



ICAO

2nd ICAO AIR TRANSPORT SYMPOSIUM IATS 2014



in partnership with

7 – 8 May 2014, ICAO Headquarters, Montréal, Canada

Development of Air Transport: Setting the Course

DAY 1, WEDNESDAY, 7 MAY 2014

PROGRAMME

0900 – 0915

Introductory Remarks by the Master of Ceremonies

Kostas Iatrou, Vice President, Public Relations, ATRS & Managing Director, Air Transport News

Opening Statements:

- ▶ **Boubacar Djibo**, Director Air Transport Bureau, International Civil Aviation Organization (ICAO)
- ▶ **Tae Hoon Oum**, Chairman, Air Transport Research Society (ATRS), and UPS Foundation Chair Professor, Sauder School of Business, University of British Columbia

0915 – 1015

SESSION 1 – Contributors' Views for the Sustainable Development of Air Transport (Presentations)

Moderator: **Kenneth Button**, Advisory Board Member, ATRS & Professor, School of Public Policy, George Mason University

What do air transport stakeholders expect to gain from further liberalization? How can connectivity be improved? What challenges have to be met to ensure that all participants benefit from liberalization? What are the priority areas for further action?

Speakers:

- ▶ **Angela Gittens**, Director General, Airports Council International (ACI World)
- ▶ **Eugene Hoeven**, Director ICAO Affairs, Civil Air Navigation Services Organisation (CANSO)
- ▶ **Michael Gill**, Director Aviation Environment, International Air Transport Association (IATA) and Executive Director, Air Transport Action Group (ATAG)
- ▶ **Douglas Brittin**, Secretary General, The International Air Cargo Association (TIACA)
- ▶ **Helen Marano**, Vice President of Government & Industry Affairs, World Travel & Tourism Council (WTTC)

1015 – 1030

Question and Answer Period

1030 – 1100

COFFEE BREAK

Sponsored by the
Civil Air Navigation Services Organisation



1100 – 1215

SESSION 2 – International Agreements: Building for the Future**(Panel discussion)**

Moderator: **Stephen Perkins**, Head of Joint Transport Research Centre, International Transport Forum (ITF) and Organization for Economic Co-operation and Development (OECD)

The international air transport community now has a clear objective of working towards international agreements for market access and ownership and control. How to build on the lessons from the Multilateral Agreement on the Liberalization of International Air Transport (MALIAT)? How can regional/plurilateral approaches provide a foundation for global liberalization?

Speakers:

- ▶ **Martin Matthews**, Secretary for Transport and Chief Executive, New Zealand
- ▶ **John Byerly**, Former Deputy Assistant Secretary for Transportation Affairs, United States Department of State
- ▶ **Beatrice Lim**, Director Industry and Regulatory Affairs, Association of Asia Pacific Airlines (AAPA)
- ▶ **Ashok Lavasa**, Permanent Secretary, Ministry of Civil Aviation, Government of India

1215 – 1230

Question and Answer Period

1230 – 1400

LUNCH BREAK

*Sponsored by the
Airports Council International (ACI)*



1400 – 1515

SESSION 3 – Lifting Barriers to Air Transport's Growth**(Presentations)**

Moderator: **Martin Dresner**, President, ATRS & R.H. Smith School of Business, University of Maryland

Air transport is struggling to cope with barriers such as divergent competition rules, restrictions on slot allocation, or air carrier ownership and control. Which safeguards should be implemented so that air carriers compete as much as possible on a "level playing field"? How to minimize inconsistencies in the application of competition laws and policies? How to foster regulatory convergence worldwide?

Speakers:

- ▶ **David Broz**, Vice President, International and Industry Affairs, Emirates
- ▶ **Brian Pearce**, Chief Economist, IATA
- ▶ **Fredrick Piccolo**, President and Chief Executive Officer, Sarasota Bradenton International Airport
- ▶ **Frederic Morais**, Director, Marketing, Bombardier Commercial Aircraft

1515 – 1530

Question and Answer Period

1530 – 1600

COFFEE BREAK

1600 – 1700

SESSION 4 – Meeting the Expectations of Consumers (Panel discussion)

Moderator: **Chris Lyle**, ICAO Representative, United Nations World Tourism Organization (UNWTO)

What do passengers expect from air travel, in particular with respect to price transparency, assistance in cases of flight cancellations or delays? How to strike a balance between the protection of consumers and industry competitiveness? How to build on the Montréal Convention of 1999?

Speakers:

- ▶ **Paul Hooper**, Vice President, ATRS & Advisor, Economics and Regulation (Aviation), United Arab Emirates Department of Transportation
- ▶ **Regula Dettling-Ott**, Vice President EU-Affairs, Lufthansa
- ▶ **John Pepper**, Director of Strategic Analysis & Strategic Planning Committee Member, Southwest Airlines Pilots' Association (SWAPA)
- ▶ **Robert Donald**, Executive Director, Canadian Council for Aviation and Aerospace (CCAA)
- ▶ **Shashank Nigam**, Chief Executive Officer, SimpliFlying

1700 – 1715

Question and Answer Period

1715 – 1730

Summary: **Martin Dresner**, President ATRS and R.H. Smith School of Business, University of Maryland



DAY 2, THURSDAY, 8 MAY 2014

0900 – 0905

Introductory Remarks by the Master of Ceremonies

Kostas Iatrou, Vice President, Public Relations, ATRS & Managing Director, Air Transport News

0905 – 1015

SESSION 5 – Getting the Most Out of the Air Cargo System

(Presentations)

Moderator: Oliver Evans, Chairman, The International Air Cargo Association (TIACA)

How to overcome restrictions preventing the air cargo industry from reaching its potential? How to ensure that air cargo can fulfill the necessity for efficiency and security, while moving towards paperless operations? Which lessons should be learned from integrators? How can aircraft manufacturers contribute to the development of air cargo?

