Plenary Session - Setting the Scene

09:00 - 09:10 DDR SYMPOSIUM GRAND OPENING
State of the industry and the innovation roadmap in the areas of digital transformation, data and distribution

09:10 - 09:15 IATA LEGAL BRIEF

09:15 - 09:25 WELCOME TO MADRID
Welcome address from our Host Airline Iberia

09:25 - 09:40 STATE OF THE INDUSTRY

09:40 - 10:15 WHEN CUSTOMER CENTRICITY MEETS DIGITAL TRANSFORMATION
Why aren’t customer-centric ambitions translating into great customer experiences? Partly because many companies underestimate the complexity of getting several things right when tackling customer-centricity

10:15 – 11:00 Networking Coffee Break

11:00-11:45 AIRLINE COMMERCIAL STRATEGIES IN THE CONTEXT OF RESTART & DIGITAL TRANSFORMATION
In the context of the broader industry agenda, airline commercial leaders will share their thoughts on the challenging context of restart, how their retailing strategies have evolved during the crisis and how they intend to increase their focus on customer centricity going forward.

11:45-12:30 DIGITAL AIRLINE AMBITION 2030 and IATA STRATEGIC PRIORITY ROADMAP
Members of the Digital Transformation Advisory Council will present the newly formulated Airline Digital Ambition 2030 strategy and how it plans to achieve its ambition focusing on priority areas for the restart, business case for change, benefits that digitalization brings and end-goal ambitions.

12:30 - 14:00 Networking Lunch
**Digital Transformation & Data Track**

### 14:00-14:20
**Achieving Digital Readiness**
**HOW TO REMOVE THE BARRIERS TO A SUCCESSFUL DIGITAL TRANSFORMATION ROLL OUT?**
Hear some of the challenges companies and industries face on their digital transformation journey and ways to overcome these.

- **Sophie Troel**, VP, Head of Air France Digital Factory & Innovation, Air France
- **Jonathan Sullivan**, Director, Marketing Analytics & Operations, Accenture

### 14:20-15:00
**Building a Data-Driven Culture to Unlock Actionable Insights**
Why building a data driven culture and investing in tech, data, processes & people is so important?

- **Ido Biger**, VP Technology, CIO & Chief Data Officer, El Al Israel Airlines
- **Arun Gupta**, Managing Director, Global Data Products, ARC
- **Thomas Wittman**, Managing Director at Lufthansa Systems
- **Jean Ruiz**, Head Aviation Data, IATA
- **Graham Thomas**, Global lead for Data Responsibility, Cognizant

### 15:00-15:30
**Technology Enablers to Digital Transformation**
The Digital transformation — accelerating and optimizing the digitization of processes. What are the key enablers for digitalization that lead to new opportunities and value creation?

- **Tomi Maanemi**, Principal Strategic Consulting, Travel Division, PROS
- **Shiv Trisal**, Director, Applications and Analytics, Integrated Digital Solutions, Collins Aerospace
- **Charlie Anderson**, UKI Justice & Public Safety Manager, AWS

### 15:30-16:00
**Networking Break**

### 16:00-16:15
**Putting data to work in a time of crisis**

- **Xavier Lagardere**, Group Head of Data Strategy, LH Group

### 16:15-16:40
**Re-Inventing Customer Intent and Behavior Intelligence**
The pandemic data and data implications for the restart. Identifying new demand signals for planning and revenue generation. New data sources available to airlines from outside the industry.

- **Yon I. Jayo**, Sales Planning and Distribution Director, COPA Airlines
- **Adnan Itani**, Head BI Solutions, IATA
- **Trevor Kaufman**, CEO, Piano
Digital Transformation & Data Track

Putting data to work in a time of crisis

16:40-16:50 DATA PRIVACY MATURITY AND CHALLENGES WITHIN THE AVIATION INDUSTRY

18:30-20:00 Welcome Reception

The Cybersecurity Threat

16:50-17:00 ZERO TRUST SECURITY: MULTI-LAYERED PROTECTION AGAINST CYBER-THREATS
Learn how multi-layer cyber security solution, or defense in depth, is critical for protecting your airline from Cyber attacks.

