
Head Implementation, Distribution, IATA

Lenny Hornsby  
Travel & Travel Technology Manager, Deloitte

Ann Dery  
Director, Global Category Lead, Travel & Meetings, Johnson & Johnson

Claudia Adams  
Travel Manager, Allianz
Panel

Hearing from the Leaders

Yanik Hoyles
Director of Distribution
IATA

Keith Wallis
Senior Director
Distribution & Payments,
Air Canada

Kerem Kiziltunc
CIO
Turkish Airlines
Industry Innovation

Who is in the Digital Innovation Ecosystem?

R. Kat Morse
Senior Manager, Innovation & Partnerships, IATA
Innovating with Startups:

Accelerate @ IATA Segment 4: Personalization

Paula Pardo Esteve
Manager Ideation, Strategy and Partnerships, IATA
Helping Airlines Perfect Their Digital Experience
We prevent Airlines losing Customers and Money by identifying poor Web & App Experiences
$8 Billion opportunity for Airlines by addressing Payments through Digital Experience

- Increasing Ancillary Sales
- Enhancing Loyalty Programs
- Giving Customers Flexibility

McKinsey & Company - Airline retailing: How payment innovation can improve the bottom line 2022 Report
What Digital Experience Means For Your Customers

64% of global consumers are likely to leave without completing their transaction if they encounter a problem or frustration online.

FullStory - Global Consumer Survey 2023
Payment is involved in ~10 touch points for leisure traveler journey.

Retailing scenario – Payment and retailing opportunity in 2030, $ billion

Air travel journey
- Pre booking: Inspiration/research
- Booking: Search, Book ticket
- Pre trip engagement: Receive notifications, Book ancillaries
- Airport: Travel to the airport, Change of flight, Check in/buy extra ancillaries

Retail customers
- Pre booking: Receive compensation/refund
- Booking: File a claim/request refund
- Pre trip engagement: Ground transport to destination
- Arrival: Baggage claim
- Inflight: Food and drinks, Entertainment
- Post trip: Entertainment

Payment involved.
Customers Paying for Convenience

58% of consumers would pay more for a flawless digital experience.

Willing to pay 25% more
Willing to pay 15% more
Willing to pay 5% more
Unwilling to pay more
In 2019, **31%** of travel bookings were made on a **Mobile device**.

This jumped to over **41%** in 2021.

...And is **expected to be over 55%** by the end of 2023.
Ben Hizak

30 September 2022

Clearly they never use their own app. This app is error prone and generally unclear. Logins within logins. What a confused mess.

3 people found this review helpful

Did you find this review helpful?  Yes  No

Andrew Betts

January 2, 2023

Poor. I have a ticket which allows me to change my flight, but each time I try I'm told there has been an unexpected error and to try again. So, useless!

1 person found this review helpful

K C

May 24, 2022

The app is almost useless. Can't really do anything apart from buying tickets. Changing/cancelling can't be done (actually, neither can their website) and the 'chat' is a useless bot that can only put you in an endless queue to talk to a real person... and that's if you're lucky, 90% of the time it's just 'too busy right now'. Also, when they changed my flight, they displayed a connection time of ~3h-40min', which is just mind blowing.

Anna Lindgren

February 22, 2023

Apps claims "network lost" after returning whenever one has navigated away from it. Since credit card verification while paying necessarily takes one out of the app, the experience is extremely confusing when the app brings me back to an empty search instead of an order confirmation.
Orsolya Kelemen (Sicamica)

6 November 2022
I missed my flight because the app didn’t open for 1 whole hour to access my boarding pass. There is no other way to get your boarding pass, not even after logging in online! If you’re developing such an unreliable app at least send the boarding pass via e-mail after check-in.

Olo Oudia

7 June 2022
The app, and the website too, are really clunky. Both user interfaces lack fluidity even when I accept browser cookies. It just takes unusually long to load things. Will give a better rating once you improve both the app and webpage.

Angy Wan

23 February 2022
Cannot book any flights on this app. It seems as if they have deliberately set it not to book and keeps sending error messages. Poor, poor, poor and dishonest. If I could rate less than one star I would.
“Why are we not generating the anticipated revenue through our digital channels?”
"We're unable to determine the most effective place to position ancillary products in the booking flow."

"We have limited visibility on the customer experience our Mobile Apps."

"Customer needs are changing more rapidly than we anticipated."

"We’re unable to determine the most effective place to position ancillary products in the booking flow."

"We have Limited Resources as we’re migrating away from our Legacy Tech Stack."

"If you’ve already been through online diagnostics, could we pick up where you left off on the call?"
fullstory

The Leading Digital Experience Platform

priceline

TRAVELPORT

eDreams

FLIGHTCENTRE

Gatwick AIRPORT

jetBlue

GOL

AirAsia

ICELANDAIR

KIWI.COM

spirit

AEROMEXICO

Azul
How do you get visibility into what you’re missing?

Traditional analytics only measure the path you think users will take. But they miss the actions you can’t predict.