Speakers:

- ▶ **Anming Zhang**, Vice President, ATRS & Professor, University of British Columbia
- ▶ **Tom Crabtree**, Regional Director, Airline Market Analysis – Air Cargo, Boeing Commercial Airplanes
- ▶ **Sarah Prosser**, Managing Director Regulatory, FedEx
- ▶ **William Gottlieb**, Treasurer and Past President, International Federation of Freight Forwarders Associations (FIATA)

1015 – 1030

Question and Answer Period

1030 – 1100

COFFEE BREAK

Sponsored by Boeing



1100 – 1215

SESSION 6 – Funding and Financing the Air Transport System

(Panel discussion)

Moderator: Kenneth Button, Advisory Board Member, ATRS & Professor, School of Public Policy, George Mason University

What costs can/should be recovered from users? What are the best ways to cover the costs of oversight systems? What are the most promising models for funding the Aviation system block upgrades (ASBUs)? What are the special challenges of funding regional initiatives? How can we benchmark efficiency to demonstrate that services are being provided at least cost?

Setting the Course

WEDNESDAY, 7 MAY 2014

PROGRAMME

Speakers:

- ▶ **Paul Riemens**, Chairman, CANSO & Chief Executive Officer, Luchtverkeersleiding (LVNL)
- ▶ **Chunyan Yu**, Vice President, ATRS & Professor, Embry-Riddle University
- ▶ **Charles Schlumberger**, Lead Air Transport Specialist, World Bank
- ▶ **Fethi Chebil**, Advisor, Safety and Economic Regulation Sector, General Authority of Civil Aviation (GACA), Kingdom of Saudi Arabia

1215 – 1230

Question and Answer Period

1230 – 1400

LUNCH BREAK

*Sponsored by the
International Air Transport Association (IATA)*



1400 – 1515

SESSION 7 – The Impact of Levies on Air Transport Sustainability (Presentations)

Moderator: **Florian Heinitz**, Professor of Transport Economics, Erfurt University

What is the current situation with respect to taxes and charges on aviation? What is the impact of these levies on economies and on the industry? Are taxes and charges on aviation sustainable ways for governments to generate revenue? How to build robust cost-benefit analyses for decision-makers?

Speakers:

- ▶ **Andreas Kopp**, Lead Air Transport Economist, World Bank & Professor, School of Public Policy, George Mason University
- ▶ **Paul Steele**, Senior Vice President, Member and External Relations & Corporate Secretary, IATA
- ▶ **Michael W. Tretheway**, Chief Strategy Officer and Chief Economist, InterVISTAS Consulting Group
- ▶ **Bijan Vasigh**, Professor, Embry-Riddle Aeronautical University

1515 – 1530

Question and Answer Period

1530 – 1600

COFFEE BREAK



1600 – 1715

SESSION 8 – Realizing the Vision

(Panel discussion)

Moderator: **Tae Hoon Oum**, Chairman, Air Transport Research Society (ATRS), and UPS Foundation Chair Professor, Sauder School of Business, University of British Columbia

This session will provide an opportunity for leading thinkers to arrive at converging views on the practical measures to be taken for air transport's efficient development, and to identify a clear set of priorities.

Speakers:

- ▶ **Mario Diaz**, Director and CEO, Houston Airport System
- ▶ **Eduardo Iglesias**, Executive Director, Latin America and Caribbean Air Transport Association (ALTA)
- ▶ **Derek Vanstone**, Vice President Corporate Strategy, Government and Regulatory Affairs, Air Canada Group
- ▶ **Michel Wachenheim**, Senior Adviser Public Affairs (GA), Airbus

1715 – 1745

Summary and Closing Remarks:

Narjess Abdennebi, Chief Economic Analysis and Policy Section, ICAO

BIOGRAPHIES



Narjess Abdennebi

Chief Economic Analysis and Policy, ICAO

Dr. Narjess Abdennebi is Chief Economic Analysis and Policy for the International Civil Aviation Organization (ICAO), a specialized agency of the United Nations, located in Montréal. In this role, she is responsible for matters related to air transport regulation, economics of airports and air navigation services, aviation data and economic studies of ICAO, enabling the monitoring of the Strategic Objectives of the Organization.

Prior to this appointment, Mrs Abdennebi has held a variety of marketing, sales and market research positions in the air transport industry, notably in a regional air carrier and in Airbus where she worked for over seven years.

She holds a PhD degree in air transport economics from the Cranfield University, a degree in Aeronautical Engineering from a French school, Ecole Nationale de l'Aviation Civile (Toulouse), as well as a Research Masters degree in transport Economics from Ecole des Ponts Paris Tech and a Masters degree in air transport management from the business school ESC (Toulouse).



Douglas Brittin

Secretary General, The International Air Cargo Association (TIACA)

Mr. Brittin was appointed to the position of Secretary General of The International Air Cargo Association (TIACA) in August 2013.

Prior to TIACA he served in the United States Department of Homeland Security's Transportation Security Administration (TSA) Air Cargo Office. Upon joining TSA in June 2007 as Air Cargo Manager, he was responsible for the development of the Certified Cargo Screening Program in the United States, as well as forwarder security programme. He was promoted to the TSA's Senior Executive Service (T-SES) as Division Director, Air Cargo at TSA headquarters in Arlington, Virginia in May 2010, where he was additionally responsible for global air cargo security policy, vulnerability assessments, all-cargo operator programmes and industry engagement, managing a budget of \$122 million and a staff of security experts, programme managers and contractors.

