

出國報告（出國類別：其他）

「2023 年國際航空運輸協會航空財務 研討會議」出國報告書

服務機關：交通部民用航空局

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派赴國家：美國

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壹、 參加研討會目的

嚴重特殊傳染性肺炎（COVID-19）自 109 年起衝擊全球航空產業已逾 3 年，期間為防堵疫情採取嚴格邊境管制措施導致客運量驟降，疫情促使航空業加速轉型、增加經營韌性，航空公司須採取減少營運成本、多元化經營及財務金融操作等措施以維持營運；自 111 年起各國陸續解除邊境管制及防疫限制，航空旅運需求迅速復甦，根據 IATA 於 112 年 6 月的預測，全球航空客運量將於 113 年恢復至疫情前水準。

財務穩健為航空公司經營不可或缺之要項，面臨疫後之復甦擴張階段，如何妥善運用相關工具配置資金及採取避險策略等，係屬航空公司經營之重要議題，交通部民用航空局負責航空公司監理及航空政策研擬，對疫後全球航空市場之最新發展及未來趨勢，以及航空公司之運作、管理及策略擬定宜有一定程度瞭解，俾助於規劃提升國籍航空公司競爭力及促進我國航空產業發展之政策。

適逢國際航空運輸協會(International Air Transport Association, IATA)於 112 年 10 月 25 日至 26 日在美國芝加哥舉辦 2023 年航空財務研討會議（IATA World Finance Symposium），會議討論議題包括：航空零售轉型、航空公司財務風險管理、數位化對於航空公司營收模式之挑戰、永續性要求對於航空公司之影響等。是故，為瞭解航空產業在財務管理及經營策略上的重要課題及最新趨勢，爰規劃本次出國計畫，期能透過參與本次課程汲取國際空運新趨勢，俾提供相關單位參考。

貳、 過程

國際航空運輸協會（International Air Transport Association, IATA）與美國聯合航空（United Airlines）及葡萄牙航空（TAP Air Portugal）共同舉辦 2023 年的航空財務研討會議（World Finance Symposium, WFS）暨旅客服務研討會議（World Passenger Symposium, WPS），地點在美國芝加哥，採雙主題（航空財務 v.s.航空旅客）在同一時間同一場地舉行，邀集 IATA 內部專家、航空公司財務長、營運長、資訊長及相關產業專家，探討議題眾多，與會者可依所感興趣及需求隨意參加 2 個主題的各場次議題研討，唯一缺點是 2 個主題同一時間分別有 2 個議題在不同會議室進行，與會者必須取捨僅擇其中一場參加（四選一，如表 1），詳細議程如附件。

表 1 2023 年 IATA WFS & WPS 研討會探討主題

研討會主軸：創造價值，降低風險 (Value creation, Unlock the potential)			
主題一：航空財務 (World Finance Symposium, WFS)		主題二：旅客服務 (World Passenger Symposium, WPS)	
主軸一 創造價值 (Value Creation)	主軸二 維護價值 (Protecting Value)	主軸三 可及性 (Accessibility)	主軸四 航空零售 (Airline Retailing)

表 2 出國行程表

2023 年		地點	起訖或停駐地點
月	日		
10	23-24	前往美國芝加哥	臺北→桃園機場→美國芝加哥
10	25-26	參加研討會	美國芝加哥
10	27-28	返回臺灣	美國芝加哥→桃園機場→臺北



圖 1 研討會會場

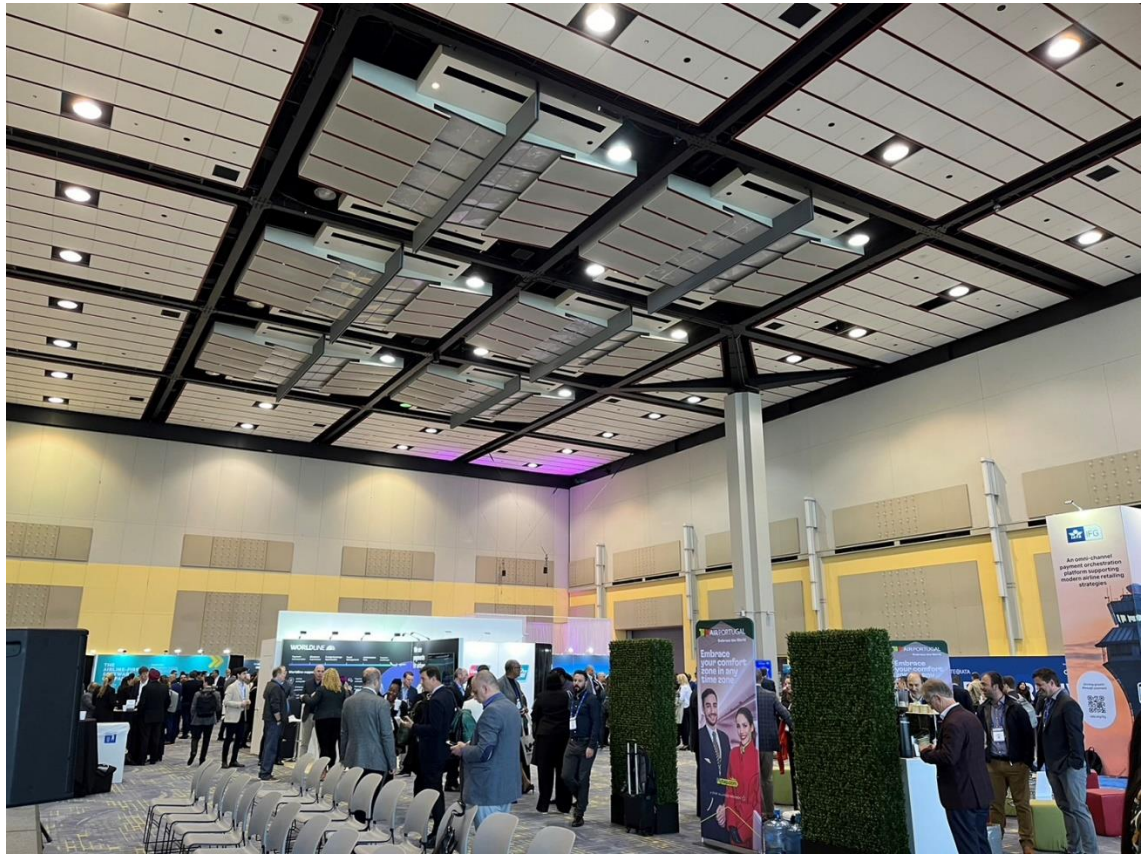


圖 2 研討會會場(續)

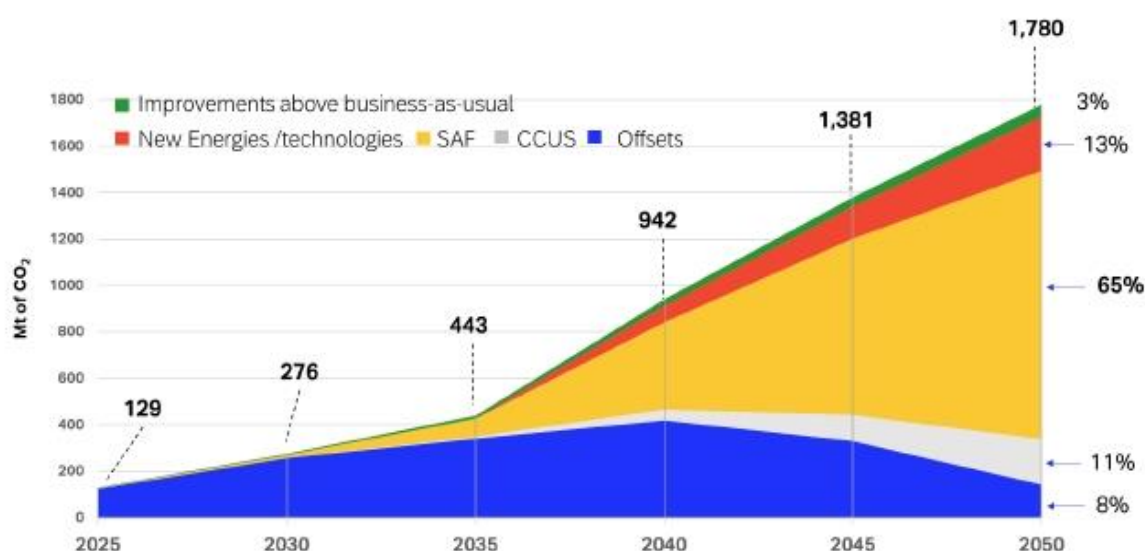
參、研討會內容摘要

一、主題 1：淨零之路

航空業佔全球二氧化碳排放量的 2.5%，國際航空運輸協會（IATA）成員航空公司已承諾到 2050 年實現淨零碳排放。本次研討會分別由 IATA、航空公司及相關組織等，從不同角度與立場發表其在淨零碳排上之作法與建議。

(一) IATA 的 2050 淨零排放藍圖（IATA's Net Zero Roadmaps）

根據 IATA 的研究，要在 2050 年實現淨零碳排放的目標可以透過 3 個主要脫碳策略來實現，包括：比照過往的改善方式可減少 3%、新能源及新技術可減少 13%，以及使用 SAF 可減少 65%，目前業者認為透過投資 SAF 的減碳效果最具潛力。



Previous IATA CO₂ Abatement Analysis

圖 3 三種主要脫碳策略成效

IATA 採用由下而上的方式建構涵蓋實際解決方案及行動的淨零排放藍圖，內容包含 5 個面向：技術面、營運面、基礎設施面、政策面以及財務面。藍圖的設計理念是楷定方向及作為宣傳工作的「策略工具」，而不是一個固定的菜單或靜態無法調整的文件，並非針對特定情境，而是可以具體追蹤進度的方式全面達到淨零路線圖。

表 3 IATA 淨零藍圖的五面向及三行動

	技術面	營運面	基礎設施面	政策面	財務面
減少飛行中的能源使用	✓	✓		✓	✓
更換燃油	✓		✓	✓	✓
重新捕獲已排放的 CO2			✓	✓	✓

財務面需要公私部門共同參與：IATA 推估發展初期階段的初創及研發主要靠政府部門的融資，民間融資逐漸增加，預計到 2035 年公私融資各半，隨著技術成熟商業模式顯現，民間融資將大幅超過政府部門的融資，預計到了 2050 年累計產值可達 5 兆美元之規模。

IATA 認為航空業實現 2050 淨零排放目標是可能達成的，但航空業無法單獨完成，監管機構和政策制定者在此一旅程中的支持絕對是必不可少的。成功的先決條件在於儘早開始及協調一致針對性之融資的政策支持。最大的挑戰與採取任何具體的解決方案無關，成敗關鍵在於與採取行動的速度以及各相關單位之間的協調與合作。

(二) 航空公司如何達到 2050 淨零排放－以美國聯合航空為例

因應針對淨零的揭露監管制度紛紛出爐，包括：美國證券交易委員會氣候規則（SEC Climate Rule）、歐盟企業永續發展報告指令（EU's Corporate Sustainability Reporting Directive, CSRD）及加州氣候企業資料責任法案（CA Climate Corporate Data Accountability Act）等，美國聯合航空為符合客戶需求、投資者的期望、全球願景及公司治理的預期，在不斷演進的科學技術與協議前提下，設定在永續航空旅行上扮演關鍵的角色之目標，以更永續且負責任的方式連結人們與團結世界。

美國聯合航空的溫室氣體排放量 98%來自航空器飛行使用燃料，該公司承諾在 2050 年將溫室氣體減少 100%，而且不依賴傳統的碳抵消（carbon offsets）方式達成此一目標。

美國聯合航空的 2050 年淨零排放藍圖採雙策略：減少燃油排放+使用替

代燃料，作法如下：

1. 策略一：減少燃油排放，透過 4 項關鍵措施，到 2050 年可將碳排放量減少 45%。

- (1) 未來航空器技術演進（降低 13%）：飛機設計與引擎技術的改善。
- (2) 機隊更新（降低 20.4%）：汰舊換新既有機隊，採用更新、更省油的機型，美國聯合航空的下一代機隊計畫（United Next），是美國商業航空史上最大的訂單，直接有助於該公司實現因應氣候變遷目標。規劃自 2023 年至 2032 年底，引進近 800 架窄體與寬體飛機，與所汰換的舊機相比，燃油效率提高了 20-25%，每個座位平均碳排放量更低，預計到 2030 年該公司採用新一代機型將達 75%。
- (3) 營運效率提升（降低 8.6%）：確保以最有效率且直捷的營運措施來飛行。
- (4) 替代推進動力系統（降低 4.1%）：包括使用混合動力系統，該系統結合了化石燃料驅動和由再生能源（如電池、太陽能板、風能、蒸汽或氫燃料電池）提供燃料的引擎和電動馬達或其他推進裝置。使用電池電力或氫推進動力航空器飛行主要短程、區域航線。