To see what’s broken — any why — each team that is responsible for the customer’s digital journey needs the complete picture.
Traditional Analytics:
- You only see what you tag
- Huge Engineering overhead
- Only a small spotlight on the issue
Holiday destination *

Arrival date

How many travellers? *

What are your holiday plans:

If yes, do you have any other requests?
We know our stuff when it comes to holidays all around the world.

Of information, our Travel Experts can tailor make a trip to your

<table>
<thead>
<tr>
<th>Where are you departing from? *</th>
</tr>
</thead>
<tbody>
<tr>
<td>London Heathrow</td>
</tr>
<tr>
<td>London Gatwick</td>
</tr>
<tr>
<td>Aberdeen</td>
</tr>
<tr>
<td>Belfast</td>
</tr>
<tr>
<td>Birmingham</td>
</tr>
</tbody>
</table>

To get a better quote, tell us a bit more about your

What's your travel style, what things do you want to

...
YOUR HOLIDAY

We know our stuff when it comes to holidays all around the world and – most importantly – with a little bit of information, our Travel Experts can tailor make a trip to suit you. So what are you waiting for?

Where are you departing from? *

London Heathrow
London Gatwick
Aberdeen
Belfast
Rliminham

Where are you departing from? *

Your holiday destination *

Returning date dd/mm/yy *

How many travellers? *

To get a better quote, tell us a bit more about your holiday plans:

What's your travel style, what things do you want to see and do, do you have any other requests?
FullStory was integral for improving products in our retail ecosystem with a lean team—it allowed us to uncover the 'unknown unknowns' and prioritize which actions to take.

Hans Einner Barroga - Design Experience

<table>
<thead>
<tr>
<th>22%</th>
<th>Decrease in booking fail rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>24%</td>
<td>Increase in usage of key feature releases</td>
</tr>
<tr>
<td>5</td>
<td>Flight Centre teams using FullStory</td>
</tr>
</tbody>
</table>
Case Study

jetBlue

“We used FullStory to bubble up similarities between different customer groups, identify common criteria, and establish what sort of error messages were occurring frequently”.

Jillian Moroney - Head of Product

<table>
<thead>
<tr>
<th>20%</th>
<th>Decrease in payment errors</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Reduction in time to insight</td>
</tr>
<tr>
<td>22%</td>
<td>Error validation on checkout funnel</td>
</tr>
</tbody>
</table>
Oops!

Looks like something went wrong when loading your selected flights. Please try again.
Conversions

Proactively identify opportunities to improve Ancillary Product Sales - through Conversions

Using FullStory’s Conversions feature, get visibility to proactively surface which points of friction correlate with funnel dropout and lost revenue on key ancillary product funnels.

Also prioritise which issues to fix first based on revenue loss.
Journey Mapping

Know the where, when, and how users move through your digital property - using Journeys

Journeys give understanding into how users navigate your website, mobile application, and kiosk, giving you the ability to spot opportunities for optimisation.
Dashboards

Bring all of key metrics and KPIs together in a single platform and have product, UX, engineering & marketing teams work off the same data.
Frustration Metrics

Be proactive in your approach to solving problems, by leveraging ‘out-of-the-box signals’

Surface customer friction with FullStory’s ‘out-of-the-box’ frustration signals.

Use frustration signals to get insight into customer frustration and context behind users who leave your platform without completing their desired task.
FullStory for Mobile

Understand the ‘full picture’ for users on mobile and at self-service kiosks

Using FullStory for mobile, you can gain insights into bugs and issues that are causing users to leave poor reviews on the App Store & Google Play Store.

Airlines can also use this as an opportunity to improve personalisation by understanding full customer journey.
Who are we serving?
We design and build for your teams.

Build better customer experiences, together.
Thank You!

Name: Charles Addai-Appiah  
Role: Regional VP  
Email: Charlie@fullstory.com  
Number: 07724434421

Name: Kofi Ankomah  
Role: Strategic Accounts  
Email: Kofi@fullstory.com  
Number: 07533572423

Learn More About FullStory here!
Innovation Day @ IATA
June 2023
Ollie Killick
Global Head of Brand Partnerships
Fever
Fever is an ecosystem with multiple ways for an airline to plug in to...

To add value to trip bookings, increase loyalty usage and to make trips unforgettable.
Nostalgia, friendship, and supernatural adventure.
Making YOU the hero of the story.
The Mixtape Area.
GLOBAL ROLLOUT SO FAR

CLOSED

NYC
164k Tickets Sold
4.8 Average Rating

SAN FRANCISCO
128k Tickets Sold
4.8 Average Rating

LOS ANGELES
98k Tickets Sold
4.8 Average Rating

ATLANTA
103k Tickets Sold
4.7 Average Rating

LIVE

PARIS
114k Tickets Sold
4.3 Average Rating

TORONTO
95k Tickets Sold
4.3 Average Rating

SEATTLE
61k Tickets Sold
4.3 Average Rating

COMING SOON

WASHINGTON DC
114k Tickets Sold
4.3 Average Rating
NYC IMPACT REPORT

SOCIAL MEDIA METRICS:

➔ Accounts: Stranger Things: The Experience + Secret NYC + Fever
➔ Platforms: Facebook, Instagram, Google, Youtube, TikTok & Fever Marketplace
➔ Main location: NY/NJ Metropolitan Area

+58M IMPRESSIONS
+3.3M ENGAGEMENTS
+1.3M CLICKS
+10M UNIQUE READERS
396K SHARES & COMMENTS
800K LANDING PAGE VIEWS

TOTAL IMPRESSIONS NYC
61.6M+

USER GENERATED CONTENT PRESS SOCIAL MEDIA (ST EXPERIENCE, SECRET NYC, FEVER)
It's been a difficult and unpredictable time for airlines

Core flight ticket margins are squeezed

Looking to add value to the customer funnel, through add-ons and increased loyalty usage

Airlines don't know a lot of about some customers and aren't using all of the data they have on others... but they do want to increase personalization
Democratize access to incredible live entertainment
Utilizing technology and data leads to a better understanding of consumers, and therefore better experiences.
OUR VISION

A constant personalised flow of immersive experiences
An unparalleled way to serve fans globally...
Like Netflix, for live Experiences

Data-driven audiovisual content creation.

Data-driven experiential content curation & creation.
The World's Largest source of curated multcategory experiences

- 500 exhibitions
- 500 sports
- 500 wellness
- 2,000 tasting
- 2,000 music
- 1,000 cinema
- 1,000 nightlife
- 500 theater
Platform already available in over 150 major travel hub cities

Seoul
Singapore
Brisbane
Sydney
Melbourne
Adelaide
Perth
Stockholm
Dubai
Rio de Janeiro
São Paulo
Santiago
Mexico City
Lisbon
Vancouver
SF Bay Area
Los Angeles
Guadalajara
Miami
Guatemala City
Rio de Janeiro
Sao Paulo
Santiago
Mexico City
Lisbon
Vancouver
SF Bay Area
Los Angeles
Guadalajara
Miami
Confidential and Proprietary
Agreements with the world's leading experience providers, access to more than 40,000 events

Not exhaustive
Confidential and Proprietary
Unique Tech Enabled ecosystem powering events worldwide

Fulfilling customer journey from inspiration to conversion to experience

Experience Marketplace, volume of 30M tickets per year

Fever Original Experiences, tapping into data from 120,000 concepts

Hyper-local Media Network, reaching 212M people
Marketplace
Secret Media Network

Largest network of local entertainment media

*Travel a key vertical*
Covering the best of Culture and Entertainment in the World’s top Cities

Europe cities:
- MADRID
- SECRET
- BILBAO
- SECRET
- MÁLAGA
- SECRETA
- SECRET
- IBIZA
- SECRET
- ROMA
- SECRET
- MILANO
- SECRET
- MÜNCHEN
- SECRET
- KÖLN
- SECRET
- BERLIN
- LÍSBOA
- SECRETA
- PORTO
- SECRETC
- GENÈVE
- SECRÈTE
- LILLE
- SECRET
- MARSEILLE
- SECRÈTE
- PARIS
- SECRET
- BARCELONA
- SECRETA
- SEVILLA
- SECRETA
- VALENCIA
- SECRETA
- TORINO
- SEGRETA
- SECRET
- NAPOLI
- SECRET
- STUTTGART
- SECRET
- HAMBURG
- SECRET
- FRANKFURT
- SECRET
- ZURICH
- SECRET
- WIEN
- SECRET
- BRUXELLES
- SECRÈTE
- BORDEAUX
- SECRET
- LYON
- SECRET
- NICE
- SECRET
- TOULOUSE
- SECRET
- KÖBENHAVN
- SECRET
- BIRMINGHAM
- SECRET
- BRISTOL
- LEEDS
- UNCOVERED
- SECRET
- MANCHESTER
- SECRET
- LONDON
- LEEDS
- UNCOVERED
- SECRET
- GLASGOW
- SECRET
- DUBLIN
- SECRET
- LIVERPOOL
- SECRET
- STOCKHOLM
- SECRET
- AMSTERDAM
- SECRET
- TAMPA
- SECRET
- TUCSON
- SECRET
- ST LOUIS
- SECRET
- SEATTLE
- SECRET
- AUSTIN
- SECRET
- SAN FRANCISCO
- SECRET
- SAN DIEGO
- SECRET
- RALEIGH
- SECRET
- PHILADELPHIA
- SECRET
- PORTLAND
- SECRET
- ORLANDO
- SECRET
- OMAHA
- SECRET
- NOLA
- SECRET
- NYC
- SECRET
- NASHVILLE
- SECRET
- MINNEAPOLIS
- SECRET
- MIAMI
- SECRET
- MEMPHIS
- SECRET
- LAS VEGAS
- SECRET
- LOS ANGELES
- SECRET
- KC
- SECRET
- HOUSTON
- SECRET
- GRAND RAPIDS
- SECRET
- DETROIT
- SECRET
- DENVER
- SECRET
- DC
- SECRET
- DALLAS
- SECRET
- CLEVELAND
- CINCINNATI
- UNCOVERED
- RIO DE JANEIRO
- SECRETO
- TOLUCA
- SECRETA
- TIJUANA
- SECRETA
- GUADALAJARA
- SECRETA
- SÃO PAULO
- SECRETO
- RIVIERA MAYA
- SECRETA
- MONTERREY
- SECRETO
- CDMX
- SECRETA