Mr. Brittin has held executive level sales, marketing and operations positions within the transportation and logistics industry at companies such as BAX Global, Panalpina, Emery, and Menlo Worldwide. He has over 30 years' experience in the industry, including the rail and trucking sectors.

Mr. Brittin is a graduate of the University of Denver.





David Broz

Vice President, Aeropolitical and Industry Affairs, Emirates Airline

David Broz is Vice President, Aeropolitical and Industry Affairs, at Emirates Airline. He is based in Dubai. In this role, Broz looks after the airline's aeropolitical issues globally as well as relations with industry associations and government organisations. This involves representing Emirates in government negotiations, air services talks and broader political engagement worldwide.

He has been a member of IATA's Industry Affairs Committee since 2013. Broz has 20 years of management experience in the airline industry, mainly in the field of aeropolitics and external relations. Prior to joining Emirates in 2000, he was Director Alliances and International Relations at Czech Airlines.

Broz holds Masters degrees in Management (Purdue University, USA), Business Administration (ESC Rouen, France) and Foreign Trade Economics (University of Economics, Prague, Czech Republic).



Kenneth Button

Professor of Public Policy, George Mason School of Public Policy

Kenneth Button is a Professor of Public Policy at the George Mason School of Public Policy and a world-renowned expert on transportation policy. He has published, or has in press, some 80 books and over 400 academic papers in the field of transport economics, transport planning, environmental analysis and industrial organization.

Before coming to the School of Public Policy, Professor Button was an advisor to the Secretary General of the Organization for Economic Cooperation and Development where he headed up the OECD work on International Aviation (which produced *The Future of International Air Transport Policy: Responding to Global Change*). Professor Button has previously held visiting academic posts at the University of British Columbia and the University of California at Berkeley. In the two years prior to his secondment to the OECD he completed consultancy work for the ICAO in Brazil as well as studies for the European Union, Transport Canada, the European Conference of Ministers of Transport, the UN-DDSMS and the World Bank. He was a director of the transport consultancy firm Pearce, Sharp and Associates which specialized in work on transport. He was the Special Advisor to the UK House of Common Transport Committee between 1993 and 1994. In 1990 he had been seconded to the OECD to assist in the preparation of documentation for its five yearly meeting of Ministers of Environment.

Since 1996 he has contributed presentations to international conferences in the UK, Canada, France, the Netherlands, Australia, Cyprus, Belgium, Japan, Spain, Sweden, Germany, Chile, Italy, South Africa and Korea (Republic of) as well as in the US. He has testified before the U.S. Congress on air transport issues. He is editor of the leading international academic journals *Transportation Research D: Transport and the Environment* and of the *Journal of Air Transport Management* and is on the editorial boards of nine other journals. He is on the scientific committee of the World Conference on Transport Research and the Advisory Board of the Air Transport Research Group.

WEDNESDAY, 7 MAY 2014



John Byerly

Former Deputy Assistant Secretary of State, United States

John Byerly advises clients on the full range of international aviation issues, including negotiations, economic and environmental regulation, aviation safety and security, government relations, and strategic planning. John graduated with highest honors from the University of North Carolina, studied European and German law on a Fulbright Scholarship in Berlin, and received his JD from Yale in 1979. Upon graduation, he joined the State Department, serving thirty-one years in positions addressing American foreign policy, national security, and international economic relations. For almost a decade (2001-2010), John was the Deputy Assistant Secretary of State responsible for market-opening air transport agreements with over 70 countries and led U.S. delegations in talks that secured Open Skies with Germany, France, the European Union, and Japan. He was active in the economic, legal, and environmental work of ICAO and helped implement the U.S. response to the terrorist attacks of September 11, 2001.



Fethi Chebil

Advisor, Safety and Economic Regulation Sector, General Authority of Civil Aviation (GACA)
Kingdom of Saudi Arabia

Dr. Féthi Chebil, is Advisor to the Safety and Economic Regulation Sector of GACA, Kingdom of Saudi Arabia and he holds a PhD on Industrial Engineering and Mathematics from the Polytechnique School of the University of Montreal.

He has over 20 years of experience in Aviation Business: financial structure, design, construction, operation and management and increase commercial revenue. From 2007 to 2012, Dr. Chebil held the office of Vice President, Airports within SNC-Lavalin and from 2012, he advised Civil Aviation Authorities in MENA, CIS and Mongolia on implementing economics regulations, major Airport projects and State Safety Programs.

Dr. Chebil has gained extensive experience while managing BOT Airport, designing and constructing major and complex Infrastructure projects and supporting countries and National aviation administration. He was in charge of 2bUS\$ design and build projects mainly in North America, Europe, Africa and North and Latin America. Dr. Chebil was also involved in the definition of major government programs such as the new governance framework for major projects in Canada, UK and USA.

Dr. Chebil is fluent in English, French and Arabic.





Tom Crabtree

Regional Director – Airline Market Analysis, Marketing & Business Development, Boeing Commercial Airplanes

Thomas (“Tom”) Crabtree is regional director – Airline Market Analysis for Boeing Commercial Airplanes in Seattle. As regional director, Crabtree currently researches air cargo industry issues, with specific responsibility for serving airlines in Europe, Africa, the Middle East and the Commonwealth of Independent States (CIS). He is the primary author and chief editor of the Boeing World Air Cargo Forecast. The forecast is published in even-numbered years and is considered a leading information resource for the industry. Crabtree’s expertise on air cargo trends also plays a key role in Boeing product strategy and product-development efforts.

