

**3<sup>rd</sup> Annual IATA Commercial Strategy Symposium:  
Driving Commercial Success in the Era of Customer-Managed Travel**

9-11 December 2009 – Athens, Greece

**IATA Commercial Strategy Symposium 2009 AT A GLANCE:**

<b>8 December</b>	<b>9 December</b>	<b>10 December</b>	<b>11 December</b>
<p><b><u>Hands-on Workshop</u></b>  <b>Airlines 2.0: Build and sustain a strong brand in a Web 2.0 environment</b></p> <p>Shashank Nigam,            Founder &amp; CEO,            SimpliFlying</p>	<p><b>IATA CSS            Opening Plenary            Day</b></p>	<p><b>Specialized Streams</b>            – Day 1:</p> <ul style="list-style-type: none"> <li>•RM &amp; Pricing</li> <li>•e-Marketing,            Distribution &amp; IT</li> </ul>	<p><b>Specialized Streams</b>            – Day 2:</p> <ul style="list-style-type: none"> <li>•RM &amp; Pricing</li> <li>•e-Marketing,            distribution &amp; IT</li> </ul>

**Plenary Day – 9 December 2009**

0900 – 0910	<p><b>Chairman’s Opening Remarks</b>            3<sup>rd</sup> Annual CSS: a look backward and a look forward  <b>Anita Mosner</b>, Partner, <b>Holland &amp; Knight</b></p>
0910 – 0920	<p><b>Main Sponsor Welcome Address –</b>  <b>Julia Sattel</b>, Vice-president Airline IT, <b>Amadeus</b></p>
0920 – 1000	<p><b><u>Setting the Scene</u></b>  <b>Death by Word-of-Mouth: Tweeting the Friendly Skies</b></p> <ul style="list-style-type: none"> <li>- How customers are using social media and the implications for all businesses;</li> <li>- Best practices for using social media channels to build deeper customer relationships, and to earn your customers’ trust</li> <li>- How “sentiment analysis” can make sense of unstructured voice-of-the-customer data generated in social media channels</li> <li>- Tips and tactics for building a customer-focused organization that engages customers as well as employees, and creates brand advocates</li> </ul> <p><b>Don Peppers</b>, Founding Partner, <b>Peppers &amp; Rogers Group</b></p>

1000 – 1030	<p><b>Aviation and the Economy in Facts &amp; Figures</b></p> <p><i><b>Exclusive!</b> Come hear the latest trends and analysis as part of IATA's yearly review. Ask questions and understand what the future holds for you and your organization</i></p> <p><b>Michael Moosberger</b>, Manager, Economic Research Services, <b>IATA</b></p>
1030 – 1100	Networking break
1100 – 1230	<p><b>Macro-economic and Regulatory Environment Impacting Business Models and Market Competition Today</b></p> <p><i>Examining some of the challenges of the complex market reality and their impact on commercial airline activities: what structural changes are to occur and how airlines should prepare to meet the demands of a new business environment</i></p> <ul style="list-style-type: none"> <li>- How is the industry coping with the severe market situation?</li> <li>- What structural changes are taking place and could be expected?</li> <li>- What further improvements/changes should be expected?</li> </ul> <p><u>Part I:</u></p> <p><b>Consolidation – Examining the Benefits and Identifying the Barriers</b></p> <ul style="list-style-type: none"> <li>- Consolidation by merger v. consolidation by attrition: the benefits of mergers for network expansion and brand strengths</li> <li>- Barriers to consolidation: will the financial crisis work to soften/eliminate these barriers?</li> <li>- Legal – restrictions on airline ownership and control</li> <li>- Antitrust concerns and labor issues one should mind</li> </ul> <p><u>Part II:</u></p> <p><b>Alliances: Roles and relevance in present market conditions</b></p> <ul style="list-style-type: none"> <li>- Are the three largest alliances suitable for all carriers?</li> <li>- Emergence of joint ventures within immunized alliances – what are the implications for the other alliance members outside these JVs?</li> <li>- What are the largest value drivers of alliance membership?</li> <li>- Is it true that alliances are actually of greater value to smaller members?</li> <li>- Relevance of alliances to LCCs: are rules changing? (deal with Jet Blue/LH, exit of Aer Lingus from Oneworld, but deal with UA, etc...)</li> </ul> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>- Peter Griffiths, Regional Vice President - Europe, <b>IATA</b></li> </ul> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>- <b>Anita Mosner</b>, Partner, <b>Holland &amp; Knight</b></li> <li>- <b>Dr. Kostas Iatrou</b>, Managing Director, <b>Air Transport News</b>; co-author of "Airline Choices for the Future"</li> <li>- <b>Mauro Oretti</b>, VP Sales &amp; Marketing, <b>SkyTeam</b>; co-author of the book "Airline Choices for the Future: from Alliances to Mergers"</li> <li>- <b>Edmond Rose</b>, Commercial Director, Virgin Atlantic</li> </ul>
1230 – 1400	Networking Lunch
1400 – 1500	<b>The IATA Update</b>