17:00-17:45 CYBER RESILIENCE & THE IMPORTANCE OF INTERNATIONAL, MULTI-STAKEHOLDER COLLABORATION
The pandemic has slowly shifted an already unbalanced fight against cyber-threats, to favor the attackers. This session will help you gain some terrain on this battleground that is essential to win.

17:45-18:00 A PRACTICAL GUIDE TO FLEXIBILITY
Now more than ever airlines need to be flexible. They need an adaptable fraud solution to account for new, dynamic online shopping patterns. COVID has changed the way travelers shop online, and airlines looking to maximize revenue need to ensure good customer experience for all legitimate consumers. We provide case studies, track what to look out for during the payment process and provide some tips for navigating these new fraud challenges.

Sponsored by UNiSYS - Securing Your Tomorrow

THURSDAY 31 OCTOBER

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Welcome Reception
14:00-14:15  AIRLINE RETAILING, THE STATE OF THE INDUSTRY
Hear the latest key numbers on adoption of airline retailing and the industry strategy going forward.

14:15-14:45  WHERE IS THE VALUE CREATION IN AIRLINE RETAILING?
Qantas, Iberia and Kenya Airways share from their Airline Retailing journey and where they see value creation.

14:45-15:00  HOW TO MEASURE AIRLINE RETAILING MATURITY
IATA will introduce the new Airline Retailing Maturity index – a unique tool that will capture and monitor value creation!

15:00-15:15  MEETING THE EVOLVING EXPECTATIONS OF THE LEISURE CUSTOMER
What changes do we anticipate and how do the players satisfy the future leisure customer?

15:15-15:30  RETAIL INTELLIGENCE: ENABLING A PARADIGM SHIFT
Explores how retailing innovation means that shopping for travel moves from a commoditized transaction to a personalized experience.

15:30-16:15  Networking Coffee Break
Airline Retailing Track

16:15-17:00 WHAT'S CHANGED IN BUSINESS TRAVEL AND WHAT DOES THE CORPORATE CUSTOMER WANT?
- Prashanth Kuchibhotla, Global Airline Program Manager, McKinsey & Company
- Diane Lundeen Smith, Global Travel Sourcing Manager, Microsoft Travel
- Paul Tilstone, Managing Partner, FESTIVE ROAD

17:00-17:30 THE FUTURE OF DISTRIBUTION: INTO THE MINDS OF THE TMCs
TMC Executives and independent consultants will reflect on the trends impacting distribution: technology, globalization, content management, disintermediation etc.
- Henry H. Harteveldt, President, Atmosphere Research Group
- John Harvey, Globalyse Founder
- Nicola Ping, Global Product Director, Air Distribution, FCM
- Olivier Hours, Head Distribution Strategy, IATA

17:30-18:00 AN EXPERT VIEW OF HOW DIFFERENT PLAYERS MAY BE AFFECTED BY THIS INDUSTRY TRANSFORMATION
Who will survive, what changes do we anticipate, and will there be new players?
- Cory Garner, co-CEO T2RL
- Yanik Hoyles, Directo Distribution IATA