Tom has been with the Boeing Company since 1991. While with Boeing, he has held positions in Sales Support Engineering, Flight Operations Engineering and Marketing. While in the Marketing organization at Boeing, he also has worked in Product Analysis and Airline Economics. As an economic analyst, Crabtree built aircraft operating cost models for start-up carriers based in the CIS, VIP aircraft operators and all-cargo carriers.

Tom holds a bachelor of science in aerospace engineering and an MBA from the University of Kansas, and he received a certificate in Russian technical language translation from Novosibirsk State University in 1989.



Regula Dettling-Ott

Vice-President EU Affairs, Lufthansa Group

Prof. Dr. iur. Regula Dettling-Ott, attorney-at-law, joined Lufthansa in 2010 as Vice-President EU Affairs. In this function she is responsible to handle all matters related to aeropolitical and industry affairs at the EU for the Lufthansa group.

Prior to working for Lufthansa, Regula Dettling-Ott was Managing Director for International Relations & Government Affairs at Swiss International Air Lines, in charge of securing traffic rights for SWISS after the integration of the airline into Lufthansa and was responsible for government and environmental affairs. Before joining SWISS, Regula Dettling-Ott worked as an attorney, specializing in air law. She handled liability and accident investigation issues in connection with major accidents and regulatory affairs for aviation and helicopter companies.

Regula Dettling-Ott is a graduate of the University of Bern (Switzerland) and has done post-graduate studies at Georgetown University in Washington D.C. She holds a doctorate of the University of Bern; her dissertation was on the settlement of investment disputes. In 1993 she was admitted to the faculty of law at the University of Bern with her study on carriage by air (Habilitation). She lectures on air law and has published extensively on various subjects in this field.

WEDNESDAY, 7 MAY 2014



Mario C. Diaz

Director of Aviation, Houston Airport System

Mario C. Diaz is Director of the City of Houston Department of Aviation. He is responsible for the overall management of the Houston Airport System's three aviation facilities: George Bush Intercontinental Airport (IAH), William P. Hobby Airport (HOU) and Ellington Airport (EFD) – and its more than 1,400 employees. He is one of the industry's leading authorities in the study of future developments in commercial aviation. Mr. Diaz was instrumental in the effort to gain public support for the addition of international flights to Hobby Airport in 2015 by Southwest Airlines. Under his leadership, Intercontinental Airport welcomed the first Airbus A380 to Texas as Lufthansa launched the flight in the newly renovated Terminal D, which underwent an aggressive makeover to handle the double-decker jet. Prior to his appointment in 2010, Mr. Diaz was the deputy general manager for Atlanta's Hartsfield-Jackson International Airport. He began his career in Atlanta in 1999 and was responsible for ensuring the daily operational activities of the world's busiest airport.

His 17-year career with the Port Authority of New York and New Jersey began in 1981 and included key management positions in leasing, finance, marketing, operations and properties. During this period, Mr. Diaz also served 18 months as the assistant director of the redevelopment program at John F. Kennedy Airport. He also worked at Newark Liberty International Airport and Teterboro Airport.

A native of Barranquitas, Puerto Rico, and a licensed private pilot with instrument certification, Mr. Diaz earned his Bachelor of Arts degree from Rutgers University in Newark, New Jersey. He also earned a Master of Business Administration in finance from Rutgers Graduate School of Business Administration in New Jersey.



Boubacar Djibo

Director, Air Transport Bureau, ICAO

Boubacar Djibo was appointed Director of the Air Transport Bureau of ICAO in November 2011. His current duties include the management of programmes to achieve three of the five new strategic objectives of the Organization (effective 1 January 2014), namely security and facilitation, economic development of air transport, as well as environmental protection.

Before joining ICAO, Mr. Djibo, who has more than 30 years of experience in aviation, was Secretary General of the African Civil Aviation Commission (AFCAC). While there, in order to execute a sustainable civil aviation system in Africa, he worked on key initiatives in the areas of implementation of the Yamoussoukro Decision for the liberalization of air services, regional coordination for the implementation of the ICAO Standards and Recommended Practices, training and capacity building together with the African Union, regional economic communities in Africa, ICAO, International Air Transport Association (IATA), Airports Council International (ACI) and African Airlines Association (AFRAA). In an aviation career beginning in 1984, he occupied a number of key positions, including Director of Civil Aviation of Niger and ICAO Project Coordinator. He also served on the Boards of Directors of Air Afrique and the Agency for Aerial Navigation Safety in Africa and Madagascar (ASECNA).





Robert Donald

Executive Director, Canadian Council for Aviation and Aerospace (CCAA)

Robert Donald is the Executive Director and CEO of the Canadian Council for Aviation and Aerospace (CCAA) having joined them in January 2008. CCAA is the national Sector Council for the Aviation and Aerospace industry. Its mission is to assist industry ensure it has sufficient workers with the right skills.

Robert is the former General Counsel of the International Air Transport Association (IATA) and spent ten years with IATA in Geneva and Montreal. As the Chief Legal Officer, Mr Donald was responsible for the legal services to IATA's 84 offices around the world. Mr. Donald was the Secretary of the IATA Legal Advisory Council which, among other things, developed the legal framework to implement "E ticketing". He has been a delegate to numerous diplomatic conferences including the ICAO Diplomatic Conference, which adopted Montreal 1999, as well as the Legal Committee meetings which preceded it. He was IATA's Chief Delegate at the ICAO Legal Committee meetings on Modernization of the Rome Convention and was appointed to the Experts Study Group. He was a delegate to the ICAO Panel of Legal and Technical Experts on GNSS (Global Navigation and Satellite Systems) and has been a delegate to ICAO/Unidroit meetings on the Cape Town Convention. He returned to private practice in 2004 and continues as Counsel to Davis LLP, where he advises clients on aviation related matters. Robert is a frequent speaker/guest lecturer at international conferences and universities including the Arab Air Carrier Association, American Bar Association, Air Transport Association of Canada (ATAC), ICAO, International Bar Association, European Air Law Association the Latin American Air Carrier Association, the Canadian Corporate Counsel Association and the University of Leiden and McGill.