2. 策略二：使用可持續航空燃料 SAF，從源頭上實現最大減排，對於美聯航 2050 年淨零目標貢獻度最大，達 55%。

- (1) 現前已商業化的 SAF（降低 17.2%）：對於傳統航空器而言，採用 SAF 為最直接的方式，因為航空器使用 SAF 與使用傳統燃料相比，在生命週期中溫室氣體排放量可減少高達 85%。
- (2) 第二代 SAF（降低 28.3%）：下一代 SAF 轉化技術或先進的生物燃料。
- (3) 第三代 SAF（降低 9.3%）：納入碳捕捉技術作為補充或原料，與傳統燃料相比，燃料生命週期排放量減少 100%。

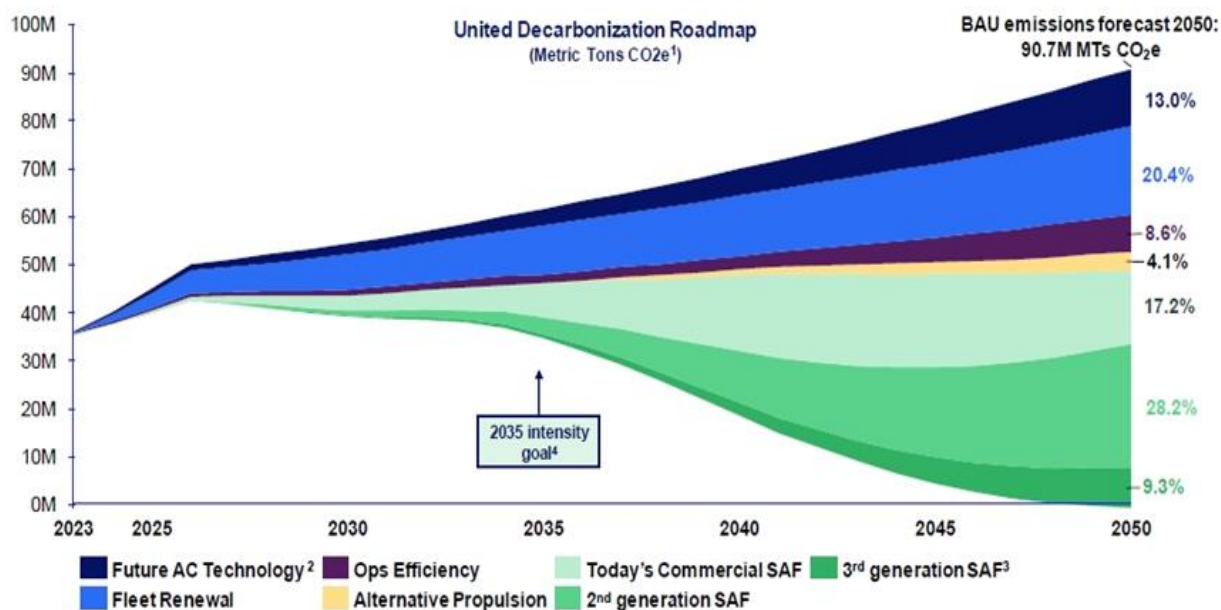


圖 4 美國聯合航空 2050 年淨零排放策略

美國聯合航空為達成 2050 年淨零排放，設立永續飛行基金（United's Sustainable Flight Fund）、成立生態航空聯盟（Eco-Skies Alliance）及對外揭露碳排放資訊：

1. 設立永續飛行基金（United's Sustainable Flight Fund）：轉型需要資金，美聯航提供轉型基金，邀集策略合作夥伴及開放捐款設立永續飛行基金（United's Sustainable Flight Fund），目前基金規模達 2 億美元，用於新的永續飛行技術、減少航空碳排放技術及確保美聯航達成 2050 淨零藍圖的相關投資。
2. 成立生態航空聯盟（Eco-Skies Alliance）：因為 SAF 的成本約為傳統燃料的 2-4 倍，參與該聯盟的 2 家 SAF 製造商已於洛杉磯（LAX）、舊金山（SFO）、阿姆斯特丹（AMS）及倫敦（LHR）等 4 處機場供應 SAF，生態航空聯盟客戶為 SAF 的「綠色溢價（green premium）」提供資金，以換取美聯航航班的折扣。目前已與 39 家客運及貨運客戶建立合作關係，經過驗證及第三方審核結果，預計 2023 年計畫使用 1,000 萬加侖的 SAF，比 2022 年使用量多 3 倍，比 2019 年使用量多 10 倍。
3. 對外揭露碳排放資訊：旅客在選擇航班時提供碳排放的資訊，可以清楚

瞭解所選擇的航班會排放多少的二氧化碳，透過揭露碳排放資訊取得旅客的支持。同時製作碳排放與氣候變遷宣導網頁及影片，辦理相關教育活動，讓其消費者亦認知且支持 SAF 是正確的解決方案。

(三) 航空運輸行動小組 (Air Transport Action Group, ATAG) 倡議以航空業作為氣候融資的創新來源

航空對於全球就業及經濟活動的貢獻，根據 ATAG 在 2020 年的估計，航空產業：

1. 創造就業 8,770 萬：旅遊催化 4,480 萬、誘發 1,350 萬、間接 1,810 萬、航空直接 1,130 萬。
2. 經濟效益 (GDP) 3.5 兆美元：旅遊催化 1 兆美元、誘發 6,928 億美元、間接 8,164 億美元、航空直接 9,613 億美元。
3. 航空產業特性—高價值且高時間敏感度，在 2019 年：
 - (1) 航空載運的貨物價值達 6.5 兆美元。
 - (2) 航空載運的貨物達 6,100 萬噸。
 - (3) 高價值貨物多採用航空運輸。
 - (4) 以體積來說，航空載運貨物僅佔 1%，但其價值則達 35%。
 - (5) 國際旅客出遊方式：航空占 58%、陸路占 37%、海運占 4%、鐵路占 2%。

基於航空產業的重要性及貢獻，倡議以航空業作為氣候融資的創新來源，資金來源包含：

1. 公營融資：國家預算的直接捐贈、多邊機構的貢獻，例如在聯合國組織下，關於氣候變遷的基金有：
 - (1) 1994 年成立的全球環境基金 (Global Environmental Facility)，由已開發國家補助，2022-2026 年資金規模 55 億美元
 - (2) 2001 年成立的調適基金 (Adaptation Fund)，由 CDM 信貸交易提撥及已開發國家的直接資金提供資金。

- (3) 2010 年成立的綠色氣候基金 (Green Climate Fund)，由已開發國家補助 100 億美元的投資組合。
 - (4) 2023 年成立的損失及損害基金 (Loss & Damage Fund)，資金來源待確認。
2. 民間融資：來自投資機構、銀行，來自個人及慈善事業。
 3. 創新來源：包括徵收全球金融交易稅 (Financial transactions tax)、國際航空稅 (Levy on international aviation)、海上交通稅 (Levy on maritime traffic)、石化燃料開採稅 (Oil extraction tax) 及財產稅 (Wealth tax) 等。目前國際航空稅有下列幾種作法：
 - (1) 團結稅 (Solidarity levy)：法國在 2006 年提出並於其他 11 個國家頒布，所有從法國機場出發的航班收取 1 至 40 歐元 (依據航程長度及票價等級)，法國每年收入 1.8 億歐元，其他國家每年收入 2,200 萬歐元。
 - (2) 國際航空旅客調適稅 (International Airline Passenger Adaptation Levy)：由幾個最不發達國家於 2008 年提出，期望籌集 1,500 億美元，但未獲支持及關注。
 - (3) 國際航空旅客稅 (International Airline Passenger Levy)：於 2019 年提出，所有國際航班的經濟艙機票固定費用為 6 美元，商務艙或頭等艙機票固定為 62 美元，每年有 80-100 億美元收入的潛力。
 - (4) 全球飛行常客稅 (Global Frequent Flyer Levy)：於 2022 年提出，針對每個國際航班收取 22 美元的固定費用，或第一個航班免費，第二個航班 9 美元，至第 20 次以上的航班逐漸升至每個航班 177 美元，每年有 1,210 億美元收入的潛力。

表 4 創新國際航空稅的幾種作法比較

創新來源	潛在年收入	收入基礎	與「氣候正義」關聯性
石化燃料開採稅	2,100 億美元	每噸 CO2 當量 5 美元	高度相關
國際航空稅	4-1,500 億美元		中等偏上
海上交通稅	600 億美元	每噸 CO2 當量 100 美元	高度
全球金融交易稅	9,000 億美元	國際交易的 0.05%	
財產稅	>1 兆美元	財產超過 100 萬美元每年 1%	高度

關於徵收國際航空稅 (Levy on international aviation) 的正、反兩方觀點：

1. 為何針對航空業：為何航空業要被選為為氣候變遷徵稅的對象，因為航空業通常被視為免稅、富人的活動以及氣候變遷的貢獻者，且邏輯上易於徵稅（航空產業體系結構完善，在許多方面都有共同的標準），因為體悟到這一點，航空業採用了世界上第一個全行業的淨零減碳目標。
2. 為何不該針對航空業：
 - (1) 對貿易及旅遊業負擔的擔憂：發展中國家擔心對其貿易或旅遊業或連結性成長的任何影響，任何全球性的機制都應該統一才能發揮功效。
 - (2) 航空運輸減碳的必要性：航空業的減碳必須同時確保連結性的成長，航空業並非排碳的最大貢獻者且獲利微弱，石油及天然氣的高額利潤才是更應關注的目標。
 - (3) 實際上實施起來極具挑戰性：ICAO 尚無全球化機制，飛行常客稅是實施的重大挑戰。
 - (4) 不是一個公共來源：許多發展中國家認為氣候變遷資金的首要責任應該來自公共來源或主要國家預算。

要成功開徵國際航空稅，需要一些政治動力，因為要讓所有國家在行政

上參與進來是一項巨大的政治挑戰，目前歐盟國家最積極，規劃採行：石化燃料暴利稅（預估潛在年收入 80 億美元）、歐盟範圍內私人飛機飛行稅（預估潛在年收入 3.25 億美元）、航空燃油稅（預估潛在年收入 128 億美元）及歐盟數位稅（預估潛在年收入 55 億美元），歐盟近期提名的氣候領導人希望全球能開徵航空燃油稅。

(四) ESG 永續發展報告書在淨零碳排上可以扮演之角色

資誠會計永續財務長 Guido Moret 提到，藉由 ESG 永續發展報告書資訊揭露，讓公司受到外部事件及利害關係人影響，同時，公司亦可影響利害關係人及環境。

1. 讓公司受到外部事件及利害關係人影響：
 - (1) 市場：機構投資人將永續性資訊納入資本配置決策之中。
 - (2) 政府：監管機構推動永續發展訊息的標準化及投資者等級量化。
 - (3) 公民社會：消費者及非政府組織改變政治氣候以實現永續發展。
2. 對於公司的價值及好處：企業揭露永續發展資訊，在特定條件與考慮因素之下，可以透過提高估值及降低感知風險來降低資本成本，藉由資訊透明創造價值。

二、主題 2：航空零售

航空傳統分銷系統中，航空公司將「運價」和「航班時刻」發到第三方機構，由「分銷系統」通過第三方取得信息並經由「銷售商」銷售給旅客，核心是 GDS；GDS 擁有訂單的控制權，此也成為日後航空公司的一大支出。IATA 在 2012 年發布通訊協定標準 NDC (New Distribution Capability, 新分銷能力)，在 NDC 的架構中，訂單的控制權回到航空公司，整個分銷結構的中心由原來單一的 GDS 變為了各個分散的航空公司。

IATA 提到目前航空業正受到該行業以外力量影響，塑造了航空客戶新的期望，影響來自：(1)數位及數據原生公司；(2)科技巨頭，如 Google、亞馬遜、蘋果、微軟、臉書、Uber 等；(3)世界級數位零售作法，如一鍵購物下單付款 (One-click shop

and order & pay)、綁定銷售 (bundling ; Frequently bought together)、單一客戶銷售紀錄 (One single record ; Buy it again)。

在 IATA 構想的現代化航空零售架構中，航空公司控制其產品、資金與數據的前提下，以標準制定、轉型與加速、溝通與宣傳做到下列項目：

(一) 數位身分 (Digital Identity)