18:30-20:00 Welcome Reception

Sponsored by minsait
An Indra company
# Digital Transformation & Data Track

## Open Data Ecosystem and Trust Framework: the unavoidable pillars to achieving industry digital transformation

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<tr>
<th>Time</th>
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<tr>
<td>09:00-09:10</td>
<td><strong>HOW DIGITAL ECOSYSTEMS AND OPEN APIs ARE PAVING THE WAY FOR DIGITAL TRANSFORMATION</strong></td>
<td>António Saramago, Head of Commercial &amp; Marketing, Travel and Hospitality Business Unit, Minsait, Indra Company</td>
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<td>09:10-09:20</td>
<td><strong>REDUCING COST AND COMPLEXITY IS EVEN MORE IMPORTANT IN RESTART</strong></td>
<td>Matt McKinley, Senior Manager Technology Standards, IATA</td>
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<td>09:20-09:35</td>
<td><strong>MOVING FASTER: HOW OPEN APIs CAN ACCELERATE DIGITAL INNOVATION</strong></td>
<td>Serdar Gurbuz, SVP Digital Innovation &amp; Analytics, Turkish Airlines</td>
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<td>09:35-09:45</td>
<td><strong>DELIVERING SEAMLESS CUSTOMER EXPERIENCE THROUGH OPEN APIs</strong></td>
<td>Steve Domin, CEO &amp; Co-Founder of Duffel</td>
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<td>09:45-10:30</td>
<td><strong>IDENTITY MANAGEMENT /TRUST FRAMEWORKS</strong></td>
<td>Akira Mitsumasu, VP Global CX &amp; Marketing, Japan Airlines</td>
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<td><strong>101 + lessons learnt from other industries. Customer as the reference: Enabling customer-centric transformation with modern identity management and emerging trust frameworks</strong></td>
<td>Nick Mothershaw, Chief Identity Strategist, Open Identity Exchange</td>
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<td>Martin Sckopke, Head of IT Security Architecture &amp; Consulting, Lufthansa</td>
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<td>Marie Masserey, Head Industry Architecture, IATA</td>
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## Networking Coffee Break

## Spotlight on current data priorities - Operational Efficiency & Sustainability

### SHARING IS CARING: AIRCRAFT OPERATIONAL DATA-AOD

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<td><strong>SHARING IS CARING: AIRCRAFT OPERATIONAL DATA-AOD</strong></td>
<td>Jan Stoevesand, Senior Director Analytics, Lufthansa Technik</td>
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<td>Jens Schiefele, Managing Director, Boeing</td>
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<td>Miranda Cole, Partner, Covington &amp; Burling LLP</td>
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<td>Andrew Huston-Smith, CEO, Yocova, (Rolls-Royce)</td>
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<td>Lionel Rouby, SVP Airbus Customer Services Innovation &amp; Digital Solutions, Airbus</td>
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<td>Daniel Kanter, Assistant General Counsel, IATA</td>
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Modern aircraft are equipped with evermore sensors that record information on every flight and while on ground. Join experts from across the aviation supply chain to discuss the challenges and opportunities this emerging area presents.

## USING DATA FOR A SUSTAINABLE FUTURE IN AVIATION

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<td>11:45-12:30</td>
<td><strong>USING DATA FOR A SUSTAINABLE FUTURE IN AVIATION</strong></td>
<td>Aaron Robinson, Senior Manager Environmental Sustainability, United Airlines</td>
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<td>Sally Higgs, Commercial Sustainability Strategy, American Express Global Business Travel</td>
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<td>Michael Schneider, Assistant Director, Aviation Environment, IATA</td>
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CO2 emissions data transparency and connectivity. How an industry best practices data approach can assist in addressing the sustainability challenge of airlines.

## Networking Lunch

*Sponsored by [worldpay from FIS](https://www.worldpay.com)*
Airline Retailing Track

**Dynamic Offers - unlocking the value!**

09:00-09:15

**DYNAMIC OFFERS, THE STATE OF THE INDUSTRY**

- Sebastien Touraine, Head of Airline Commercial Systems, IATA

09:15-09:45

**THE AIRLINE JOURNEY TO DYNAMIC/CONTINUOUS PRICING**

Continuous pricing is one of the main areas of value creation in Airline Retailing and some carriers are already seeing benefits.

- Marcial Lapp, Managing Director, Revenue Engineering, American Airlines
- Chung Wai Kong, Senior Manager, Revenue Technology, Singapore Airlines

09:45-10:00

**THE PATH TO FREEDOM**

- Tye Radcliffe, VP, Product Strategy - Offer Group, Accelya Group

10:00-10:40

**WHAT TECHNOLOGY IS ALREADY AVAILABLE FOR PERSONALIZING & MERCHANDIZING, DYNAMIC PRICING & ENCHANCED REVENUE MANAGEMENT?**

- Manish Nagpal, SVP Product Strategy, Accelya
- Meg O’Keefe, Vice President, Airline Offer Suite Solutions, Amadeus
- Conor O’Sullivan, Chief Product Officer, Amadeus
- Surain Adyanthaya, SVP, PROS
- Michael Peters, Chief Product Officer, kambr
- Daniel Friedli, Managing Director, Travel in Motion

10:40-11:10

**Networking Coffee Break**
Airline Retailing Track

11:10-11:30

Offers & Orders...only!