Robert received his degree in law from McGill University, a B.A. from Concordia University, and a postgraduate diploma in European Competition law from King's College in London England.



Martin Dresner

Professor in Logistics and Transportation, University of Maryland
President, Air Transport Research Society

Dresner has served on the faculty of the R.H. Smith School of Business at the University of Maryland since 1988, where he is currently Professor and Chair of the Logistics, Business and Public Policy Department. He received his Ph.D. in Policy Analysis from the Sauder School of Business at the University of British Columbia. Dresner has published over 75 papers in refereed journals. Professionally, he is President of the Air Transport Research Society (ATRS) and is on the Scientific and Steering Committees of the World Conference on Transportation Research. Dresner sits on the editorial boards of several journals in the transportation, logistics and supply chain fields and is immediate past editor of Research in Transportation Economics and a former editor of Transportation Journal. Dresner has testified before the U.S. House Aviation Subcommittee, and has worked on consulting projects for a number of organizations, including the Maryland Aviation Administration, the Federal Aviation Administration and the U.S. Department of Energy.



Oliver Evans

Chief Cargo Officer, Swiss International Air Lines

Oliver Evans was appointed to his present function in April 2005 as Chief Cargo Officer of Swiss International Air Lines. His responsibilities include full accountability for the cargo and mail business. Mr. Evans is a Member of the Extended Management Board of SWISS, and Member of the Group Executive Committee of the Lufthansa Cargo Group. In addition, in 2013 Mr. Evans has been elected Chairman of TIACA (The International Air Cargo Association) and GACAG (Global Air Cargo Advisory Group).

Prior to his current function Mr. Evans held the position of Chief Sales and Marketing Officer and Member of the Management Board, with responsibility for Passenger sales and marketing worldwide.

Before joining SWISS in 2002 Mr. Evans worked for BAX Global (2001-2002) and KLM Royal Dutch Airlines from 1987 to 2001, occupying various senior cargo management functions. Prior to KLM, Mr. Evans had worked for Ocean Transport and Trading Liverpool, after joining them from university.



Michael Gill

Director Aviation Environment, IATA and Executive Director, ATAG

Michael Gill is executive director of the Air Transport Action Group (ATAG), the only global association that represents all sectors of the air transport industry. Its mission is to promote aviation's sustainable growth for the benefit of global society. He was appointed as Director, Aviation Environment of the International Air Transport Association (IATA) in November 2013, with responsibility for developing and implementing IATA's work in the environment field, particularly in the areas of climate change, noise, biofuel commercialisation and the IATA environmental assessment programme.

Prior to that, he spent six years as senior legal counsel in IATA, supporting IATA's external affairs portfolio. In that role, he led IATA's delegation to three ICAO diplomatic conferences on airline regulatory and security issues. Before joining IATA in May 2007, Michael was an aviation lawyer in private practice at the Paris Bar, acting for airlines and their insurers.

He holds law degrees from both King's College, London and the Sorbonne University in Paris, as well as a masters degree from the University of Edinburgh. He is admitted as a solicitor of the Supreme Court of England and Wales and an avocat in France.





Angela Gittens

Director General, Airports Council International (ACI World)

Angela Gittens began her tenure as Director General of Airports Council International (ACI World) in 2008. She was formerly airport CEO for Miami and Atlanta and Deputy at San Francisco International Airport. In other previous roles, Gittens served as Vice-President, Airport Business Services for HNTB Corporation, where she led the firm's practice in airport business and strategic planning. And as Vice-President at TBI Airport Management, she oversaw the transition to private ownership of London Luton Airport and managed operations contracts at several airports in the US and Canada. Gittens has served on numerous aviation industry boards and committees including the FAA Management Advisory Committee, the FAA Research, Engineering and Development Committee, the National Civil Aviation Review Commission ("the Mineta Commission"), the Research Program Oversight Committee and the Board of Directors of JetBlue Airways. She recently became a Fellow of the Royal Aeronautical Society.



William Gottlieb

Treasurer and Past President, International Federation of Freight Forwarders Associations (FIATA)

William (Bill) Gottlieb started his career in International Freight Forwarding in 1973, joining a Canadian based international freight forwarder and customs broker, serving as its President from 1992 until 2013. Born in Madison, Wisconsin he holds a degree in International Business from Northern Illinois University. During his career he has served the forwarding industry at the local, national and international levels. He has been both Regional and National President of the Canadian International Freight Forwarders Association (CIFFA), and since 1993 his involvement with the International Federation of Freight Forwarders Associations (FIATA), has included FIATA President, Chairman of the FIATA Airfreight Institute, and member of the IATA/FIATA Consultative Committee. He actively participated in the founding of the Global Air Cargo Advisory Group (GACAG) and is a member of its Steering Group and Chair of the GACAG eCommerce Task Force.



Florian Heinitz

Professor, Transport Economics Erfurt University

Dr. Florian Heinitz, Professor of Transport Economics at Erfurt University of Applied Sciences, Germany, is currently a visiting scholar at the Department of Logistics, Business, and Public Policy of Smith School of Business at the University of Maryland. He received his Ph.D. in Economics from Karlsruhe Institute of Technology as well as an MS Degree in Physics from the Philipps University Marburg. He teaches classes in transport and logistics programs. Since 2011, Florian Heinitz is coordinator of studies in Intelligent Transport Systems and head of the IVR Transport and Spatial Planning Institute. The focus of his research group is set on multi-modal transport modeling and the integration of planning results in corporate decision-making or transport policies. He takes an

interest in aviation, particularly air freight networks. His work has been published in *Transportation Research Record*, *Civil and Environmental Engineering*, and other journals or conference proceedings. Prior to returning to academia in 2005, Dr. Heinitz worked for six years as a management consultant with PricewaterhouseCoopers and CSC, based in Munich, Germany.