American cities:
- SECRET
- CALGARY
- MONTREAL
- SECRETA
- Québec
- SECRETA
- VANCOUVER
- SECRET
- VANCOUVER
- SECRET
- ATLANTA
- BOSTON
- UNCOVERED
- SECRET
- CHARLOTTE
- SECRET
- CHICAGO
- SECRET
- EDMONTON
- SECRET
- OTTAWA
- SECRET
- TORONTO
- SECRET
- AUSTIN
- SECRET
- BALTIMORE
- SECRET
- CHARLESTON
- SECRET
- NYC
Hyper Localized, Social-First, Recommendation Engine

Hyper localized and entertaining actionable social formats...

...that drive significant levels of social engagement versus other local entertainment media.

2022 Total Facebook & Instagram Interactions. Source: Crowdtangle
Visitors to SMN sites are 4.57x more likely than the average internet user to visit websites in the **Dining Out** category.

Visitors to SMN sites are 4.23x more likely than the average internet user to visit websites in the **Travel & Adventure** category.

Visitors to this site are 1.66x more likely than the average internet user to visit websites in the **Style & Fashion** category.

Visitors to this site are 2.46x more likely than the average internet user to visit websites in the **Music** category.

Visitors to this site are 1.49x more likely than the average internet user to visit websites in the **Health & Fitness** category.

Visitors to this site are **7.89x** more likely than the average internet user to visit websites in the **Visual Arts** category.
Example: USA & CAN audience are travellers & explorers

4.23x more likely than the average internet user to visit websites in the Travel category.

3.26x more likely than the average internet user to visit websites in the Destinations category.

2.02x more likely than the average internet user to visit websites in the Air Travel category.

3.07x more likely than the average internet user to visit websites in the Europe Travel category.

Data Source: Quantcast
Fever Original Experiences

Ecosystem Data used to inform the creation of new, unique experiences
Global agreements with IP owners, means Fever has access to World-famous IPs
Data Driven Approach

Analysis & Criteria

Analysis Of Event Virality And Ticketing Demand
Unparalleled Data Set Of Over 120,000 Concepts
Event Success Decision Threshold Uses Performance Benchmarks
Some of our Travel Partnerships

SMN Travel Inspiration
Content to drive privilege club sign ups

Sponsorship of two Fever Original experiences

Multi-year Hyperlocal SMN media campaigns promoting key Hilton locations in key international and domestic feeder cities

Partnerships with tourism boards to run engaging SMN campaigns to provoke wanderlust in our audience

Local travel inspiration through native city centric content crafted to promote travel along the SWR railway in and around London
Fever developing Global white label ticketing solutions for partners in Travel

API integration with core Fever experiences available to buy on the Accor Live Limitless platform
Thank You

OLLIE KILLICK
Global Head of Brand Partnerships
ollie.killick@feverup.com
+44 797 118 7948
www.feverup.com
Immersing Fans in the Worlds of Critically Acclaimed Shows

NETFLIX

STRANGER THINGS
THE EXPERIENCE

The Queen's Ball
A BRIDGERTON EXPERIENCE

MONEY HEIST
THE EXPERIENCE
Fever Global Partners
From A/B to AI

IATA Focus Week - Intro to OfferFit
We are in the middle of an AI revolution

**Trend #1**
Passengers demand personalization: only targeted, relevant marketing wins

**Trend #2**
Airlines are unifying their data at the customer level

**The Gap**
How can Airlines turn their data into intelligent, personalized decisions for each passenger?

Are you making customer level decisions?
What is holding you back?
OfferFit’s **Automated Experimentation Platform** is the fastest, most scalable way to accelerate testing and learning.

Automatically discover the right message, creative, incentive, channel, and timing for every customer to unlock the full value of your customer data.
Our customers come from a wide range of industries

**Banking**
Maximizing credit card referrals.

- Uplift in conversion rate: 92%

**Services**
Maximizing customer value via contract renewals.

- Uplift in customer CLV: 200%

**Restaurants**
Maximizing repeat visits by new customers.

- Uplift in purchase rate: 10%

**Telco**
Maximizing upsell & cross-sell.

- Uplift in incremental ARPU impact: 120%

**Gaming**
Maximizing inorganic monetization

- Uplift in conversion to monetized play: 175%
A leading LATAM Telco is using OfferFit to personalize upsell offers ...

**Subject Line**
Más velocidad, ¡exclusiva para ti!
(More speed, exclusively for you!)

¡Solo por hoy, incrementa tu velocidad y recibe $15 de descuento en tu próxima factura!
(Today only, increase your speed and get $15 off your next bill!)