A CONCRETE AIRLINE USE CASE TOWARDS 100% OFFERS & ORDERS

Lufthansa Group will share their vision and roadmap to 100% Offers and Orders and Swiss/Edelweiss will demonstrate that interlining with Offers & Orders works!

Jost Daft, Lead of Revenue Management & Distribution Strategy, Lufthansa Group
Sébastien Nicolas, Manager, Revenue Management and Pricing, Lufthansa Group
Nick Stott, Solution Architect, Edelweiss

11:30-12:15

INCREASING CONNECTIVITY THROUGH NEW PARTNERSHIPS, WITH OFFERS AND ORDERS ONLY!

Understand how the future of interline will work with Offers and Orders and learn about the brand-new IATA “Retailer Supplier” framework which shifts from “interline” to “Partnerships”

Jesús Monzó Faubel, Distribution Strategy & Alliances Manager, Vueling
Nick Ashton, Head of Partnerships & Industry Affairs, Dohop
Stefano Scarci, Industry Solutions Technology & Innovation - Advisory Services, EY
Sébastien Nicolas, Manager, Revenue Management and Pricing, Lufthansa Group
Oana Savu, Senior Manager Future Interlining, IATA

12:15-12:45

THE END VISION OF A WORLD OF OFFERS & ORDERS

Hear about the industry vision for a brand new modern and modular architecture that will put our industry at a par with online retailers... finally

Gabriele Ferri, Managing Director and Partner, BCG
Alf Sagen, CIO, FLYR
Olivier Hours, Head of Distribution Strategy, IATA
Sebastien Touraine, Head of Airline Commercial Systems, IATA

12:45-14:00

Networking Lunch

Lunch Workshop to be Presented by: worldpay from FIS

“Take your payments to new heights, are you ready?”
### Day 2: Plenary Session

**Plenary Session - Bringing it all together**

**14:00-14:45**

**Airliner Commercial Strategies in the Context of Restart & Digital Transformation**
In this second panel dedicated to airline commercial leaders, you will hear from more airlines about the challenging context of restart, how retailing strategies have evolved during the crisis and where they are heading.

- Dennis Cary, SVP, Commercial & Planning, Copa Airlines
- Miguel Henales, Digital Business & Direct Sales Director, Iberia
- Roland Jaggi, Chief Commercial Officer, Aegean Airlines
- Rogier Van Enk, SVP Customer Engagement, Finnair
- Shaanelle Harris Drake, Head Implementation, Distribution, IATA

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**14:45-15:30**

**What’s on the Minds of Airline Digital and Data Leaders**
In this quickfire, straight-talking Q&A session, you will hear from leading Airline Digital & Data Executives what is at the forefront of their minds today, what are the key areas where digitalization is paramount and why.

- Kenny Chang, Executive Vice President, CMO, Korean Air
- Gabriel Perdiguero, Chief Customer and Transformation Officer, Iberia
- Alf Sagen, CIO, FLYR
- Juliana Rios, CIO & CDO, LATAM
- Stephan Copart, Head of Digital Transformation, IATA

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**15:30-16:10**

**Networking Coffee Break**

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**16:10-17:00**

**Technology Providers on the Spot**
Leaders from three of the largest vendors will share how they plan to support the transformation taking place in our industry. They will be asked about specific capabilities and timelines and the extent to which they see any transformation in their practices as part of this journey to greater customer centricity.

- Decius Valmorbida, President Travel, Amadeus
- Jim Davidson, Chief Product Officer, Accelya
- Charlie McKee, SVP - Full Service Carrier, Sabre
- Tamur Goudarzi, CCO Swiss & SVP LH Group - IATA DAC Chair
- Yanik Hoyles, Director Distribution, IATA

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**17:00-17:45**

**Panel Discussions with Airline Leaders**
Willie Walsh together with Airlines Leaders will debate on three key industry priorities: Sustainability, Digital Transformation and Retailing.