1. 零售業中的客戶身分
2. 服務交付中的客戶身分
3. 價值鏈合作夥伴的數位身分

(二) 優惠銷售 (Selling with Offers)

1. 產品與合作夥伴管理：航空公司像任何零售商一樣，擁有一份完整的產品清單/目錄。
2. 報價及通路管理：航空公司擁有控制權，由其構建報價（而不是 GDS），讓連續定價 (Continuous Pricing) 和動態捆綁 (Dynamic Bundling) 成為可能；航空公司擁有完全的控制權和敏捷性來管理其所有通路。
3. 支付管理：航空公司可以控制所使用的付款方式，並且很容易地添加其他新的支付方式。

(三) 履行訂單 (Fulfilling with Orders)

1. 變身為典型的零售平臺。
2. 服務更優質、追加銷售更容易、中斷處理更順暢。
3. 新的合作夥伴關係很容易實施：低成本航空公司、鐵路等。
4. 數據的收集和控制可以即時進行。
5. 財務控制提前推進。

IATA 表示一個聯盟正在幫助加速此一進程，包含：法荷航、美國航空、英航、阿聯酋航空、芬蘭航空、漢莎航空集團、阿曼航空、新航、土耳其航空等，並依目前已實現的成果提供下列 3 點啟示：

(一) 框架成型且具動力：3 大支柱在不同階段均有勢頭強勁。

(二) **對我們所有的會員都有價值**：對於價值鏈上的其他參與者也是如此。

(三) **協作至關重要**：在每家航空公司內部及整個生態系統中都是。

另外，根據麥肯錫於 2019 年估計全球航空零售機會到 2030 年，該行業每年可實現高達 400 億美元的新價值。如今，動態定價（dynamic pricing）、支付和潛在需求的改善更進一步帶來了增量價值，麥肯錫依照不同情境研究分銷及支付對於航空公司零售能力之影響，最佳情境為全球航空零售業到 2030 年最高可增加 450 億美元的價值：

【情境一】只關注分銷問題—可增加 120 億美元的價值：單一的關注導致價值創造不完整，甚至因支付成本上升而帶來價值破壞的風險。

【情境二】只關注支付問題—可增加 140 億美元的價值：由於分銷成本不斷上升（未確定規模），單一關注可能會導致價值破壞。

【情境三】同時解決分銷和支付問題—可增加 450 億美元的價值：使航空公司能夠利用分銷和支付所提供的價值創造獲利潛力，顯示同時解決分銷和支付問題，可創造加乘效應且大幅降低價值遭破壞之風險。

三、主題 3：連續定價

航空營收管理是分析及預測每個航班的需求，針對客戶需求、旅客偏好及市場狀況，調節可售機位並相應地訂定價格，營收管理主要考量「票價制定」、「機位控管」及「供需預測」，三者相互調配結果的好壞也決定了營收管理的成敗。航空票價定價機制已由動態定價（Dynamic Pricing）演進到連續定價（Continuous Pricing）：

(一) **靜態定價（Static Pricing）**：1980 年代以前，無論一天中的任何時間、一週中的哪一天或季節為何，航空公司對於特定航線的票價通常是相同的。航空公司試圖用單一價格來覆蓋各種不同旅客不同的機會成本，這個價格可能往往高於消費者願意支付的價格。

(二) **動態定價（Dynamic Pricing）**：到了 1990 年代，航空公司開始根據需求變化

和其他市場因素調整價格，考慮的因素包含：運能、航班頻率、競爭對手的航線、一天中的時間、一週中的某一天、季節性甚至天氣。例如，如果對特定航班的需求很高，航空公司可能會提高剩餘座位的價格以最大化收入。相反，如果需求較低，航空公司可能會降低剩餘座位的價格以吸引更多乘客。

(三) 連續定價 (Continuous Pricing)：進入 2020 年代，票價即時變化，無須預先提交票價，係基於需求與其他不斷變化的規則因素即時提供定價。

1. 依據售出的機率 (乘客偏好和支付能力) 來**浮動定價**，於旅客購買票價產品時**即時報價**：航空公司試圖計算每個消費者的機會成本及支付意願，並且即時地提供對於消費者有吸引力的報價。
2. 不再是單一票價點而是一個**連續票價區點 (Continuous price points)**：連續票價區點可以更有效地細分客戶，利用連續細分實現滿足客戶願意支付的預期最佳結果。
3. 由人工走向**系統**，由航段走向**航網**：人工已無法應付複雜運算，須建置營收管理系統來處理大量資料的預測與最佳化，利用系統計畫與分配結果，搭配人工調整來達到營收最佳化；此外，過往僅考慮航段營收進化到航網架構，以起訖點、拓展客源等整體考量來管理營收。

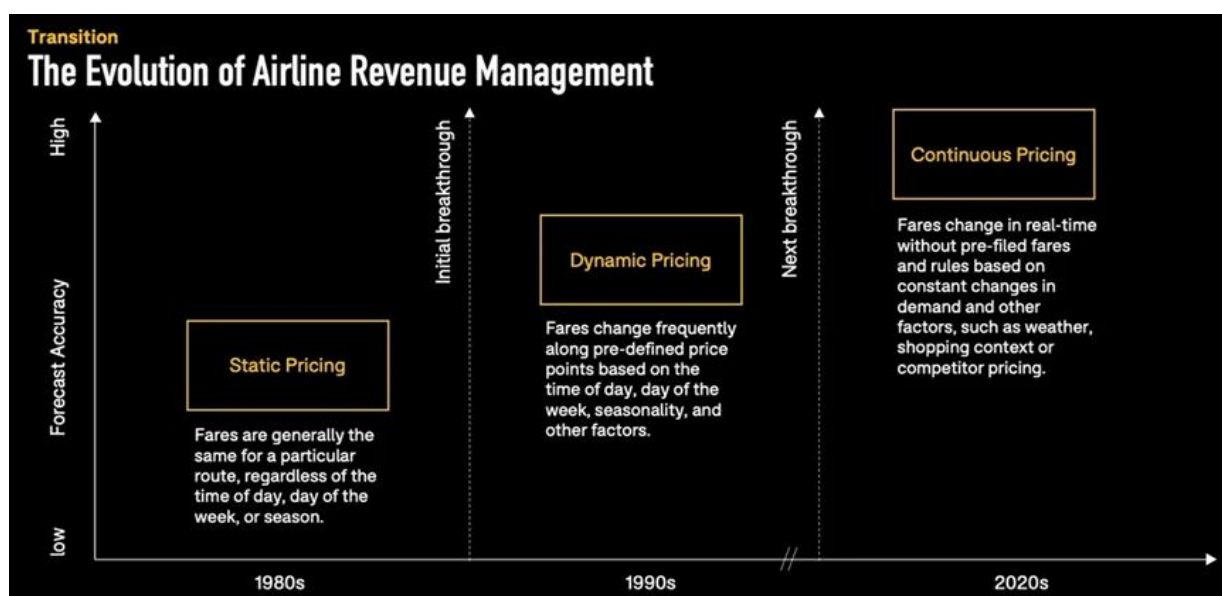


圖 5 航空票價定價機制的演進

航空票價的連續定價機制，在技術層面是可行的。透過先進的數據分析和預測模型，航空公司可以考慮多種因素，包括需求、季節性、節慶、競爭對手定價等，以動態且即時地調整票價。機器學習和人工智慧技術的應用使得航空公司能夠更即時、靈活地適應市場變化，以最大程度地優化營收。成功與否的關鍵在於建立有效的預測模型，並適時調整價格以滿足市場變化，同時保持競爭力。然而，亦面臨下列相關問題：

- (一) **需考慮合規性**：部分國家或地區可能有法規要求價格公平、透明，或者禁止不當的價格歧視。
- (二) **需衡量消費者反饋**：如果價格調整過於頻繁或在短時間內有大幅變動，消費者可能感到困惑或不滿，可能導致信任問題，對品牌形象及顧客忠誠度產生負面影響，航空公司需要謹慎處理價格波動，平衡最大收益和消費者滿意度之間的關係。
- (三) **需考量市場動態環境**：包括競爭環境、需求波動、油價波動、突發事件影響及總體經濟狀況與波動等因素，航空公司須不斷監測市場並調整定價策略，以確保最大限度地適應不斷變化的環境。

四、主題 4：支付管理

支付方式過往在航空業是容易被忽略的隱藏價值，而根據麥肯錫的數據，全球每年大約發生 29 億筆航空預訂支付交易，如此巨大的商業交易量伴隨著高昂的價值，此外根據 IATA 的預測，到 2023 年交易價值將達到約 8,030 億美元。根據上述麥肯錫研究報告，航空業每年在支付成本上就花費超過 200 億美元。這相當於航空公司總收入的 2.5%，更令人驚訝的是，這是航空業 2023 年預期淨利的 2 倍多。

由於航空公司經常忽略監控支付及交易數據的重要性，無法利用支付強化與客戶體驗之間的聯繫，導致航空公司線上購票的預訂放棄率達 79%，遠高於一般零售業的 68%。IATA 針對此現象提出下列建議：

- (一) 為您的客戶選擇最佳的付款組合：提供過多、凌亂、不清楚的各種支付方式反而造成客戶使用上困擾；類似的付款選項要集中區域呈現，避免要上下或左右滑動才看得到所有的付款選項，讓客戶方便選擇喜歡的付款方式。
- (二) 確定航空公司首選的付款方式：以能為航空公司帶來最大收益或目標客群最常使用作為首選的付款方式。
- (三) 引導客戶的行為符合您的偏好：提供明確清楚的付款說明，簡化整個支付流程。

近年，旅遊和金融科技行業的融合促成航空支付的三種創新型態：

- (一) 機票價格凍結 (**Price freezes**)：由於航空公司轉向動態甚至連續定價，浮動的機票價格常令消費者沮喪。雖然這些定價技術有助於航空公司最大限度地提高收入和載客率，但它們往往也導致客戶對他們的購買決定進行猜測，想知道設想之後是否會獲得比當下更好的票價。這種不確定性可能導致預訂放棄率高於平均水準。旅遊科技公司 **Hopper** 是最早通過引入所謂的「價格凍結」來解決此一問題的旅遊預訂平臺之一。使用此功能，客戶可以支付少量附加費來凍結報價，將該價格確保長達 21 天。如果在此期間預訂費用上漲，**Hopper** 將支付最高 100 美元的差額。相反，如果價格下降，客戶則支付較低的費率。
- (二) 訂閱模式 (**Flight subscriptions**)：近年來訂閱經濟已經滲透到日常生活各方面，消費者透過定期(通常為月度或年度)付費以獲得商品或服務的使用權，而企業則能獲取穩定經常性收入，常見包括訂閱串流媒體服務、**Amazon** 的日用品定期運送服務、軟體服務等，而航空業訂閱服務是一個獨特的挑戰，與串流媒體頻繁的使用模式不同，旅行往往是「低頻次、高價值」的活動，在這種情況下如何有效運作訂閱模式更具挑戰性。**WizzAir** 和 **Caravelo** 合作推出了「飛行通行證 (**Flight Pass**)」，允許使用者每月往返兩次，月費從 49

美元起。

(三) **先買後付計畫 (Buy-Now-Pay-Later ; BNPL)** : BNPL 不僅促進支付，它積極鼓勵增量銷售，提高平均訂單價值，並吸引新的客戶群體。根據艾瑪迪斯的調查研究，大約 40%的旅行者會考慮使用 BNPL 來預訂他們的下一個暑假旅遊；近 70%的旅行者表示，如果提供 BNPL 支付選項，他們願意在排定的旅行中花費更多。根據 Uplift（一家領先的 BNPL 供應商）表示，原本選擇經濟艙座位的消費者現在更有可能購買高級經濟艙甚至商務艙的機票，顯示 BNPL 使消費者行為出現顯著的變化。

通過價格凍結、訂閱模式及先買後付計畫等更具彈性與便利的支付方式，航空公司可以拉近與消費者之間的距離與關係，真正挖掘航空零售的全部價值。這些創新的支付策略不僅改變了旅客預訂與支付旅行的方式。航空商業的未來將取決於航空公司如何擁抱這些變化，抓住機會提升客戶體驗並優化自己的收入來源。

五、主題 5：課徵航空稅

IATA 提出觀點表示，徵稅是從私營部門轉移至公共部門，**徵稅應直接針對政策問題**，避免產生任何意想不到的後果：

- 如果目標是要減少航空旅行的需求，基於消費者對價格變化的敏感性，課徵機票稅將直接減少航空旅行的需求。但如果目標是追求減碳，航空旅行需求的減少不見得會導致二氧化碳排放量的降低。
- 如果目標是減少二氧化碳的排放，那麼針對化石燃料徵稅將減少對二氧化碳的需求，因為燃料才是二氧化碳排放的最大來源。