**Call to action**
Con un click aquí
(With one click here)

Click aquí para obtener el beneficio
(Click here to get the discount)

**Time**
- 11AM
- 3PM
- + more

**Plan**
- 300 Megabytes
- 500 Megabytes
- + more

**Terms**
- $15 one-time discount
- No discount

---

*OfferFit* – Confidential
Based on this impact, this company is currently considering expanding its implementation of OfferFit to additional use cases and geographies.

Uplift in incremental ARPU impact

Expected generation of NPV

120%

$1m+

Incremental ARPU impact of upsell campaign

Baseline (no-personalized offers) vs. OfferFit (personalized offers)

+120%
Starter list of ideas for potential use for the Airline Industry

Leverage AI driven personalized communications to:

- **Optimize customer promotions:** Optimizing offers / coupons sent to customers based on engagement (e.g., transaction history, last purchase, basket size) to encourage conversions
- **Increase repurchase/transaction frequency:** Encouraging customers to repurchase airline tickets (across channels)
- **Cross-sell / Up-sell:** Nudge customers to purchase hotels, rental cars, or other services complementary to their product purchase (e.g. credit cards, seat upgrades, etc.)
- **Minimize cart abandonment:** Optimize customer communications to increase likelihood of completing an unfinished purchase
- **Encourage loyalty program adoption:** Encourage downloads of app or sign-ups for loyalty programs through personalized communication, incentives, reminders, etc.
- **Other ideas?**
A leading airline is using OfferFit to improve abandoned cart conversions and upsell opportunities

Capability Example

Context

- A leading carrier is using OfferFit to personalize follow-ups for each shopper who abandons their cart online
- Prior to OfferFit, every abandoned cart shopper received one reminder email several hours after abandonment

The airline is leveraging OfferFit to personalize the following for each individual customer:

- How long to wait after abandonment for initial e-mail (e.g., 2 hours, 5 hours)
- The cadence/frequency of reminders after the initial communication
- What messaging and copy to use (subject line, call to action, creative)
- If a vacation or ancillary purchase should be offered, and, if so, which one
Panel

What is the Value of an Industry Accelerator?

Paula Pardo Esteve
Manager Ideation, Strategy and Partnerships, IATA

Inaki Uriz Millan
Co-Founder & CEO, Caravelo

Sebastien Texier
General Manager Europe, Hopper

Gilbert Ott
Head of Partnerships, point.me
Panel

How to Deal with Customers’ Demands?

Anderson Pacchioni
Senior Manager Digital Engagement, IATA

Ursula Silling
CEO, Branchspace

Andrew Webster
Director of Product Management, Accelya
Digital Identity Program

Gabriel Marquie
Senior Manager, Digital Identity, IATA
An Identity framework is based on 3 concepts:

- **Verifiers** request information and a proof.
- **Holders** present a proof of what they claim.
- We rely on **credentials** to prove what we claim.
We need to have the same level of trust in digital as we do in the physical world.

There is no physical interaction between the holder (customer) and the verifier (airline staff).
There are some live implementations already

**Log in and Access Management**
- Web logging by scanning a QR code:
  - WhatsApp web log in
  - Banking web portal

**Payment and government ID**
- Mobile payment / mobile driving license:
  - Apple/Google pay
  - Mobile driving license

**Health Care**
- Digital covid certificate
  - The QR code on the certificate is a verifiable credential

*The mobile App is your digital ID*
*No more password*

*Digital Credit Card / driving licenses are credentials stored in mobile wallets*
Where can it be used?

**Retailing**
- Preferences and travel history during shopping
- Prove a discount entitlement
- Provide an offer tailored for the customer preferences
- Manage my order with any partner

**Delivery**
- Verify and prove my eligibility to travel ahead of time
- Prove my eligibility to receive a service
- Travel without the need to show any document (contactless travel)
Airlines and their partners are moving ahead

<table>
<thead>
<tr>
<th>Pilot mature concepts</th>
<th>PoC for emerging concepts</th>
<th>Standard setting</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identity management in distribution</td>
<td>• End to End digital ID PoC covering</td>
<td>• Business standards</td>
</tr>
<tr>
<td>• OneID</td>
<td>• Retailing</td>
<td>• Distribution</td>
</tr>
<tr>
<td>• Contactless travel</td>
<td>• Service delivery</td>
<td>• Customer experience</td>
</tr>
<tr>
<td>• Digitalization of admissibility to travel</td>
<td>• Value chain partner</td>
<td>• Technical standards</td>
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<td>• Credential exchange</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Credential verification</td>
</tr>
</tbody>
</table>

Large scale deployment is expected within 3 to 5 years
Modern Airline Retailing Program

**Customer identification**
- Customer identity in service delivery
- Customer identity in retailing
- Digital identity of value chain partners
  - Contactless (One ID)
  - Digital Identity in Distribution
  - E2E PoC

**Retailing with Offers**
- Creating products and building new partnerships
- Distributing priced personalized offers
- Choice of digital payment options available to Customer

**Delivering with Orders**
- Offers fulfilled with orders only
- Modern financial processes
- Delivering on new partnerships with offers and orders only

Ambition
Panel:

How to Enable Innovation for Customer Centricity?