Eugene J.J.M. Hoeven

Director ICAO Affairs, Civil Air Navigation Services Organisation (CANSO)

Eugene Hoeven is Director ICAO Affairs with the Civil Air Navigation Services Organisation (CANSO) and represents the interests of the Air Navigation Service Providers at the International Civil Aviation Organization (ICAO) and other industry partners and stakeholders with a presence in Montreal, Canada. Prior to joining CANSO, Eugene served as Director, Risk Management & Insurance at the International Air Transport Association (IATA), with responsibilities for both corporate and industry risk management and insurance activities. Prior to this, he was Assistant Director User Charges – the Americas & ICAO, representing the airline industry on airport and air navigation services funding, commercialisation and privatisation.

Before joining IATA, Eugene was with Bombardier Aerospace marketing the Dash-8 and CRJ products, and served a brief tenure as a consultant with Schiphol Management Services (Amsterdam) on airport strategic planning and development. Eugene started his aviation career with KLM Royal Dutch Airlines where he held a number of financial management positions.

Eugene holds a bachelor degree in Economics from McGill University, a business degree from the University of Ottawa and an MBA from the John Molson School of Business, Concordia University, Montreal. He also holds an Accredited Director designation from ICSCA – Chartered Secretaries Canada.



Paul Hooper

Director Policy & Regulation, Abu Dhabi Department of Transport

Paul Hooper is the Director, Policy and Regulation in the Emirate of Abu Dhabi Department of Transport where he is responsible for economic regulation of Abu Dhabi's rapidly growing aviation industry. Prior to taking up this position five years ago, Paul was Chief, Economic Analyses & Databases Section of ICAO's Air Transport Bureau after moving to Montreal from ICAO's Asia Pacific Regional Office in Bangkok. Paul previously had worked for state and federal government agencies in Australia and had been a consultant on policy and economic research matters in Asia Pacific. Paul also was the Deputy Director of the University of Sydney's Institute of Transport Studies since its inception in 1991, and later was a member of the faculty in the Economics and the Public Policy Programme at the National University of Singapore. Paul has a PhD from the University of Sydney and he has been a member of the Networking Committee of the Air Transport Research Society since 1995.





Kostas Iatrou

Managing Director, Air Transport News and
VP Public Relations of Air Transport Research Society

He holds a PhD in Air Transport Management from Cranfield University and is co-author of the book "Airline Choices for the Future". He has participated both as moderator and as speaker in more than 50 air transport conferences all over the world including ICAO, IATA, AFRAA and ACI. He is a Visiting Professor at the Aviation MBA of LUISS Business School and Coventry University and Visiting Lecturer at Cranfield University. His articles have featured in numerous air transport publications, such as the Journal of Airport Management, the Annals of Air and Space Law of McGill University etc. and he is Associate Editor of the Journal of Air Transport Studies. In 2013 Kostas launched Hermes Air Transport Club with the participation of more than 50 senior executives from the air transport business. Finally, in 2009 was deputy Mayor of Ekali, Greece, where he lives with his wife, Evgenia and his sons, George and Yiannis.



Eduardo Iglesias

Executive Director, Latin America and Caribbean Air Transport Association (ALTA)

Eduardo Iglesias is Executive Director of ALTA, the Latin American & Caribbean Air Transport Association since September 18, 2013. He leads the 30 year old non-profit association in a gamut of efforts and initiatives to make Latin American and Caribbean aviation safer, more efficient and more environmentally friendly.

Eduardo possesses a wealth of senior industry experience acquired over a long and successful career in aviation. Most recently, he was Legal Vice President of Avianca. Prior to that, he was TACA International Airlines General Counsel and Legal Vice President, where he was responsible for contract negotiations, consumer protection claims, the representation in various legal and regulatory affairs committees and symposiums, and corporate and governmental affairs.

Iglesias holds Law Degrees from Spain and Puerto Rico, a Master's Degree in Aeronautical Law from McGill's Institute of Air and Space Law in Montreal, Canada and also holds a B.A. in Political Science. He was born in Puerto Rico and has lived in Spain, USA, Canada, and El Salvador.



Andreas Kopp

Lead Air Transport Economist, World Bank & Professor, School of Public Policy, George Mason University

Dr. Andreas Kopp is Lead Economist at the Department for Transport, Water and ICT at the World Bank. He is working there mainly on issues of transport and economic geography as well as environmental challenges of transport. Before joining the World Bank he was Chief Economist and Head of Research of the European Conference of Ministers of Transport at the OECD. He was Professor for Macro and Regional Economics at the Technical University of Dresden and has recently been teaching at George Mason University and the Technical University of Munich.

He holds a Masters in economics from the University of Goettingen, and a PhD in economics from the European University Institute and the University of Giessen. He has done post-doc research at the Kiel Institute of International Economics and the Economics Department of the University of California at Berkeley.



Ashok Lavasa

Permanent Secretary, Ministry of Civil Aviation, Government of India

Mr. Ashok Lavasa, a long time civil servant in the Government of India has served in different capacities in both the federal and provincial levels. He is currently the Permanent Secretary of the Ministry of Civil Aviation. Prior to this, he held important portfolios in the Ministries of Power, Home Affairs and Finance in Government of India. He also held the positions of Principal Secretary in Departments of Power and Renewable Energy in the provincial Government of Haryana. He also served as Registrar of Kurukshetra University one the leading Universities in India.