課徵航空稅的潛在影響包括：

- 乘客將飛往稅收較低的地區，增加飛行里程；
- 可能導致航空公司財務狀況惡化；

- 如果航空量下降，政府財政可能受影響；
- 造成航空業內的競爭下降；
- 由於需求水準下降，當地經濟可能會受到影響。

碳稅作為氣候變化行動的工具，旨在將航空外部性內部化，然而，現實往往不同，可能產生下列問題：

- 重複計算和重複收費的問題：它們通常與其他區域基於市場的措施與地方碳稅重疊，導致航空公司對其排放的碳多次收費。
- 環境稅可能會對航空公司產生負面影響，並導致離岸外包與樞紐轉移到替代市場或國家。
- 可能會對各國產生更廣泛的經濟影響，包含就業、收入、旅遊業等。

其建議成功的監管需要謹慎的政策制定：

- 以可信、可靠的分析，作為明智的政策決策提供穩固基礎。
- 仔細考慮意外與最壞的後果。
- 確保新的規定不會加深監管拼湊問題。
- 考慮全面整體性的政策解決方案，而不僅僅只有稅收。
- 確保採取的方法直接解決所面臨的問題。
- 明確規範稅收的使用用途，確保它們用於解決潛在的挑戰。

六、主題 6：航空公司與銀行關係

荷航集團財務與風險管理總監 Panday 分享，荷航集團財務部負責集團與銀行的關係，包含處理銀行帳戶管理、客戶卡支付、飛機融資、企業融資、風險管理（匯率/利息利率/交易對手/商品）、現金投資產品等。荷航與銀行彼此關係為動態

的合作夥伴關係，互相對彼此進行監測與風險評估，尤其在新冠疫情期間，航空業受衝擊造成流動性不足，航空公司以增加現金為目標，改善總流動資金占收入比例偏低之結構性問題，銀行面臨更大的投資風險，航空公司可能被緊縮銀根，顯示對銀行進行風險評估的重要性。

航空公司與金融機構的夥伴關係在航空產業中至關重要。首先，航空公司通常需要龐大的資本投資，以購置飛機、進行維護及擴展業務。金融機構扮演關鍵角色，提供貸款與融資方案，支持航空公司的資金需求。

(一) **合作方面**，金融機構可以提供量身訂做的融資方案，滿足航空公司的資本結構和財務目標。這種合作關係通常需要深入了解航空業務的運作，以制定適切的財務策略，確保雙方共同實現商業目標。

(二) **風險評估方面**，金融機構需要評估航空公司的營運風險、市場風險和法規風險，以確保貸款的風險可控。同時，航空公司也需評估金融機構的穩定性和信譽，以確保其是可靠的金融合作夥伴。雙方應建立有效的風險管理機制，透明地分享訊息，以應對產業變化及不確定性。

(三) 總體來說，航空公司與金融機構的合作須建立在互信、風險共擔(**Risk Pooling**)與相互支持的基礎上，以確保雙方實現可持續達成的目標。

七、主題 7：航空公司數位轉型

金融科技創新對於航空業帶來的影響包括：人工智慧(AI)、分析(**Analytics**)、數位化(**Digitized**)及應用程式介面(**APIs**)。

(一) **人工智慧(AI)**：涉及機器學習、自然語言處理及其他先進技術的應用，分析大量數據找到背後代表的意義及可用性，預測市場趨勢與評估風險。

1. **預測性分析**：AI 可以分析大量的財務數據，利用機器學習算法預測未來的財務趨勢。這有助於航空公司預測現金流的金額、預算規劃及資本管理。

2. 客製化報告和洞察：AI 能夠生成客製化的財務報告，並提供深入的產業報告。有助於管理階層理解財務數據，作出明智的經營決策。
3. 自動化任務：AI 技術能夠自動執行重複性任務，例如數據輸入、發票處理與財務報告生成，從而節省時間和人力資源。這使得財務專業人員能夠專注於更高層次的戰略性工作，提升企業整體效率。
4. 風險管理：AI 可用於識別與評估財務風險，包括市場波動、匯率風險及信用風險。透過即時監測和分析，航空公司財務部門能夠更及時地做出應對決策，減少潛在損失。

(二) 分析 (Analytics)：利用分析技術來解釋與應用數據，以獲取對市場、客戶行為及業務績效的深入洞察。包括使用統計分析、資料探勘和預測模型等技術，將數據轉化為洞察和智慧，例如利用分析使其能夠用數據來評估對流動性的潛在影響。

(三) 數位化 (Digitized)：透過數位化可以實現更高效率、更靈活的業務運作，並提供更便利的用戶體驗。

(四) 應用程式介面 (APIs)：將銀行、企業資源規劃 (ERP)、應用程式及任何系統與企業的財務數據連接起來，按需求即時地連結數據與流程，促進數據共享及整合，有利業界協作及創新。

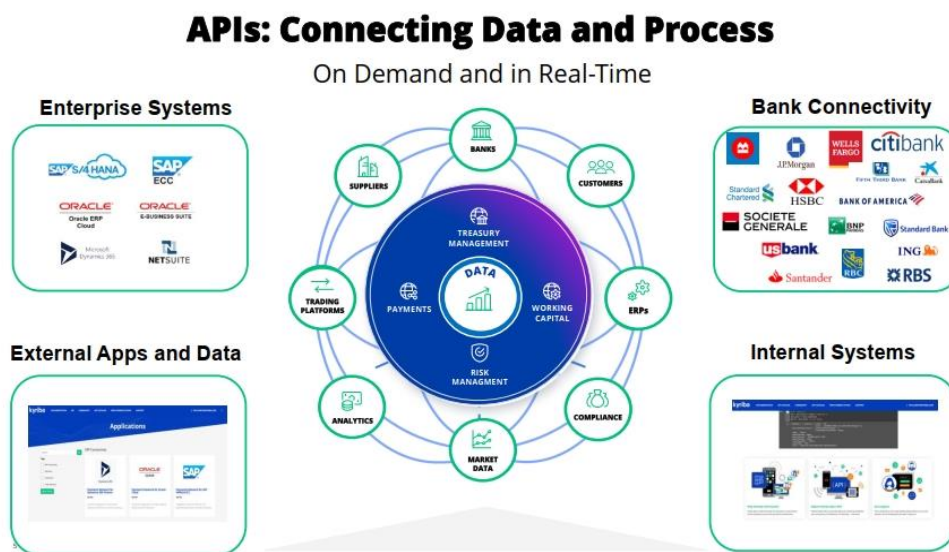


圖 6 APIs 串連數據與流程

整體而言，航空公司財務部門可以利用上述技術進行財務預測、風險管理、財務流程數位化、產出客製化的財務報告與分析、整合內外部數據促進與供應商、合作夥伴的合作，使得財務部門更具敏捷性、效率及靈活性，有助於應對產業變化、提高競爭力，實現長期可持續性發展。

八、主題 8：航空器租賃市場

疫後航空器市場概況如下：

- (一) **租賃占比提高**：由於航空公司在新冠疫情期間承擔的債務，租賃飛機的占比在後疫情時代持續增長 2019 年租賃及自有之比例分別為 46%與 54%，到了 2023 年租賃及自有之比例分別為 49%與 51%。
- (二) **現金交付比例提高**：根據波音公司統計，截至 2023 年底飛機交付融資金額達 940 億美元，恢復至疫前 2019 年 980 億美元的 96%，其中以現金交付占比大幅提高。
- (三) **低成本航空公司需求增加**
 - 1. 在役情形：傳統 v.s.低成本 v.s.其他=54%：26%：21%
 - 2. 預訂情形：傳統 v.s.低成本 v.s.其他=41%：45%：14%
- (四) **低成本航空公司亞太地區需求增加**：低成本航空公司訂購飛機依區域劃分情形：亞太占 50%、北美占 18%、歐洲占 16%、拉丁美洲占 9%、中東占 7%。
- (五) **航空器租賃市場進入新的整合期**：飛機租賃業歷來高度整合，但在疫情前十年變得更加分散，疫後正過渡到一個新的整合時期，租賃公司藉由訂購新機或購併其他租賃公司以持續擴張機隊規模。目前全球共約 175 家飛機租賃公司，其中管理飛機數量達到 25 架或以上的租賃公司有 68 家。大部分大型出租人以擁有 200 至 250 架飛機陣容為目標，即飛機組合價值約 70 億至 80 億美元。

表 5 飛機租賃業概況

	2010 年 高度集中	2019 年 新業者湧入	2023 年 併購整合
前 15 名出租人全球 在役租賃機隊數量	76%	55%	60%
前 15 名出租人平均 機隊規模	158 架飛機	315 架飛機	350 架飛機
擁有超過 25 架飛機 出租人家數	33 家	72 家	68 家

(六) 對飛機的需求持續超過供給：疫後各區域國內航空旅行需求強勁復甦，隨著各國邊境管制解除，國際客運量增長勢頭強勁，根據波音與空巴公司的預估，預計到 2027 年，全球商用客機總需求量將超過 32,000 架，總供給量為 30,200 架（高於疫情 2019 年的 26,000 架），顯示飛機供給將短缺約 2,000 架。

航空器租賃可分成財務/融資租賃與營業租賃，主要差異在於租賃期限、所有權歸屬、會計處理與租金結構。這些差異影響著租賃雙方在合約期間的權益和責任。

表 6 航空器租賃型態

	財務/融資租賃	營業租賃（乾租、濕租）
所有權歸屬	通常是長期租賃，租賃期較長，且在租賃期滿後，承租人通常有購買飛機的選擇權。在此種情況下，飛機的所有權在合約期間主要歸屬於承租人。	通常是短期租賃，租賃期較短，且承租人通常無購買選擇權。在營業租賃中，飛機的擁有權仍然歸屬於租賃公司或擁有者。
會計處理	根據會計準則，財務租賃須將飛機列為承租人的資產和負債，因為承租人在合約期間被視為實質上擁有飛機。	營業租賃通常以租賃支付的方式在財務報表上呈現，不會在承租人的資產負債表上反映。
租金結構	財務租賃通常包括本金和利息的支付，因為承租人支付的租金不僅涵蓋了飛機的使用費用，還包括對資本的還款。	營業租賃支付主要涉及飛機的使用費用，通常不包括對資本的還款。

肆、心得與建議

一、國際政經發展牽動航空產業，管控風險才能確保價值

航空產業發展與世界政經情勢直接連動，航空公司的營運狀況及經營績效易受外部環境變化之影響，諸如國際局勢（如美中貿易戰）、全球經濟狀況（如亞洲金融危機）、外交、政治、兩岸關係、國際油價、天候、疾病（如 SARS、新冠肺炎）、恐怖攻擊（如 911）、戰爭（如烏克蘭戰爭）、火山爆發等，均會直接影響航空產業之營運與發展。

本次研討會探討議題的 2 個主軸—保護價值（Protecting Value）與創造價值（Value Creation），航空業具有資本密集、專業密集、勞力密集、高風險、低投報、回收慢的經營特性，經營面要創造價值極不容易，但企業內部好不容易創造的價值，卻極易受到外部環境變化之影響，故如何管控風險、降低風險，便成為航空業經營之首重課題，否則當遇到外部經濟環境差，便只能兩手一攤無以為力。

荷航集團財務與風險管理總監 Panday 在本次研討會中分享，荷航與金融機構除了會對彼此進行監測與風險評估外，並積極與金融機構建立以互信、風險共擔（Risk Pooling）及相互支持的動態的合作夥伴關係，雙方建立有效的風險管理機制，透明地分享訊息，以應對外部變化、風險及不確定性，值得為國籍航空公司參考借鏡。

二、政府與航空業須共同努力以實現淨零，確保永續發展

面對未來 10 年可預知影響航空產業最大之淨零減碳措施，在本次研討會中有諸多場次探討，包括航空公司該如何自處與因應，政府又應該扮演什麼樣的角色，航空公司如何在確保財務永續前提下達到符合淨零減碳之目標等。航空公司的因應措施有技術創新投資、現有機隊升級、合作與創新、提升營運績效等，政府的角色包括制定綠色政策、提供經濟激勵、發展綠能基礎設施、推動 SAF、制定排放標準及相關法規配合等。