R. Kat Morse
Senior Manager Innovation and Partnerships, IATA

Simon Gent
Senior SA Specialist, AWS

Ursula Silling
CEO, Branchspace

Edouard Baussier
Global Mobility and Travel Sales Director, IDNow

Harvey Tate
Head of Tech Innovation, IAG

Louise Cole
Head Customer Experience and Facilitation, IATA
How to enable customer centricity through innovation
The Innovation@IATA Ecosystem

- **Advisory Councils**
  - Airlines
  - DTAC, DAC, IFAC

- **Accelerate**
  - Airlines
  - Startups
  - Innovation Hubs

- **Digital Innovation Ecosystem**

- **Innovation Hub & Events**
  - Innovation Days
  - Symposiums
  - Webinars

- **The Lab**
  - Airlines
  - Startups
  - Strategic Partners
Connect airlines, tech providers, and startups who want to test solutions to solve industry problems

Innovation Sprint methodology to test ideas and concepts quickly

Objective: advance the amount of pilots / POCs in pre and post standard testing

Work together to solve industry problems using new technologies

* Evolution of Think Tank (pre-2023)
The Lab          Innovation Sprints

Industry Challenges
Focus on specific use cases

Collaboration
Bring together relevant industry partners

Testing
Determine if the partners can solve the use cases

Output
Vision, POC, MVP, Pilot, etc. to guide the industry
Modern Airline Retailing Program Design

Customer centric digital airlines in control of their product, money and data

Customer identification
- Customer identity in service delivery
- Customer identity in retailing
- Digital identity of value chain partners

Retailing with Offers
- Creating products and building new partnerships
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- Choice of digital payment options available to Customer

Delivering with Orders
- Offers fulfilled with orders only
- Modern financial processes
- Delivering on new partnerships with offers and orders only
Objectives of the End-to-End PoC

Digital Identity

Customer Centricity
- Ensuring the customer has the right information at the right time
- Control over their data

Interoperability
- Seamless end to end travel experience
- Credentials created by one company can be used by another

Efficient Airline + Partner Processes
- Zero knowledge proof
- Control over their data / data they need from customer
Meet Liam!

Business Traveler going from Toronto to Sydney

*Preferences and personal data stored in a wallet is pre-standard*
Liam shops on Air Canada website. Employer VC will unlock corporate deals for Liam.

Airline verifies Employer VC
Sends offers to Liam

Liam accepts an offer
OMS knows it is Liam due to VC and creates offer

Airline creates an Order and passes this to Liam’s digital wallet
Order is a Verifiable Credential
Corporate Flow (Service Delivery)

Between booking & 2-3 days before departure

Airline asks if Liam wants to check travel requirements

Airline opens P2P link so Liam can share *attributes* of his Passport VC

Airline determines Liam needs an eTA and offers a direct channel with the government

Australian Border Force will issue an eTA directly to Liam’s wallet as a DTA VC
C**p**rate Flow (Service Delivery)

2 -3 days before departure

- **Airline asks for DTA VC + Passport VC**
- **Liam finalizes intent to fly, no dangerous goods, etc.**

- **Airline makes status update to Order VC with seat number and other information.**

- **Liam discloses his recent biometric image + trip details to Air Canada**
- **Air Canada receives biometrics and prepares contactless process for Liam**

- **Liam uses biometric gates to board in Toronto and lands in Vancouver.**
- **Without re-enrolling, Liam boards in Vancouver and lands in Sydney**
Meet Liam (again)

Leisure Traveler going from London to Rome

*Preferences and personal data stored in a wallet is pre-standard*
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liam shops on Trip.com mobile app for flights, pushing his 3 Loyalty VCs to the OTA</td>
<td></td>
</tr>
<tr>
<td>Trip.com requests offers from airlines.</td>
<td></td>
</tr>
<tr>
<td>Airline 1 creates offer</td>
<td></td>
</tr>
<tr>
<td>Airline 2 creates offer</td>
<td></td>
</tr>
<tr>
<td>BA creates offer</td>
<td></td>
</tr>
<tr>
<td>Airlines send to Trip.com</td>
<td></td>
</tr>
<tr>
<td>Trip.com displays the 3 offers</td>
<td></td>
</tr>
<tr>
<td>Liam accepts offer from BA</td>
<td></td>
</tr>
<tr>
<td>Liam sends Loyalty VC + attributes of his Passport to BA to create the Order</td>
<td></td>
</tr>
<tr>
<td>Airline creates an Order* and passes this to Liam’s digital wallet</td>
<td></td>
</tr>
<tr>
<td>Order is a Verifiable Credential</td>
<td></td>
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</table>
Corporate Flow (Service Delivery)
Between booking & 2-3 days before departure

Trip.com asks if Liam wants to check travel requirements

Trip.com opens P2P link so Liam can share attributes of his Passport VC
Corporate Flow (Service Delivery)  
2 - 3 days before departure

- Airline asks for Passport VC
- Liam finalizes intent to fly, no dangerous goods, etc.