1400	<p><i>An up-to-the-minute overview of the changes helping to re-define how airlines do business and to provide new opportunities to automate business and commercial practices - while introducing some new ones like ancillary services</i></p> <p><b>Industry Standards as Drivers for Strategic Placing and Competitive Advantage</b></p> <ul style="list-style-type: none"> <li>- How can adopting industry standards drive change and keep down costs?</li> <li>- Benefits of standards to drive competitiveness and edge</li> <li>- Why can standards lead to process improvement?</li> </ul> <p><b>Peter Griffiths</b>, Regional Vice President - Europe, <b>IATA</b></p>
1430	<p><b>Moving Beyond ET: Realizing new opportunities to take the industry to the next level of automation</b></p> <ul style="list-style-type: none"> <li>- What does ET enable beyond simply removing the paper?</li> <li>- What new opportunities are there with the introduction of Electronic Miscellaneous Documents?</li> <li>- How can greater automation opportunities aid strategic review?</li> </ul> <p><b>David McEwen</b>, Manager, Passenger Interline Standards, <b>IATA</b></p>
1500 – 1540	<p><b>Re-designing corporate strategy to cope with the global recession</b></p> <ul style="list-style-type: none"> <li>- Reducing costs without diminishing the quality of services</li> <li>- Re-aligning selling propositions with current market conditions and changing consumer behavioral patterns</li> <li>- Differentiating short-term savings from mid to long-term changes needed to cope with a new world</li> <li>- Network management during airline downturn</li> <li>- Evolution of airline business models</li> <li>- Emergence of new players/business opportunities</li> </ul> <p><b>Ursula Silling</b>, CCO, <b>Aerosvit Ukrainian Airlines</b>  <b>Shaun Monnery</b>, CCO, <b>Astraeus</b></p>
1540 – 1600	<p><i>Networking coffee break</i></p>
1600 – 1645	<p><b>Multimodal competition: Challenges to the Aviation Sector</b></p> <ul style="list-style-type: none"> <li>- European market: developing a high speed network</li> <li>- Liberalization: current status and next steps</li> <li>- Emergence of new players, alliances and consolidation</li> <li>- Commercial approaches and economic models</li> <li>- Air-Rail: competition, cooperation, consolidation</li> <li>- Environmental challenges and their effect on both industries</li> </ul> <p><b>Jean-Michel Dancoisne</b>, former CEO, Thalys International; Permanent Representative of <b>SNCF</b> in Brussels</p>
1645 – 1700	<p><b>Chairman’s Closing Remarks and End of Plenary Day</b></p> <p><b>Anita Mosner</b>, Partner, <b>Holland &amp; Knight</b></p>

**New!** After the plenary session, join us for cocktails in the exhibit area, sponsored by **Amadeus**

**Revenue Management and Pricing Track, Day 1 – 10 December 2009 sponsored by PROS**

0900 – 0910	<p><b>Chairman’s Opening Remarks</b></p> <p><b>Brian Wishlinski</b>, Senior Director for Product Management, Revenue Management’s Airline Division, <b>PROS</b></p>
0910 – 0950	<p><b>Revenue Management: Addressing the Case for Change</b></p> <ul style="list-style-type: none"> <li>- What are the weakening economy implications for airline pricing and inventory management strategies and what creative solutions are out there?</li> <li>- What bright spots exist in terms of revenue management opportunities?</li> <li>- The role of RM and pricing in a world that has become driven by new integrated marketing practices</li> <li>- What is the upcoming/next generation of revenue drivers?</li> </ul> <p><b>Dieter Westermann</b>, Senior Vice President Revenue Management, <b>Qatar Airways</b></p>
0950 – 1030	<p><b>Group Business Transformation at an Airline</b></p> <p><i>Group business has been traditionally perceived as a high cost and low yielding demand segment. However, recent advancements in online shopping are transforming groups into a profitable segment. The transition from today’s manual group handling towards online self-service can be enabled by a fully integrated group e-commerce platform. Online group self-service provides significant business benefits by providing immediate online price quotes, reducing group handling costs and empowering group customers with more information. Integrated online group self service will also provide new web shopping and purchase data sources to help airlines gain new insights into group customer needs.</i></p> <p><b>Santosh Sah</b>, Product Marketing Principal, <b>Sabre Airline Solutions</b></p>
1030 – 1100	<p><i>Networking Break</i></p>
1100 – 1130	<p><b>Reducing Capacity to Cope with the Downturn – Effects on RM &amp; Pricing</b></p> <p>Senior Airline Representative - invited</p>
11h30-12h30	<p><b>Customer Management &amp; Insight-based Strategies for Optimized Revenue-generation Potential</b></p> <p><b>“10 Principles of Effective Choice Architecture” – the American Airlines way</b></p> <p><i>This timely and unique in genre presentation will take you through American Airlines’ latest revenue generation, customer-centric developments, where RM is being approached as a form of marketing, and merchandising – as the next evolution.</i></p> <p><i>Rick will support the facts and conclusions of his presentation with interesting real-life examples of experiments that show how AA structures and presents</i></p>