美國聯合航空於本次研討會中分享該公司針對 2050 年淨零排放策略，除了採

行二大策略：4 項減少燃油排放措施（可減少 45%碳排量）以及從源頭上使用 SAF（可減少 55%碳排量）外，同時提出設立永續飛行基金（United's Sustainable Flight Fund）、成立生態航空聯盟（Eco-Skies Alliance）及對外揭露碳排放資訊等合作與創新作法，透過國際及產業間合作，共享綠色技術、實踐經驗與知識交流，並將淨零減碳作為市場差異化的一部分，對外揭露碳排放資訊提升企業形象，吸引更多環保意識的乘客，期藉集結所有人的力量共同為實踐淨零而努力，確保永續發展前提下達到淨零減碳之目標。

三、國籍航空公司應善用科技與數位轉型幫助決策及提升競爭力

本次研討會探討議題的主軸之一創造價值（Value Creation）方面，提到航空零售、連續定價、支付管理等課題，建議航空業參考世界級數位零售業與金融科技創新作法，如一鍵購物下單付款（One-click shop and order & pay）、綁定銷售（Frequently bought together）、單一客戶銷售紀錄（One single record）、機票價格凍結（Price freezes）、訂閱模式（Flight subscriptions）、先買後付計畫（Buy-Now-Pay-Later）等，滿足旅客需求、提高滿意度及拓展客源以提高整體營收。此外，善用科技進行數位轉型，包括人工智慧（AI）、分析（Analytics）、數位化（Digitized）及應用程式介面（APIs）等，利用上述技術進行財務預測、風險管理、財務流程數位化、產出客製化的財務報告與分析、整合內外部數據促進與供應商、合作夥伴的合作，使得企業更具敏捷性、效率及靈活性，提高競爭力因應產業變化。

四、政府對於航空業財務監理以確保產業穩健發展為首要

面對高風險、低投報、回收慢的航空業，政府機關監理其財務時，須考慮以下因素：（一）市場穩定性：確保產業穩健發展，避免對經濟造成不利影響；（二）合規性與安全：確保航空公司擁有足夠資源應對突發事件，維護飛行安全；（三）市場競爭：確保市場競爭是公平的；（四）保障消費者權益：確保購票者權益受到保護，有足夠資金處理退款等問題；（五）環境永續性：確保其有足夠的資源應對環境挑戰。

整體而言，個別企業之財務穩健與否屬公司治理範疇，政府監督航空業財務之立場，以確保產業穩健發展及降低影響公益風險為目標。

伍、 附件－2023 年 IATA WFS & WPS 研討會議程

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Wednesday, 25 October

09:00-10:30	Joint WFS and WPS Opening Plenary Host Airline & Gov. Speech + Economic Outlook + Global Passenger Survey		
10:30-11:15	Networking Break		
11:15-12:30	CEO Panel + Proof of Concept (POC) End to end seamless travel		
12:30-14:00	Networking Lunch + Workshops		
14:00-15:30	WPS - Passenger Experience & Airport	WPS - Accessibility	Airline Retailing & Finance for a Sustainable Future
15:30-16:00	Networking Break		
16:00-17:30	WPS - Passenger Experience & Airport	WPS - Accessibility	Airline Retailing. The journey to Powering Profitability through Customer Centricity
	Networking Dinner		

Thursday, 26 October

09:00-10:30	WPS - Passenger Experience & Airport	WPS - Accessibility	WPS - Airline Retailing	WFS - Value Creation	WFS - Protecting Value
10:30-11:15	Networking Break				
11:15-12:30	WPS - Passenger Experience & Airport	WPS - Accessibility	WPS - Airline Retailing	WFS - Value Creation	WFS - Protecting Value
12:30-14:00	Networking Lunch + Workshops				
14:00-16:00	WPS - Passenger Experience & Airport	WPS - Accessibility	WPS - Airline Retailing	WFS - Value Creation	WFS - Protecting Value
16:00-16:30	Networking Break				
16:30-17:30	Joint WFS and WPS Closing Plenary				

*Times are subject to change

IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Wednesday, 25 October

Opening Plenary and CEOs Panel

- 09h00 – 09h20** **Joint Opening**
- 09h20 – 09h40** **Host Keynotes**
- 09h40 – 10h00** **Industry Economic Outlook**
- 10h00 – 10h20** **Global Passenger Survey (GPS) – Results**
Discover the key findings on preferences and expectations of travelers; from attitudes towards the use of biometrics, usage of different payment options, carbon offsetting behaviors, through expectations towards baggage handling or transfer experience at the airport.
- 10h30 – 11h15** **NETWORKING BREAK**
- 11h15 – 12h15** **CEOs Panel - Redefining Air Travel: Balancing Passenger Preferences with Business Realities**
The panel will discuss the results of the 2023 IATA Global Passenger Survey (link to 2022 press release) exploring passenger expectations and what industry is delivering. The panel will examine ways to meet customer preferences while managing the complexities of airline and airport operations and financial realities. Topics will include:
- ✓ Booking and payment
 - ✓ Airport Processes
 - ✓ Convenience vs. Security
 - ✓ Personalization vs. Privacy (biometrics)
 - ✓ Baggage
 - ✓ Accessibility
- Moderator: **Karen Walker**, Air Transport World Editor-in-Chief
- **Adrian Neuhauser**, Executive President and Chief Executive Officer, Avianca
 - **Luís Rodrigues**, Chairman & CEO, TAP Air Portugal
 - **Willie Walsh**, Director General, IATA

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Wednesday, 25 October

Opening Plenary and CEOs Panel

12h15 – 12h30

End-to-end seamless travel implementation is at the fingertips of the industry!

The IATA Innovation Lab introduces the inaugural End-to-End Proof of Concept (POC) showcasing a seamless digital passenger experience from Shop to Fly. This cutting edge pilot enhances convenience, security, and efficiency, while establishing a global, interoperable framework thanks to industry wide collaboration. Leveraging IATA Digital Identity Standards while supporting Modern Airline Retailing, OneID, and Contactless Travel, travelers can now enjoy a faster, hassle-free journey with secure digital identity credentials recognized by airlines, travel agents, airports, and government agencies.

Moderator: **Stephan Copart**, Head Digital Transformation, IATA

- **Kat Morse**, Senior Manager Innovation & Partnerships, IATA
- **Henk van der Velde**, Regional Director, Trip.com
- **Ricardo Vidal**, Head of Innovation, British Airways

12h30 – 14h00

NETWORKING LUNCH

IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Wednesday, 25 October

Airline Retailing & Finance for a Sustainable Future

14h00 – 14h10

Journey to Net Zero: Charting the Course

This session offers an executive overview of these comprehensive roadmap, addressing pivotal aspects including aircraft technology, energy infrastructure, operations, finance and policy. Exploring the both the strategic implications for airline's executive and the role CFOs and CCOs must take in achieving sustainability.

- **Andrew Matters**, Director Policy and Standards, IATA

14h10 – 14h40

Real-world Journeys to Emission-Free Aviation

As leaders in the sustainability journey to net zero, two airlines deliver an inspiring keynote providing an insider's view of their journey towards sustainability and what are the financial implications as well as the impact on customer relations.

- **Lauren Riley**, Chief Sustainability Officer and Managing Director, Global Environmental Affairs, United Airlines

14h40 – 14h50

Value of ESG Reporting: Strategic Compass for CFOs & CCOs

In a dynamic and complex landscape to achieve sustainability, ESG reporting is becoming an invaluable instrument. This session brings together all facets of ESG reporting – investors relations, risk management, operational efficiency, reputation, customer engagement, regulatory compliance, and strategic decision-making, showcasing how each components forms a part of a successful and sustainable course for an airlines' financial and commercial futures.

- **Guido Moret**, Director Sustainable Finance, Enterprise Strategy & Value, PWC

14h50 – 15h30

Panel Piloting Change for Achieving Net zero

A dynamic panel discussion between top airline executives discussing the intersection of retail and finance in pursuit of sustainability. It is said sustainability is only achieved when it becomes everyone's priority.

- **Erik Swelheim**, Managing Director and Chief Financial Officer, KLM
- **Jill Blickstein**, Vice President, Sustainability, American Airlines
- **Lauren Riley**, Chief Sustainability Officer and Managing Director, Global Environmental Affairs, United Airlines

15h30

Closing Notes

15h30 – 16h00

NETWORKING BREAK

IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Wednesday, 25 October

Airline Retailing. The Journey to Powering Profitability Through Customer Centricity

16h00 – 16h15

The industry status on the journey to Modern Airline Retailing

IATA will provide an overview of what this journey entails, highlights to date and some key numbers.

- **Yanik Hoyles**, Director Distribution, IATA

16h15 – 16h25

What's the size of the prize - now - post Covid?

A 2019 study carried out by McKinsey suggested the industry value creation from retailing could reach USD 40bn, or USD 7 per passenger (industry average) by 2030. Post Covid, how has this evolved? What are the new numbers, based on airline benefit realizations to date?

- **Jasperina De Vries**, Associate Partner, McKinsey

16h25 – 16h50

Airline spotlight: Quick fire panel on value creation

Following on from the previous presentation, airline commercial leaders will share their perspectives on value creation to date and looking ahead.

Moderator: **Nina Lind**, Partner, McKinsey

- **Anthony Rader**, Director Airline Retailing Technology, American Airlines
- **Bryan Koh**, VP E-Commerce and Distribution, Singapore Airlines
- **Nicolas Salazar**, SVP, Head of eBusiness, LATAM Airlines
- **Tamur Goudarzi Pour**, Chief Commercial Officer and member of the Board, Swiss International Airlines

16h50 – 17h20

Industry views from the airline Commercial, Finance and Digital leaders

Perspectives from airline leaders, members of IATA Advisory Councils, on their journey to retailing: the benefits realized so far, the challenges that lie ahead and how the industry can work together towards these goals.

- **Catalina Nannig**, VP Sales and Distribution, Avianca
- **Kimon Giannopoulos**, Chief Financial & Strategy Officer – Qantas Loyalty, Qantas
- **Peter Lienhard**, Head of IT at Swiss International Air Lines & Head IT Domain Commercial LHG Hub Airlines



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Wednesday, 25 October

Airline Retailing. The Journey to Powering Profitability
Through Customer Centricity

17h20 – 17h35

A technology spotlight

Listen to the President of a large tech company and how they plan to support the journey to Modern Airline Retailing.

Moderator: **Muhammad Albakri**, SVP Financial, Settlement and Distribution Services, IATA

- **Decius Valmorbida**, President Travel Unit, Amadeus

17h30

NETWORKING DINNER

IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Wednesday, 25 October

WPS: Passenger Experience & Airport

14h00 – 14h15	Welcome: Highlight of relevant areas from Global Passenger Survey (GPS)
14h15 – 14h30	The importance of Passenger Insight – a data centric approach for customer centric action
14h30 – 15h15	<p>Global Passenger Survey (GPS) Deep Dive session & panel</p> <p>Moderator: Harry Grewal, Director, Airport Infrastructure & Customer Experience, IATA</p> <ul style="list-style-type: none"> • Garima Sharma, Managing Director, Customer Next & Analytics, United Airlines • Hans Zijlstra, Director Customer & Market Insight, KLM Royal Dutch Airlines • Mike Karam, Director, Customer Service Delivery Excellence – Airports, Air Canada
15h15 – 15h30	Sponsored Slot: Baggage
15h30 – 16h00	NETWORKING BREAK
16h00 – 16h15	<p>Sponsored Slot: Amadeus – Digital Identity</p> <ul style="list-style-type: none"> • David Trastour, Head of Product, Amadeus
16h15 – 17h15	<p>Revolutionizing Global Travel: The World's First All-Digital International Journey, from Shopping to Travelling the World</p> <p>Unveiled at the Opening Plenary, go into a deep dive of IATA's Innovation Lab's pioneering End-to-End Proof of Concept (POC). This PoC showcases a streamlined digital passenger experience, spanning from shopping to flying, enhancing convenience, security, and efficiency through collaborative industry efforts. By utilizing IATA Digital Identity Standards, Modern Airline Retailing, OneID, and Contactless Travel Standards, the industry can unlock value for the entire value chain. Stay tuned for an in-depth exploration of this POC!</p> <p>Moderator: Kat Morse, Senior Manager Innovation & Partnerships, IATA</p> <ul style="list-style-type: none"> • Aniket Urganlawar, Head of Technology, Verchaska Infotech Pvt. Ltd • Anna Ghion, Senior Global Lead, IGO AIR • David Trastour, Head of Product, Amadeus • Heinrich Grave, SVP Digital Identity, IDnow • Henk van der Velde, Regional Director, Trip.com • Ricardo Vidal, Head of Innovation, British Airways • Ursula Silling, CEO, Branchspace • Victor Martinez Jurado, Engineering Manager, Digital Identity, SICPA
17h30	NETWORKING DINNER

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IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Thursday, 26 October

WPS: Passenger Experience & Airport

09h00 – 10h15

Digital Identity – Contactless Travel

Panel of lead innovators in One ID implementations will share their experiences around biometrics and digital identity trials and implementations. The panel will discuss lessons learned and explore what is next by looking into common challenges and opportunities for the industry.