- Airline makes status update to Order VC with seat number and other information directly to Liam’s wallet

- Trip.com asks Liam if he wants a contactless travel experience by push notification

- Liam discloses his recent biometric image + trip details to LHR

- Liam uses biometric gates to board in LHR and lands in FCO.
Panel:

How to Enable Innovation for Customer Centricity?

R. Kat Morse  
Senior Manager Innovation and Partnerships, IATA

Simon Gent  
Senior SA Specialist, AWS

Ursula Silling  
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Global Mobility and Travel Sales Director, IDNow

Harvey Tate  
Head of Tech Innovation, IAG

Louise Cole  
Head Customer Experience and Facilitation, IATA
LUNCH BREAK
Panel: Transition Supported by Innovation

Matt McKinley  
Senior Manager  
Digital Transformation Programs  
IATA

Alex Walling  
Chief Strategy Officer  
Rapid

Patrick Brosse  
API Design & Data Model Senior Expert  
Amadeus
IATA Open API Hub

The airline industry’s one-stop portal to discover and connect through APIs, in partnership with the RapidAPI Enterprise API Hub.

- **Discover** APIs
- **Build** new trusted partnerships and foster competition
- **Promote** traffic to your APIs
- **Connect** without compromising control of your data
Benefits

A SEAMLESS, INTEGRATED DEVELOPER EXPERIENCE

API Producer

API Consumer

Airline Open APIs

Publish

Test

Develop

Design

Discover

Evaluate

Integrate / Consume

Monitor
Promote your APIs on the hub!

Figures

- 190+ users from 129 Organizations
- 57 APIs published

Open APIs by category

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Experience</td>
<td>8</td>
</tr>
<tr>
<td>Retailing</td>
<td>6</td>
</tr>
<tr>
<td>Cargo</td>
<td>2</td>
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<tr>
<td>Flight Ground Operations</td>
<td>5</td>
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<tr>
<td>Reference Data</td>
<td>7</td>
</tr>
<tr>
<td>Financial processes</td>
<td>3</td>
</tr>
</tbody>
</table>

Active Organizations

- Lufthansa
- AIRFRANCE
- KLM
- SWISS
- Austrian
- TURKISH AIRLINES
- Emirates
- QATAR AIRWAYS
- SINGAPORE AIRLINES
- LATAM AIRLINES
- KOREAN AIR
- CHINA SOUTHERN AIRLINES
- virgin atlantic
- CHINA EASTERN
- HAWAIIAN AIRLINES
- AIR NEW ZEALAND
- Vietnam Airlines
- AIRBUS
- Boeing
- TravelSky
- CIRIUM
- Rapid
- IATA
QUESTIONS?

Contact: openapi@iata.org
Roundtable
Generative AI

Kim Macaulay
Chief Information and Data Officer
IATA

Daniel Friedli
Managing Director
Travel in Motion
Generative AI

1. Customized Offers
2. Disruption Management
3. Route Optimization
4. Dynamic Pricing & Yield Management
5. Personalize Customer Travel Plans
6. Coaching and training / workforce
7. Back-office customer support
8. Travel agent support
9. Language models built on human language
10. Markerplaces
Thinking in Decades:

Exploring the Future of Aviation

Tino Klähne
Director of Strategic Innovation & Intelligence
Lufthansa Innovation Hub
THINKING IN DECADE(S)
WHY THINK IN DECADES?
TAKING TRAVEL TO NEW DESTINATIONS
Capabilities

STRATEGIC INTELLIGENCE  NEW BUSINESS TRANSFORMATION
HOW
WE DO IT!
CONNECT THE
UN/OBVIOUS
AT SCALE
<table>
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<th>LEADING INDICATORS</th>
<th>LAGGING INDICATORS</th>
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</table>


LEADING INDICATORS

INPUT
Making sense of interest

FUNDING DYNAMICS
Venture Capital, CVC

SCIENTIFIC INTEREST
Research Grants, Projects, Papers

LAGGING INDICATORS
Startup Investment Trends in Travel and Mobility Tech

An in-depth analysis of venture capital trends in the Travel & Mobility Tech ecosystem.

LIH core research piece – updated every year – Fourth edition

Venture Capital / Funding dynamic as a proxy for overall sector attractiveness with +2800 startups

Follow the money - Category-specific funding trends to spot opportunity areas
AAM Investment Dashboard

Interactive Tableau Dashboard that tracks all Venture Capital Investments in Advanced Air Mobility
### Reaching for the stars: The New Air Travel Leaderboard

New Air Travel startups ranked by VC funding raised

<table>
<thead>
<tr>
<th>Altitude: 0km</th>
<th>1-4km</th>
<th>5-14km</th>
<th>15-99km</th>
<th>100+km</th>
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<tr>
<td><strong>Infrastructure</strong></td>
<td><strong>On Demand</strong></td>
<td><strong>Emerging Technologies</strong></td>
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<tr>
<td>Physical</td>
<td>Digital</td>
<td>Air Taxis</td>
<td>Private Jets</td>
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<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</table>