Mr. Lavas holds a Masters of Philosophy Degree in Defence and Strategic Studies, and Masters Degree in English and Business Administration.

In addition to being an avid reader, a sportsman and a photographer, Mr. Lavasa has authored a book called 'An Uncivil Servant' and written many papers mainly on socio-economic subjects.



Ms. Beatrice Lim

Director, Industry and Regulatory Affairs, Association of Asia Pacific Airlines (AAPA)

Beatrice Lim joined the Association of Asia Pacific Airlines (AAPA) in July 2005. In this capacity, she represents the interests of the AAPA and its member airlines on a wide range of commercial, aeropolitical, regulatory and other non-technical issues, working closely with member airlines and other aviation industry stakeholders. With her previous experience working in both the public and private sectors of the aviation industry, Ms Lim brings a broad knowledge of aviation policy issues and fresh ideas to meet the challenges facing AAPA members today.

Ms Lim was previously a Senior Air Transport Manager with the Civil Aviation Authority of Singapore, where her responsibilities included international relations, government-to-government air services negotiations and the development of various aspects of aviation policy. In an earlier role, she was Legal Counsel with Singapore Technologies Aerospace Ltd, specialising in commercial agreements relating to the company's aircraft maintenance and support activities in Asia and the United States.

Ms Lim holds a Bachelor of Law honours degree from the National University of Singapore and was admitted to the Singapore Bar in 1996.





Chris Lyle

Representative to ICAO, World Tourism Organization (UNWTO)

Chris Lyle, a graduate of Cambridge University and a Fellow of the Royal Aeronautical Society, has a career spanning British Airways, the United Nations Economic Commission for Africa and ICAO as well as the World Tourism Organization.

At ICAO, Chris was for some years Deputy Director of the Air Transport Bureau. Since joining UNWTO in 2003, Chris' activities have included security and facilitation of travellers, connectivity and air transport policy including liberalization and safeguards such as the development of essential tourism air services, consumer protection, and mitigation of GreenHouse Gas emissions.

Chris has led delegations to many meetings of international governmental and non-governmental bodies, participated in high-level negotiations on aviation environmental policy matters, is a frequently invited speaker in international fora and is author of a number of articles on the economic and environmental regulation of air transport.

Chris also heads up his own consultancy, Air Transport Economics.



Helen Marano

Vice President, Government & Industry Affairs, World Travel & Tourism Council (WTTC)

Helen Marano joined WTTC as Vice-President of Government & Industry Affairs in January 2012. Helen brings a seasoned perspective in government relations from her years of leadership of the U.S. government's national tourism office in the U.S. Department of Commerce, using her private sector experience. Her oversight of the U.S. statistical system for Travel & Tourism enables her to speak authoritatively on the impact of the industry in a large economy, and globally. She led policy development and industry relations for the federal government office and spurred and supported the efforts to establish a national tourism organisation, Brand USA, for marketing the USA. Her leadership and engagement in intergovernmental organisations (APEC, OECD, OAS, UNWTO) provides the global platform for coordinating efforts that improve and protect the sustainability of the industry.



Martin Matthews

Secretary for Transport and Chief Executive, New Zealand

Martin is the Secretary for Transport and the Chief Executive of the Ministry of Transport. He has held this position since September 2008. The Ministry's purpose is to ensure our transport system helps New Zealand thrive. It does so by providing the government impartial, expert advice on all facets of the transport system. The Ministry is a team of approximately 150 people advising on policy and regulatory settings, and revenue and expenditure of over \$4 billion p.a. It also advises on the governance, funding and performance of the New Zealand Transport Agency, Civil Aviation Authority, Maritime New Zealand and the Transport Accident Investigation Commission.

Martin was previously the Chief Executive of the Ministry for Culture and Heritage, a position he held from September 2000. In that role he was responsible for government's interests in the arts, culture, heritage, history, broadcasting, sport and recreation. Prior to this Martin was Assistant Auditor-General. He was variously responsible for the Audit Office's state sector related work, parliamentary relations, and value for money audit activities.

Martin is a Fellow of the New Zealand Institute of Chartered Accountants. He is married to Heather Baldwin and they have three sons.



Frederic Morais

Director, Marketing, Bombardier Commercial Aircraft

Frederic Morais was appointed to his current position as Director, Marketing, Bombardier Commercial Aircraft (BCA) in January 2014. In this role, Mr. Morais leads the Product Marketing team responsible for market analysis, product positioning and technical marketing.

Since 2008 Mr. Morais has held multiple leadership roles, first leading the development of strategies and processes that demonstrate the value of Bombardier commercial aircraft to airlines in Africa, Europe, the Middle East, Russia and the CIS, as well as leasing companies and financiers worldwide. Mr. Morais then led the Commercial Operations team where he planned and accelerated sales and marketing transformation initiatives. Earlier in his career at Bombardier, Mr. Morais was Manager, CSeries Program and Marketing, where he was responsible for market and program trade studies, as well as targeted worldwide airline marketing efforts leading to the launch of the all-new CSeries aircraft in 2008. Mr. Morais joined Bombardier Aerospace in 1997 within the engineering team eventually transitioning into a lead CRJ Customer Engineering role which he held until 2005.

A graduate from both l'École Nationale Supérieure de l'Aéronautique et de l'Espace – Supaéro with a degree in aeronautical engineering, and from l'École Polytechnique de Montréal with a bachelor degree in mechanical engineering specializing in aeronautics, Mr. Morais also completed the Executive Development Course at McGill University. Mr. Morais is a certified pilot and resides in the Montreal area with his wife and children.