Moderator: **Youn Kim**, Manager, Customer Experience, IATA

- **Derwin Cady**, Manager, Airport Technology & Innovation, Air Canada
- **Ernest Eustace**, Associate Director Enterprise Architecture, Greater Toronto Airports Authority
- **Matthew S. Davies**, Executive Director, Admissibility and Passenger Programs Office of Field Operations, U.S. Customs and Border Protection
- **Ricardo Vidal**, Head of Innovation, British Airways

10h15 – 10h30

Sponsored Slot: Biometrics (Vision Box)

Keynote: **Jeff Lennon**, VP Strategic Sales & Global Partnerships, Vision-Box

10h30 – 11h15

NETWORKING BREAK

11h15 – 12h15

Industry/government partnerships – the future of pax data

Keynote and a Fireside Discussion with government experts on border regulation on the digitalization of admissibility and pre-clearance using digital identity and removing the need for the airline to broker pax data. What needs to occur to encourage more States to move to pre admissibility with digital identity?

Moderator: **Karine Boulet Gaudreault**, Head Customer Experience & Facilitation, IATA

- **Andrew Wynter**, Chief Executive Officer, Passport Immigration and Citizenship Agency, Jamaica
- **Christiane Dermakar**, ICAO TRIP Officer, Aviation Security and Facilitation, ICAO
- **Ignacio Zozaya**, Head of Coordination Office, European Border and Coast Guard Agency
- **Michelle Wilson**, Senior Technical Advisor, USA Gov Transportation Security Administration

12h15 - 12h30

Sponsored Slot: Passenger Data

12h30 – 14h00

NETWORKING LUNCH

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IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Thursday, 26 October

WPS: Passenger Experience & Airport

14h00 – 14h20

Aligning Airport Infrastructure to meet Customer Needs

Chicago O'Hare Airport has embarked a multi-dimensional project that will transform O'Hare into a premier international hub to meet the evolving needs of customers through the 21st century and beyond. Concepts and strategies will be shared on how such issues as accessible design, sustainability, and resilience are being addressed and what improvements the transformation will bring to the customer experience.

Keynote: **Tracey Payne**, Chief Administrative Officer/Managing Deputy Commissioner, City of Chicago Department of Aviation

14h20 – 14h40

The Reinvention of Lima Airport

Lima Airport Partners is constructing a 40m passenger terminal and other new infrastructure. This presentation will provide insights on the operational concepts and new processes and technology that will be used at the new terminal and how might airport connectivity and the customer experience be changed.

Keynote: **Norbert Onkelbach**, Chief Commercial Officer, Lima Airport Partners

14h40 – 15h00

Building a Sustainable Airport

Centralny Port Komunikacyjny (CPK) will be the largest greenfield airport project in Europe to be built with environmental sustainability embedded into its design and operating model. This presentation will explain the decarbonization strategies and best practices that are being incorporated into the design of a new environmentally sustainable passenger terminal with reference to the ADRM Sustainability guidance.

Keynote: **Antoinette Nassopoulos-Erickson**, Senior Partner, Foster + Partners

15h00 – 15h30

The Challenges of Transforming the Airport Experience

The three airport project speakers will join for a brief discussion on the common challenges of executing major airport projects that address customer needs.

Moderator: **Manuel Lanuza**, Senior Manager Airport Development, IATA

- **Norbert Onkelbach**, Chief Commercial Officer, Lima Airport Partners
- **Szymon Kachniarz**, Senior Project Manager – Architect, CPK
- **Tracey Payne**, Chief Administrative Officer/Managing Deputy Commissioner, City of Chicago Department of Aviation

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Thursday, 26 October

WPS: Passenger Experience & Airport

15h30 – 16h15

Wayfinding – Creating an informed Passenger Journey

Passenger journeys are becoming more complex with larger terminals and more “thing to do”. While this may be seen as enhancing the passenger experience it can also create friction when it comes to getting the passengers to and from the aircraft in a safe and efficient manner. The presentation will look at how breaking down the journey by steps as well as personas is important to understand the friction and how good planning and technologies can help remove it.

- **Chris Chalk**, Global Aviation Sector Leader, Mott MacDonald

Leveraging technology to improve Baggage Handling Performance for Customers

Panel discussion on how baggage handling and security can be improved through technology.

Moderator: **Harry Grewal**, Director, Airport Infrastructure & Customer Experience, IATA

- **Jason Odey**, Director of Global Baggage Excellence, Air Canada
- **Nicholas Lisle**, Director, Director-Airport Operations Performance & Execution, United Airlines
- **Rick Nagy**, Principal Product Manager, Air Alaska

16h00 – 16h30

NETWORKING BREAK

16h30 – 17h30

Joint WFS and WPS Closing Plenary

IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Wednesday, 25 October

WPS: Accessibility Track

Masters of Ceremony

Laura Pierallini, Name Partner at Pierallini Studio Legale - Professor at Luiss University of Rome

& **Michael Swiatek**, Chief Strategy Officer, ABRA group

14h00 – 14h05

Opening and Welcome Remarks

- **Conrad Clifford**, Deputy Director General and Corporate Secretary, IATA

14h05 – 14h15

Why accessibility in aviation needs a top-down approach

This keynote speech will look at the industry's progress in meeting the needs of passengers with disabilities, address some of the barriers that remain, and how we can continue to move forward to ensure all passengers, including those with disabilities, can travel safely with dignity and independence.

- **Stephanie Cadieux**, Chief Accessibility Officer of Canada

14h15 – 15h00

Thinking of accessibility in terms of economic benefits and financial challenges

Supported by data, the panel discussion will look at the economic benefits of transporting persons with disabilities by air and the financial challenges for airlines in the implementation of accessibility provisions. The scope is to generate an understanding of the levels of investment required to achieve and maintain compliance with regulations.

Moderator: **Andrew Matters**, Director Policy and Standards, IATA

- **Kerianne Wilson**, Director, Customer Accessibility, Air Canada
- **Michael Swiatek**, Chief Strategy Officer, ABRA group
- **Kurush Minocher**, Director Passenger Programs and Marketing, Greater Toronto Airports Authority

15h00 – 15h30

Regulatory 'risks' and 'opportunities'. How can an effective regulation promote accessibility and make it work in practice?

An overview of applied or expected accessibility regulations from the voice of the policymakers.

Moderator: **Douglas Lavin**, Vice President, Member & External Relations North America, IATA

- **Tim Cade**, First secretary at the British Embassy, British Embassy
- **Carlos Gomes**, Coordinator at the Civil Aviation Secretariat, Brazilian Ministry of Ports and Airports
- **Sonia Gangopadhyay**, Director of the Centre of Expertise for Accessible Transportation, Canadian Transportation Agency



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Wednesday, 25 October

WPS: Accessibility Track

15h30 – 16h00

NETWORKING BREAK

16h00 – 17h00

En Route to Accessible Air Travel: Research in Progress

Professors Michael Mulvey and doctoral student Valentina Primossi, have assembled an intersectoral research team to understand accessibility through an "ageing and disability lens" for a seamless and accommodating travel experience for individuals living with dementia. During the presentation, they will discuss the barriers identified and potential solutions.

Presentation:

- **Michael S. Mulvey**, Associate Professor of Marketing, LIFE Research Institute
- **Valentina Primossi**, Ph.D. Candidate in Digital Transformation and Innovation, University of Ottawa

Based on research and data collected, this session will provide several recommendations on training and assistance service to improve travel for passengers with visible and invisible disabilities.

Moderator: **Kathy Kennedy**, Senior Principal Auditor, DOT Consumer Protections, Alaska Airlines

- **Mike May**, Navigation technology advisor, American printing house for the blind
- **Paul White**, CEO, The Hidden Disabilities Sunflower
- **William Harkness**, Head of Accessibility, Boeing

17h00 – 17h30

Lessons for an inclusive transformation in the tourism sector and its relation to connectivity and accessibility

Making tourism more accessible is not only a social responsibility – there is also a compelling business case as it can boost the competitiveness of countries and destinations. We will learn from the stakeholders' experts in the field.

Moderator: **Stephanie Lanza-Efthimiou**, Head of Accessibility, Jetblue

- **Almudena Alcaide**, R&D Director, Fundación ONCE
- **Neha Arora**, CEO and Founder, Planet Abled
- **Ronald Pettit**, Director, Disability Inclusion & ADA Compliance, Royal Caribbean

17h30

NETWORKING DINNER

IATA WORLD FINANCIAL SYMPOSIUM

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Thursday, 26 October

WPS: Accessibility Track

Masters of Ceremony

Kerianne Wilson, Director Accessibility, Air Canada & **Linda Ristagno**, Assistant Director External Affairs, IATA

09h00 – 09h10

Keynote speech

- **Rachel Arfa**, City of Chicago Commissioner, Mayor's Office for People with Disabilities

09h10 – 10h00

Designing for accessible products and services

If an environment is accessible, convenient and a pleasure to use, everyone benefits. The session will illustrate what universal and accessible design is and what airports and airlines have done to make physical and digital products and services accessible.

Moderator: **Laurel Van Horn**, Vice President, Director of Programs, Open Doors Organization

- **Alan Howell**, Architect, Minneapolis – Saint Paul International Airport
- **Dino Zuppa**, Chief Operating Officer, Standards and Research, Accessibility Standards Canada
- **Gregory Gobat**, Architect, Aviation Facilities & Infrastructure Architecture, Port of Seattle
- **Samantha Stedford**, Director of Customer Experience, Pittsburgh International Airport

10h00 – 10h30

Best practices and standards superseding regulatory actions: the Italian business case

Italian stakeholders will showcase the application of best practices and technical guidance of air transport accessibility services driven by collaboration. Can the Italian model be applied on a larger scale?

Moderator: **Laura Pierallini**, Name Partner at Pierallini Studio Legale - Professor at Luiss University of Rome

- **Alberto Casamatti**, Director General Operations & Accountable Manager, Air Dolomiti
- **Cristina Stacchini**, Global Industry Relations Manager, Cisalpina Tours
- **Mark de Laurentiis**, Director, Passenger Rights – Ente Nazionale per l'Aviazione Civile (ENAC) (Government of Italy)

10h30 – 11h15

NETWORKING BREAK



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Thursday, 26 October

WPS: Accessibility Track

11h15 – 12h30

Focus on the safe transport of personal mobility devices

- **Linda Ristagno**, Assistant Director External Affairs, IATA

Structural design and certification aspect of wheelchair restraint systems

Presentation on the structural design, certification aspect and research activities related to this relevant aspect of air transport accessibility.

- **Joseph Pelletiere**, Ph.D., PE Chief Scientific and Technical Advisor, FAA

Safe loading of mobility aids in the cargo hold

- **John Kirn**, Manager - Accessibility Programs, International Planning & Regulatory Affairs, United Airlines

Panel Discussion

- **Eric Lipp**, Founder and Executive Director, ODO
- **Graham Keithley**, Vice President & Associate General Counsel, Airlines for America
- **Michele Erwin**, Founder and President, AllWheels Up
- **Mouza Saeed Rumaihi**, Special Handling Manager, dnata

12h30 – 14h00

NETWORKING LUNCH

14h00 – 15h00

Workshop: How to improve assistance services at airports through better communication and correct use of SSR codes.

The lack of prenotification of the service requested by some passengers associated with inconsistent use of the assistance service codes (SSR) can make it challenging for airports and airlines to provide seamless assistance. This workshop will share best practices and educational tools to overcome this issue and ultimately reduce the misuse of wheelchair assistance as one fits all solution.