- Harry Hoheister, Chief Commercial Officer Passenger Airlines, Lufthansa Group
- Javier Sánchez-Prieto, CEO, Iberia
- Willie Walsh, Director General, IATA
- Karen Walker, Editor in Chief, Air Transport World

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**19:00-22:30**

**Networking Reception & Dinner**

Reception Sponsor
Dinner Sponsors

- Amadeus
- Piano
- Pros
CLOSING PLENARY – PAYMENT, INNOVATION AND TALENTS

09:00-09:30

THE AMBITION FOR 2025 AND BEYOND
Hear from airline leaders who chair the Distribution and the Digital Transformation advisory councils and IATA leadership on the vision for Airline Retailing in the context of Digital Transformation.
They will share the industry ambition going forwards and their views on the transformations that await us

- Tamur Goudarzi, CCO Swiss & SVP Channel Management Lufthansa Group Airlines
- Glenn Morgan, Head of Digital, IAG
- Muhammad Albakri, SVP, Financial Settlement and Distribution Services, IATA

PAYMENT IS CRITICAL TO AIRLINE RETAILING AND CUSTOMER CENTRICITY AS THE INDUSTRY RESTARTS
Consumers want choice and the ability to pay in a manner that suits them. Airlines want cost effective and customer friendly processes. Payment is becoming an integral part of airline commercial strategies and the stakes are very high. In these sessions you will hear about where the opportunities lie in areas of payment cost, cashflow and customer conversion.

09:30-09:55

What have we learned from the Covid crisis and what are the challenges ahead?

- Kai Schilb, Head of Payment, Lufthansa Group, Swiss International Airlines
- Samuel Lindfield, Senior Strategy Manager, FIS Global
- Julia Lopez, Vice-President & General Manager American Express Spain Merchant Services, American Express
- Amine Boulaghmen, Head Payment Facilitation Solutions, IATA
- Pascal Burg, Director, Edgar, Dunn & Company

09:55-10:20

The experience of a large digital retailer and what are the impacts of a better payment conversion?

- Bilal El Kouche, Chief Community Officer, Norbr
- Thierry Stucker, Director, Payments, IATA

10:20-10:50

Growing trends in payment and what does it mean for Airlines?

- Nadine Dawood Morgan, Head of Distribution, Ancillaries and Payments, Qantas
- Rob Borden, SVP Commercial, UPLIFT
- Wendy Ward, SVP Marketing & Communications UATP
- Greg Worch, Head of Revenue, Cellpoint
- Pascal Burg, Director, Edgar, Dunn & Company

10:50 – 11:30

Networking Break
11:30-11:55 ACCELERATE@IATA-REPURPOSED AS A RESTART ACCELERATOR
Accelerate@IATA is an industry-owned travel tech startup accelerator designed to support airlines through open innovation and is jointly run by IATA and Plug and Play, a Silicon-Valley based venture capital firm. Over the past year, Accelerate@IATA focused on the industry restart priorities: Stimulating Demand, Passenger Confidence, Health Credentials, and Sustainability. Hear from participating airlines and startups who will present pilots facilitated by the program and learn about the future of the program, scheduled to relaunch this Fall 2021.

11:55-12:20 2021 THINK TANKS AND OUTCOMES
The IATA innovation team, participating airlines and strategic partners will present the PoCs developed from two of its collaborative design thinking Think Tanks, one focusing on Airline Industry Retailing and the second on Digital & Data. This will also be complemented by an industry white paper that will be shared at the symposium.

12:20-12:30 AIRLINE INTERVIEW-DIGITAL INNOVATION IN PRACTICE

12:30-13:00 DIVERSITY IN ORGANIZATIONAL DESIGN
New talent, mindset shift and organizational change in the context of Airline Digital Transformation and Retailing

13:00 – 13:15 CLOSING REMARKS