	<p><i>options to the customer.</i></p> <p><b>Rick Elieson</b>, Managing Director, Revenue Management Development, <b>American Airlines</b></p>
1230 – 1400	<i>Networking Lunch</i>
1400 – 1530	<p><b>Insights into Customer Behavior Based on Bookings Data, Questions on Revenue Management Assumptions and How to Improve Revenue Management Models</b></p> <p><i>Based on a large-scale empirical study of customer data from four different Revenue Management settings (Network Airline, Low-cost airline, Cargo airline and Hotel), we report our findings relevant to Revenue Management models and assumptions. We'll discuss how the models can be adjusted or fine-tuned to obtain improved revenues.</i></p> <p><b>Kalyan Talluri</b>, ICREA Research Professor, <b>UPF, Barcelona</b>  <b>François Laburthe</b>, Director, Operational Research and Innovation, <b>Amadeus</b></p>
1530 – 1600	<i>Networking Break</i>
1600 – 1645	<p><b>Minimizing the Money Left on the Table through Robust Business Processes and Practices</b></p> <p>Timely and practical insight into successful monitoring trends and patterns, both past and future, which can identify opportunity and capture it on the fly.</p> <p><b>Gary Parker</b>, Founder and President, <b>rmexpertise.com</b>; Author and Instructor, <b>IATA</b></p>
1650	<p><b>Chairman's Closing Remarks</b></p> <p><b>Brian Wishlinski</b>, Senior Director for Product Management, Revenue Management's Airline Division, <b>PROS</b></p>

**New!** Evening: cocktails and visit to the New Acropolis Museum hosted by **Aegean Airlines**

**Revenue Management and Pricing Track, Day 2 – 11 December 2009**

0900 – 0910	<p><b>Chairman's Opening Remarks</b></p> <p><b>Brian Wishlinski</b>, Senior Director for Product Management, Revenue Management's Airline Division, <b>PROS</b></p>
0910 – 0950	<p><b>New Generation Customer-Centric Core Passenger Systems and their Impact on RM</b></p> <p><b>Christophe Viatte</b>, Director, Revenue Management, Pricing &amp; Interline, <b>Malev Hungarian Airlines</b></p>
0950 – 1030	<b>Winning the Challenges Posed by Leisure Demand Price Sensitivity</b>

	<p><i>Gert will share the findings of his latest research and analysis of demand data, combined with competitor fare availability data</i></p> <ul style="list-style-type: none"> <li>- Changing markets shift RM controls to differentiate business and leisure to focus on leisure demand</li> <li>- Demand forecast is generally a closed loop with high risk of spiraling down</li> <li>- Using external inputs to fine-tune fare/availability settings and maximize revenues</li> <li>- Defining and applying demand leisure price sensitivity in revenue management controls in a competitive environment</li> </ul> <p><b>Gert Hartmans</b>, Senior Operations Research Analyst, KLM Revenue Management, <b>Air France/KLM Group</b></p>
1030 – 1100	<p><i>Networking Break</i></p>
1100 – 1140	<p><b>Controlling Booking Classes and Simplifying Fares to Remain Agile in a Volatile Marketplace</b></p> <p><i>Loads of code share agreements, a plethora of fares... yet only 20% are being sold, generating about 80% of the revenues... Do we need an overhaul?</i></p> <p><b>Jerry Foran</b>, Senior Manager, Revenue Management, <b>British Airways</b></p>
1140 – 1230	<p><b>Incorporating Ancillary Revenues in the Revenue Management Equation</b></p> <p><b>Surain Adyanthaya</b>, Senior Vice President, Product Management, <b>PROS</b></p>
1230	<p><b>Chairman’s Closing Remarks</b></p> <p><b>Brian Wishlinski</b>, Senior Director for Product Management, Revenue Management’s Airline Division, <b>PROS</b></p>