Moderator: **Dana Folsom**, Manager, Disability Programs, Delta

- **Fernando De Castro**, Airport Executive Manager, Florianópolis-Hercílio Luz International Airport
- **Roberto Castiglioni**, Founder and Executive Director, Reduced Mobility Rights Limited
- **Xavier Mascarell**, Customer Experience Strategy Manager, British Airways
- **Habib Ragelhassi**, Digital Accessibility Project Manager, Amadeus
- **William Neece**, Director of Airport Solutions, Ozion



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IATA WORLD FINANCIAL SYMPOSIUM

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Thursday, 26 October

WPS: Accessibility Track

- 15h00 – 15h50** **[Assistance Dogs for persons with disabilities in aviation: what is their behavior like in public, what tasks do they perform to mitigate the disabilities of their human partners, and how to tell if they are 'real' Assistance Dogs ready to fly?](#)**
 Learn what Service Dogs do to help those with invisible disabilities by observing a live demonstration of the tasks that Service Dogs perform. With audience participation we will evaluate the correct behavior of a trained Service Dog so all those present will be able to recognize a 'real' Service Dog Team and determine if they are ready to fly.
- Moderators: **Attila Ulku**, Manager Industry relationships Canada and Bermuda, IATA & **Alejandro Restrepo**, Manager External Affairs and Sustainability, IATA
- **Alexandra Pichler** (and dog Maggie Mae) Guide Dog, Service Dog Apprentice Instructor
 - **Pat Pound** (and dog Cayenne), Consultant, Open Doors Organization
 - **Sheila O'Brien**, Director, External Relations, Guide Dog Foundation
- 15h50 – 16h00** **[Closing remarks](#)**
- 16h00 – 16h30** **NETWORKING BREAK**
- 16h30 – 17h30** **[Joint WFS and WPS Closing Plenary](#)**

IATA WORLD FINANCIAL SYMPOSIUM

IATA WORLD PASSENGER SYMPOSIUM

Thursday, 26 October

WPS: Airline Retailing

- 09h00 – 09h40** **Airline spotlight: Commercial leaders on Modern Airline Retailing**
Commercial leaders will share their views on different retailing strategies across very different markets
- Moderator: **Yanik Hoyles**, Director Distribution, IATA
- **Amit Khandelwal**, Divisional Vice President - Revenue Optimization & Distribution, Emirates
 - **Dennis Cary**, SVP Commercial and Planning, Copa Airlines
 - **Glenn Hollister**, VP Sales Strategy and Effectiveness, United Airlines
- 09h40 – 10h20** **How business travel can benefit from Modern Airline Retailing**
A panel of value chain representatives will share views and what already works or not; the importance of collaboration and the opportunities this represents for the customer.
- Moderator: **Shaunelle Harris Drake**, Head Distribution Implementation, IATA
- **Danielle Cavnor**, Senior Manager US Procurement & Travel Operations team, PwC
 - **Johnny Thorsen**, VP Strategy and Partnerships, Spotnana
 - **Klaus Goddard**, Vice President - Global Distribution, BCD Travel
 - **Ray Pazerekas**, Regional Vice President Concur Travel Suppliers, Americas
- 10h20 – 10h35** **Technology spotlight**
Listen to the Executive Vice President of a large tech company and how they plan to support the journey to Modern Airline Retailing.
- Interviewer: **Charu Jain**, Senior Vice President Merchandising & Innovation, Alaska Airlines
- **Garry Wiseman**, EVP, Chief Product Officer and Chief Technology Officer, Sabre
- 10h30 – 11h15** **NETWORKING BREAK**
- 11h15 – 11h30** **Airline spotlight: AF/KL have announced they will be at 90% NDC by 2027**
Hear about where Air France KLM stand today on their journey to retailing and where it is heading.
- Interviewer: **Yanik Hoyles**, Director Distribution, IATA
- **Angus Clarke**, Chief Commercial Officer, Air France KLM
- 11h30 – 11h45** **Airline spotlight: How to get to freedom and agility in pricing?**
Hear how Revenue Management and Distribution can join forces to implement Continuous Pricing.
- **Keith Wallis**, Senior Director Distribution and Payments, Air Canada
 - **Richard Cleaz-Savoyen**, Managing Director, Revenue Optimization, Air Canada



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Thursday, 26 October

WPS: Airline Retailing

- 11h45 – 12h25** **Interline in NDC works today; but it will be even more efficient tomorrow - the proof is there!**
Panelists will share their views about transitioning away from today's interlining and debate latest trends: partnerships with Offers & Orders, the latest development of the SRSIA / Supplier Catalogue and the role other types of interline may play.
- Moderator: **Sebastien Touraine**, Head Airline Commercial Systems, IATA
- **Andy Kidd**, Industry Principal Travel, SAP
 - **Marcial Lapp**, Managing Director Revenue Engineering, American Airlines
 - **Martin Keith**, Senior Manager Order Management Strategy, Lufthansa Group
 - **Oana Savu**, Chief Strategy Officer, DoHop
 - **Thomas Gregorson**, Chief Strategy Officer, ATPCO
- 12h25 – 12h50** **Airline spotlight: An airline that has accelerated – massively!**
American Airlines will give a status update on their journey so far, which is till to accelerate! This session will also include insights from a high tech TMC that has been extremely close in this journey.
- Moderator: **Shaunelle Harris Drake**, Head Distribution Implementation, IATA
- **Anthony Rader**, Director Airline Retailing Technology, American Airlines
 - **Jeff Klee**, CEO and Co-founder, AmTrav
- 12h50 – 13h00** **Retailing best practices for a passenger-centric airline experience**
This session will show how airlines can follow e-commerce best practices like multi-product shopping carts to maximize conversions, reduce costs, and deliver the convenient purchase experience that passengers expect.
- **Theodora Tsinonis**, CCO, JR Technologies
- 13h00 – 14h00** **NETWORKING LUNCH**
- 14h00 – 14h30** **Let's come to Order! – with the Consortium**
Airline members of the IATA Consortium will share the 2023 deliverables:
- An airline business case to migrate to 100% Offers and Orders.
 - A modular Business Reference Architecture for the target end state.
 - Generic transition pathways to get there.
- Moderator: **Olivier Hours**, Head Distribution Strategy, IATA
- **Iris Taguet**, Head of IT Distribution and Customer Services, Air France KLM
 - **Raza Ali**, Group Commercial & Innovation Strategy Manager, IAG
 - **Rosario Phillips**, VP Customer & Commercial Solutions, LATAM



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Thursday, 26 October

WPS: Airline Retailing

14h30 – 14h45

Technology spotlight: Rethinking Retailing Readiness

Airlines are becoming modern retailers, but how can they fast-track this transformation? This session explores the role of customer-centricity, innovation, and NDC adoption in accelerating airline retailing, supported by insights from Accelya's proprietary research.

Interviewer: **Henry Harteveltdt**, President, Atmosphere Research

- **Massimo Morin**, Global Head, Travel, Amazon
- **Sam Gilliland**, CEO, Accelya

14h45 – 14h55

How we made the case for Order

Transitioning to Order is a major strategic move that all airlines need to take – join this conversation to hear how Air France-KLM worked along with Oliver Wyman to build the executive case for change

Interviewer: **Sumati Sharma**, Partner, Oliver Wyman

- **Iris Taguet**, Head of IT Distribution and Customer Services, Air-France KLM

14h55 – 15h10

Is the ecosystem ready for 100% Offers & Orders?

The transition involves a whole eco system of players beyond the airline. You will hear who they are and what they think about this journey to 100% Offers and Orders.

Interviewer: **Sebastien Touraine**, Head Airline Commercial Systems, IATA

- **Alberto Guerrini**, Managing Director & Senior Partner, BCG

15h10 – 15h20

Collaboration in action to modernize airline retailing

Hear how an airline and its vendor collaborated to implement Offer & Order retailing capabilities to improve sales and customer service.

- **Diego Tartara**, CTO, Globant
- **Juliana Rios**, CIO, LATAM

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Thursday, 26 October

WPS: Airline Retailing

15h20 – 16h00

How do IT providers plan for the transition to 100% Offers & Orders?

A panel of experts will look at the impact of Offers & Orders on today's PSS and commercial IT systems and discuss how to get to a legacy-free retailing platform that enable true customer centricity. Based on the work of the IATA Consortium, they will debate different transition pathways and their approach to the end state.

Moderator: **Daniel Friedli**, Managing Director, Travel in Motion

- **Becky French**, VP Product Management, Sabre
- **Cyril Tetaz**, EVP Altea, Amadeus
- **Paul Byrne**, VP iRetailing, IBS
- **Tiffany Sauquet**, VP Sales Engineering, FLYR
- Speaker to be confirmed, Travelsky

16h00 – 16h30

NETWORKING BREAK

16h30 – 17h30

[Joint WFS and WPS Closing Plenary](#)

IATA WORLD FINANCIAL SYMPOSIUM

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Thursday, 26 October

WFS: Value Creation

09h00 – 09h05

Track opening and welcome

- **Erik Swelheim**, Managing Director and CFO KLM Royal Dutch Airlines and Chair of Industry Financial Advisory Council

09h05 – 09h15

Rethinking your organization to integrate payment and distribution

A well thought distribution strategy must include payment. Why did the LH group take the decision to reorganize its payment function and where does it sit today? What are the first outcome of that reorganization?

- **Kai Schilb**, Head of Payment, Lufthansa Group

09h15 – 09h25

Last year's learnings and today's problems

Last year 2 seminal studies from EDC and McKinsey put precise figures on the new revenue potential for airlines. But only if challenges are recognized, measured and addressed. What are the airline challenges observed by payment consultants? And we will hear today in a very concrete way how such challenges are being addressed.

- **Shanta Paratian**, Senior Manager, Edgar, Dunn & Company

09h25 – 09h55

What do the client and the payer want?

Join us for this interactive session with the leaders in payment industry and discover what the client and payer really want, and how to meet these needs. Hear from EDC, which has conducted research for acquirer Nuvei on what travel customers want. And listen to what American Express and Diners Club have to share, each drawing from their vast experience in the consumer and corporate travel markets. Also, the latest edition of the IATA Global Passenger Survey takes stock of what the traveler says and does in terms of payments.

Moderator: **Alicia Lines**, Regional Director Financial & Distribution Services, IATA

- **Jessica Püttmann**, Product and Marketing Director, Diners Club Spain
- **Shanta Paratian**, Senior Manager, Edgar, Dunn & Company
- **Veronique Raynaud**, Vice President Global Client Group International, American Express

IATA WORLD FINANCIAL SYMPOSIUM

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Thursday, 26 October

WFS: Value Creation

09h55 – 10h15

Securing the foundation: how are airline card transactions faring on payment conversion?

Payment conversion rate has a direct impact on airline's financial health and control of money. Anything that makes the customer abandon their shopping process and leave, is a wasted opportunity to make a sale and add to the loyal customer base.

Hear from the leading providers on how you can increase payment conversion, contributing to increased customer satisfaction, top line and providing for better control of payment flows.

- **Callie McKill**, Senior Director - T&E Product and Payment Experience, Visa
- **Chiara Quaia**, Senior Vice President Market Development Travel, Mastercard

10h15 – 10h25

But is the foundation secured?

Is it enough what providers are doing to secure the foundation to allow for better conversion and for airlines to control their payment flows more efficiently? And what are the current payment landscape disruptors?

Moderator: **Monica Muski**, Commercial Strategy & Partnerships, Group Payments, Qantas

- **Callie McKill**, Senior Director - T&E Product and Payment Experience, Visa
- **Chiara Quaia**, Senior Vice President Market Development Travel, Mastercard

10h25 – 10h35

Cultivating Payment Management - a practical approach

Take control of your payments and learn about various techniques to stimulate customers to use your preferred payment methods based on your strategic goals. Discover best practices for efficient customer payment flows and increased conversion. Diversify your payment mix and increase conversions by making more effective use of Open Banking/ Request to Pay schemes. Learn how to control of your payment costs and manage payment risks efficiently by designing the right payment methods mix and direct customer payments traffic accordingly.

- **Javier Orejas**, Global Head Banking, IATA

10h35 – 11h15

NETWORKING BREAK

IATA WORLD FINANCIAL SYMPOSIUM

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Thursday, 26 October

WFS: Value Creation

11h15 – 11h45

Airline global acquirers, facts, and calls for action

Acquirers are payment enablers. How can an airline reach more customers by offering the right payment instrument at the right time, including recovery after first refusal? What is their experience with airline transaction success rates and how do they make them better? How does the industry fare with an abundance of payment regulations?

Join us as we put leading acquirers on the spot.

Moderator: **Christophe Kato**, Head, Payment Services, IATA

- **Brett Turner**, SVP, Head of Airline Acquiring, Elavon
- **Damien Cramer**, Global Head of Airlines and Travel - Digital Commerce, Worldline
- **Thomas Helldorff**, VP Airlines, Travel & Hospitality, Worldpay from FIS

11h45 – 12h05

Is the industry getting organized?

Last year's World Financial Symposium was the time to share findings endorsed by industry. One year has gone by and payment service providers are sharing data and facts to a broader scale than ever before. But the industry needs to think of how it can move to the next level.

Join leading airlines discussion on whether Airline Payment Index will come to enrich the Airline Retailing Maturity index in allowing individual airlines to assess where they stand and where they are going next.