- AAM Leaderboard

Deep dive into the leading (by attracting Venture Capital) actors in across all AAM categories

Source: Lufthansa Innovation Hub, TNMT.com, PitchBook Data Inc.
<table>
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<td>Making sense of activities</td>
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<td>feedly, Google Scholar, ResearchGate</td>
<td>feedly, Thinknum</td>
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</table>
The power of Wikipedia predicting hype cycles

The Wikipedia article on “Aviation Biofuel” was heavily edited in 2020

Number of edits in Wikipedia’s article on “Aviation biofuel”

Wikipedia seems to have predicted the SAF media hype in 2021

Tracking the hype on aviation biofuel

As of April 5, 2022

Source: Lufthansa Innovation Hub Analysis, TNMT.com, Wikipedia, NetBase Quid Inc.
AAM Stakeholder Ecosystem

Whitepaper in collaboration with Osinto – Mapping the Stakeholder network of the Advanced Air Mobility Ecosystem across different types of actors & geographies
The Hype-Cycle of Future Aviation

Mapping the major technologies shaping the future of aviation

Gartner hype cycle framework applied to all major New Air Travel Technologies

- Analysis of eight key emerging technologies that have the potential to change the way we travel from A to B through the air

- Sustainable Aviation Fuel (SAF) is the most ready-to-use technology and included due to its potential to reduce aviation’s CO2 footprint.
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<td><strong>MEDIA SENTIMENT</strong></td>
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<tr>
<td>Making sense of <strong>perception</strong></td>
<td>Expert &amp; Mainstream Publications Earnings Calls, Recognitions</td>
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<tr>
<td><a href="#">Netbase</a> <a href="#">Brandwatch</a></td>
<td><a href="#">Statista</a> <a href="#">SimilarWeb</a> [data.ai] <a href="#">Google</a></td>
</tr>
</tbody>
</table>
Tripadvisor Analysis

Sentiment & relevance analysis of 15,000 public reviews for 12 airlines. Derived strategic insights for product development.
TNMT Market Index

Sector Attractiveness Indicator

- TNMT index – 2 sub-indices
- Live product on TNMT.com (soon)
- Quarterly Commentary in newsletter
<table>
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<tbody>
<tr>
<td>Making sense of <strong>interest</strong></td>
<td>Making sense of <strong>activities</strong></td>
<td>Making sense of <strong>perception</strong></td>
<td>Making sense of <strong>results</strong></td>
</tr>
</tbody>
</table>

**Leading Indicators**
- FUNDING DYNAMICS: Venture Capital, CVC
- TECH DYNAMICS: Patents, Wikipedia Edits
- MEDIA SENTIMENT: Expert & Mainstream Publications Earnings Calls, Recognitions
- CONSUMER SENTIMENT: Reviews, Social Listening, NPS

**Lagging Indicators**
- SCIENTIFIC INTEREST: Research Grants, Projects, Papers
- ACTOR DYNAMICS: Incorporations, Launches, Partnerships Personnel Dynamics
- USER BEHAVIOUR: Search, App DLs & Usage, Site Visits
- MARKET DATA: Growth Rates, Market Shares, Sales
WHAT WE SEE!
THE GREAT INVERSION
The Great Inversion
The Pivotal Transformation of the TNMT Value Chain

- Self-Empowered Traveler
  - The disruption of decision making
- Longtail of Travel
  - Verticalization of audiences
- Review Economy
  - Word of mouth coming to travel
- Blurred Travel
  - Emerging use cases
- Virtual Substitutes
  - Virtualization of travel use cases
- Trip3
  - Towards the next industry stack
- Relational Trinity
  - The post-ticket era
- Share of Life
  - Super apps, Platforms & Ecosystems
- (No)wnership Spectrum
  - The Sharing Economy is growing up
- Social Distribution
  - Creator Economy
- Bookable Content
  - Direct Inspiration
- Travel-as-a-service
  - Ubiquitous Travel Retail
- High-Flyers
  - A sky full of competition
- Asset Dexterity
  - Reviewing asset strategies
- The soft asset gap
  - Human factor in business
Learn more
visit TNMT.com and sign up for our bi-weekly newsletter
Thank you!

Tino Klaehne
Lufthansa Innovation Hub
Director Strategic Innovation & Intelligence

tino.klaehne@lh-innovationhub.com
Panel:

Industry Innovation Challenges & Opportunities

Stephan Copart
Head of Digital Transformation, IATA

Hamidul Huq
Innovation Coach
Genève Aéroport

Peter Choroba
Head of Innovating and Emerging Activities,
EUROCONTROL

Stefan Nothelfer
Director Partnerships & New Business Ventures
Lufthansa Innovation Hub
Panel:
What About Diversity?

Jane Hoskisson
Director Talent, Learning, Engagement and Diversity
IATA

Orla Benson
SVP Environment Social Governance
SMBC

Anna Ghion
Account Manager for IGO AIR, AWS
What’s Next?

Anderson Pacchioni
Senior Manager, Digital Engagement, IATA
THANK YOU!

Geneva, Switzerland
28 June 2023