Moderator: **Thierry Stucker**, Director, Industry Payment Programs, IATA

- **Charlotta Frohm**, Business Developer Customer Payment Solutions, SAS
- **Ersin Deniz**, payment systems manager, Turkish Airlines
- **Kai Schilb**, Head of Payment, Lufthansa Group

12h05 – 12h10

Introduction to Modern Financial Processes module

IATA WORLD FINANCIAL SYMPOSIUM

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Thursday, 26 October

WFS: Value Creation

12h10 – 12h30

Learn where is the industry in addressing Financial Management transformation to support Airlines aspiration to become modern retailers

Join a fireside chat with Financial Advisory Council dedicated work group experts and learn about the impact of Airline Retailing on Financial Management and transformation and simplification opportunities it offers.

Get first hand update on Modern Airline Retailing Reference Architecture with a particular focus on Financial Management. Hear about the industry approach to de-specialization of financial processes, adoption of more generic standard retail Order to Cash and Procure to Pay processes and transformation of cumbersome traditional Revenue Accounting into streamlined Order Accounting as a result. Learn what the industry expects from IATA financial services in order to support Airline Retailing transformation.

Moderator: **Andrei Grintchenko**, Head Industry Architecture, IATA

- **Myriam Burget**, Head of Revenue Accounting, Swiss and Chair of Airline Retailing for Finance Working Group

12h30 – 14h00

NETWORKING LUNCH

14h00 – 14h15

Airline Retailing and Financial Management - an airline story

A follow up chat with a senior strategy executive from a major airline about the importance of addressing Financial Management transformation as a part of Airline Retailing journey. How did this airline do it, and what has happened since we last spoke at the previous edition of World Financial Symposium one year ago. What worked well, and what could have been done better?

Interviewer: **Alicia Lines**, IATA Regional Director Financial & Distribution Services The Americas

Interviewee: **Christine Rovelli**, SVP Strategy and Fleet, Finnair

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14h15 – 15h05

Airline Retailing driven Financial Management transformation

Transformation to Offers and Order cannot be limited to these areas only. It must include transformation of Financial Management and supporting back-office processes as we know them today. In this sessions, we will have providers discuss how their take on OOMS transformation accounts for Financial Management and where airlines can get ahead with processes simplifications and increased efficiencies. Focus on the future of Financial Management driven by this transformation to retailing.

Moderator: **Myriam Burget**, Head of Revenue Accounting, Swiss and Chair of Airline Retailing for Finance Working Group

- **Burcu Toker**, Technical Sales Consultant, Hitit Computer Systems
- **Eva-Maria Roe**, Head of Travel and Transportation Solutions, SAP
- **Meg O'Keefe**, Vice President Altea Product & Portfolio, Amadeus Travel Unit
- **Philip Fernandes**, SVP Product Management, Accelya
- **Simon Lescarcelle-Evin**, Global Head Travel & Transportation Services, SAP

15h05 – 15h15

Data Driven Finance - a fireside chat with airline financial community representatives

Transforming Financial Management and streamlining financial processes will allow for more timely access to better quality data of increased granularity. It will, in turn, set the foundation for better and more data driven financial management and decision making. An airline will share its experience in improving its financial data flows and the how it helped to improve its decision making.

Moderator: **Olena Vasylchenko**, IATA Director Industry Architecture and Passenger Standards

- **Gonçalo Pires**, CFO, TAP Air Portugal
- **Myriam Burget**, Head of Revenue Accounting, Swiss and Chair of Airline Retailing for Finance Working Group

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15h15 – 15h50

Data driven Financial Management improving commercial and distribution decision making

Transformation to Offer and Order paradigm affords airlines to take better control over their data and allows for significant improvements in Financial Management. Its allow for more granular and timely access to data. And by having to maintain Offer granularity at Service level and direct interfaces across Offer, Order and Financial Management capabilities, airlines can do away with many of the complex legacy processes. This allows for simplification and cost reduction. Hear from some of the major providers, on how they are looking to address Offer and Order data flow to support streamlined and simplified Order Accounting.

Moderator: **Olena Vasylchenko**, IATA Director Industry Architecture and Passenger Standards

- **Chuck Crowder**, Global Head of Airline Relationships, ARC
- **Sebastian Holfert**, Senior Product Owner Finance Solutions, Lufthansa Systems
- **Simon Lescarcelle-Evin**, Global Head Travel & Transportation Services, SAP

15h50 – 16h00

The future of Value Creation in Finance

Payment, Financial Management Transformation and Smart Data in Finance - track closure and next steps.

Master of Ceremony: **Olena Vasylchenko**, IATA Director Industry Architecture and Passenger Standards

- **Erik Swelheim**, Managing Director and CFO KLM Royal Dutch Airlines and Chair of Industry Financial Advisory Council

16h00 – 16h30

NETWORKING BREAK

16h30 – 17h30

Joint WFS and WPS Closing Plenary

IATA WORLD FINANCIAL SYMPOSIUM

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WFS: Protecting Value

09h00 – 09h20

How Governmental Taxes impact aviation

The Director Policy Economics and Sustainability at IATA will give an overview of aviation's economic outlook and demonstrate the impacts that ticket taxes have on demand and supply elasticities.

- **Andrew Matters**, Director Policy and Standards, IATA

09h20 – 09h35

Is there anything sustainable about the green taxes we know?

Are *green taxes* really working towards making the world more sustainable, or are Governments greenwashing? This fireside chat will provide a first-hand views of the current Tax Policy landscape and its impacts on airlines financials.

- **Lígia Fonseca**, Head of Tax Policy, IATA
- **Peter Cerdá**, Regional Vice President Americas, IATA

09h35 – 09h50

An overview of the G20/OECD BEPS initiative and its developments

- **John Peterson**, Head of Division, OECD's Centre for Tax Policy and Administration

09h50 – 10h15

The impact of Global Minimum Tax (Pillar Two) on the aviation industry

As the aviation industry faces the imposition of national taxes, global taxation policies do not always consider the industry's business needs and constraints. This panel discussion addresses the merits of the OECD Base Erosion and Profit Shifting initiative and highlights the compliance challenges arisen from this G20 proposal.

Moderator: **Kinga Romanovska**, Research Associate Tax Policy Center, Lausanne University

- **Antoine Rozanoff**, Vice-President Tax, Air France
- **Fabian Baumer**, Head of Tax Policy, Federal Tax Administration of Switzerland
- **Irene Louth**, Chief Tax Officer & Vice President Taxation, Atlas Air
- **Jon Almeras**, Managing Director Taxes, Airlines for America
- **Michael Scanlan**, Manager Transfer Pricing, Economics Partners (Ryan group)

10h15 – 10h30

The United Nations' Loss and Damage Fund and its impact in aviation

ATAG's Executive Director provides an update on the UN Loss and Damage Fund which is exploring so-called 'innovative sources' of financing, including a potential levy on international aviation.

- **Haldane Dodd**, Executive Director, Air Transport Action Group (ATAG)

10h30 – 11h15

NETWORKING BREAK



*Times are subject to change

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WFS: Protecting Value

11h15 – 11h35

Changing Payment Landscape What Impact for Treasurers

The digital revolution has brought about an array of new payment methods, from 'Buy Now, Pay Later' (BNPL) schemes to digital currencies and mobile wallets. These advancements are reshaping the way businesses operate, introducing both opportunities and challenges for airline treasuries. While these changes provide new opportunities for airlines, they also present unique challenges for treasury from impact on liquidity, cash flow forecasting, and risk management. We'll also provide practical strategies for treasurers to navigate these changes and maintain optimal cash management.

- **Pascal Burg**, Director, Edgar, Dunn & Company

11h35 – 11h55

Turbulence Ahead Navigating Increasing Geopolitical and Economic Risk

In an increasingly volatile world, airline treasurers are tasked with navigating economic and geopolitical risks. This session offers a comprehensive exploration of these multifaceted challenges, discussing strategies to maintain robust liquidity amid soaring inflation, steep interest hikes, fuel price volatility and currency restrictions. Overall risk is only increasing, making it imperative for treasurers to stay ahead of the curve.

- **Mike Moran**, LatAm Macro Strategist, Santander

11h55 – 12h15

Banking Relations - Strategic Considerations for Treasurers in Shifting Times

In an era, marked by significant upheaval in the banking sector, including high-profile collapses and acquisitions, treasurers find themselves paying closer attention to banking risks. The ever-evolving financial landscape has brought the importance of strategic banking relationships to the forefront.

- **Vijay Panday**, Director Group Treasury & Risk Mngt, KLM

12h15 – 12h30

Digital Transformation - Embracing Tech in Airline Treasuries

AI has taken the world by storm and across industries making digital transformation not just a trend but a necessity. This session will delve into way tech is enhancing treasury function, helping to tackle challenges, optimize efficiency and drive profitability. How can Airline Treasurer strategically lead this digital transformation?

- **Bob Stark**, Global Head of Market Strategy, Kyriba

12h30 – 14h00

NETWORKING LUNCH



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WFS: Protecting Value

14h00 – 14h25

Airline Financing Options and Implications

This session will present the multifaceted arena of airline financing, providing an in-depth updated of diverse financing methods – from traditional bank loans and bond issues to lease financing and sale-and-leaseback arrangements. We will also examine emerging financing instruments such as sustainability-linked loans and bonds, explore their potential benefits and risks as the industry leads its transition to net zero.

- **Joseph Shanahan**, Citi Global Aviation Head, Citi Bank

14h25 – 14h45

Sustainable Flight Path Green Financing in the Airline Industry

Climate change and environmental sustainability have moved to the forefront of strategic considerations for industries worldwide, and the airline industry is no exception. The conversation around SAF, ramping up its production and making it more accessible has taken center stage. As CFOs navigate initiatives to fuel the transition to net zero, understanding the landscape of sustainable financing becomes increasingly crucial. This session will cover what every CFO should know when it comes to this topic.

- **Niklas Lund**, CEO / Partner, Rockton Partners AB

14h45 – 15h10

Future of Aircraft Leasing

As the global airline industry maneuvers through the aftermath of unprecedented challenges and swing of demand, leasing has emerged as a pivotal strategy in managing fleet flexibility and liquidity. In this session, we'll explore the trends that are shaping the future of aircraft leasing and green leasing and how these are impacting the strategies for both lessors and lessees.

- **Robert Korn**, President, Carlyle Aviation Partner

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WFS: Protecting Value

15h10 – 16h00

Financing Sky 2023 and Above

This panel bring together leading experts in engaging conversation on the complexities of airline financing options, emerging green financing, and the future trends of aircraft leasing. They will share their perspectives and experiences, breaking down an evolving landscape that present both challenges and new opportunities. A session that will highlight what is necessary to thrive in this environment.

Moderator: **Andrew Matters**, Director Policy and Standards, IATA

- **Joseph Shanahan**, Citi Global Aviation Head, Citi Bank
- **Niklas Lund**, CEO / Partner, Rockton Partners AB
- **Murat Seker**, CFO, Turkish Airlines
- **Robert Korn**, President , Carlyle Aviation Partner

16h00 – 16h30

NETWORKING BREAK

16h30 – 17h30

[Joint WFS and WPS Closing Plenary](#)

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16h30 -17h30

Joint WFS and WPS Closing Plenary

Take away a slice of the event...and more!

Join us for the closing plenary of the IATA World Passenger Symposium, where we will wrap up the event with some key takeaways, insights and action points. Our mystery C-level panel will be answering the burning questions that the participants will record during the event at the IATA booth on the future of passenger travel. And as a bonus, we will reveal the secrets to making the best Chicago pizza, so you can enjoy a slice of the Windy City at home. Don't miss this chance to connect, learn and celebrate with us!

- **Harry Grewal**, Director Airports, Infrastructure and Customer Experience, IATA
- **Linda Ristagno**, Assistant Director External Affairs, IATA
- **Stephan Copart**, Head Digital Transformation, IATA
- **Thierry Stucker**, Director, Industry Payment Programs, IATA
- **Yanik Hoyles**, Director Distribution, IATA

And..

- **Mystery C-Level Panel**

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NETWORKING LUNCH WORKSHOPS

Wednesday, 25 October

12h45 – 13h45

Networking Lunch workshop hosted by Worldpay from FIS
By invitation only

worldpay
 from FIS

Pending for details

Thursday, 26 October

12h45 – 13h45

Networking Lunch workshop hosted by ATPCO
By invitation only

atpco

Offers and orders require solutions that exist now and in the future

Moving to a world of offers and orders brings many benefits to airlines and systems alike, but the process won't happen overnight. Current processes will need to co-exist with offer and order flows. This ATPCO workshop will provide insight on the status of the industry and on transitional solutions that airlines and systems can implement on the way to a structure of offers and orders—while ensuring all the industry accounting, servicing, and settlement functions operate.