Shashank Nigam

Chief Executive Officer, SimpliFlying

Shashank Nigam is the CEO of SimpliFlying, the leading aviation marketing strategy firm that has worked with over 50 airlines and airports globally. He is a sought-after consultant, speaker and thought-leader on airline branding and customer engagement strategy. He is also the youngest winner of the Global Brand Leadership Award and has addressed senior aviation executives globally. Shashank's perspectives have found their way into major media outlets, including the BBC, CNN, CNBC, MSNBC, Bloomberg and in leading publications like Airline Business, ATW, Aviation Week, and others. Shashank studied Information Systems Management and Business Management at Singapore Management University and Carnegie Mellon University. Hailing from India, he splits his time between Singapore and Ottawa, among other cities.



Tae Hoon Oum, PhD, MBA

Chairman, Air Transport Research Society (ATRS), and UPS Foundation Chair Professor, Sauder School of Business, University of British Columbia

Dr. Tae Oum is the UPS Foundation Chair Professor at Sauder School of Business, University of British Columbia, and Chairman of the Air Transport Research Society (ATRS). He serves on Editorial Boards of twelve international journals on transport/logistics and economics field. His research and teaching interests are in the areas of economics, management and policy analysis in transport/logistics sectors.

He has authored/co-authored 35 books, over 110 refereed journal papers, and numerous reports for international organizations including World Bank, OECD, International Transport Forum, APEC, and for various government agencies, regulatory commissions and major corporations (Canada, United States, UK, Netherlands, Japan, Korea, Australia, New Zealand, Singapore). He has delivered over 300 keynote addresses, invited speeches/seminars, and presentations.

The honors and distinctions include the Distinguished Career Research Achievement Award from the (US) Transportation Research Forum (TRF, 2006); The Overall Best Paper Prize from the US TRF (2009 Annual Conference); The Overall Best Paper Prize from The World Conference on Transport Research Society (1998); Killam Research Prize of Canada-Senior Science Category (2002); Killam Research Fellowship (1988);. He has been a Distinguished Fellow of the Transportation and Public Utilities Group of AEA (TPUG) since 2004. He was decorated with a Medal of National Order of Merit by the President of the Republic of Korea.



Brian Pearce

Chief Economist, International Air Transport Association (IATA)

Brian Pearce is IATA's Chief Economist. The role of his team is to analyse the economic and policy landscape facing the airline industry, to provide credible economic analysis to guide and support IATA's advocacy work. An economist with almost 30 years of international experience in several industries, he is also a Visiting Professor at Cranfield University's Department of Air Transport. He was formerly head of global economic research at the investment bank SBC Warburg in Tokyo and then London, and was Chief Economist at Ernst & Young's economic forecasting consultancy.



John Pepper

Director, Strategic Analysis & Strategic Planning Committee Member, SWAPA

John is the Director of Strategic Analysis for the Southwest Airlines Pilots' Association. In this role John is responsible for managing a staff department of SWAPA that supports the pilot committees responsible for industry analysis, airline network & financial modeling, government affairs, negotiations, member sentiment analysis, crew scheduling analysis, and strategic planning.

Before working at SWAPA John was Director of Information Programs at Boyd Group International which is a boutique aviation consulting firm. At Boyd John was responsible for the development and maintenance of the Aviation DataMiner product which Boyd Group International had acquired from a company that John founded. At Boyd he also served as an aviation consultant for a diverse client base including airlines, airports, financial analysts, and labor unions. Prior to working for Boyd Group International John worked as a political campaign/information technology consultant for Sage Systems.

John holds a degree in Aeronautics from Embry Riddle University. In his free time John enjoys spending time with his family and astrophotography.





Stephen Perkins

Head of the Joint Transport Research Centre of the International Transport Forum and the OECD

Stephen Perkins is the Head of the Joint Transport Research Centre of the International Transport Forum and the OECD. The Forum is an international governmental organisation for Transport Ministers with 54 Member countries. It is part of the OECD family of organisations and has a secretariat located in Paris. It holds an annual Ministerial Summit in Leipzig where strategic challenges for transport are examined with leaders of industry and civic society.

The Joint Research Centre undertakes economic research in support of transport policy development. The Centre works on all transport modes and most aspects of transport economics. Work focuses on issues of economic regulation, competition, investment, pricing and taxation, congestion, environmental protection and safety. The Centre exists to enable transport Ministries and transport research agencies to exchange experience through joint work.

Stephen's previous experience includes energy industry restructuring and regulation at the International Energy Agency, work on economic regulation for a major gas utility and consultancy on energy policy and environmental issues for government and industry. He holds degrees in Energy Economics and Environmental Sciences from Imperial College London and from the University of East Anglia in the United Kingdom.



Fredrick "Rick" J. Piccolo, A. A. E.

President, Chief Executive Officer, Sarasota Bradenton International Airport

Fredrick Piccolo has over forty years experience in the aviation industry and has been President, Chief Executive Officer of the Sarasota Bradenton International Airport since 1995. He began his career as a janitor at the Buffalo International Airport, and after earning a BS degree in Business Administration from the State University of New York at Buffalo, held several airport positions that include Building Superintendent, Property Manager, Assistant to Airport Manager, and Assistant Director of Operations. He has worked in the Operations Department at Tampa International Airport and prior to his position at SRQ, he was Assistant Airport Director at the St. Petersburg-Clearwater International Airport.

Mr. Piccolo has served as: President of the Florida Airports Council; 2007 Chair of the Airports Council International – North America (ACI-NA); and is presently Chair of the Board of Directors of Airports Council International – World.

AWARDS: Florida Department of Transportation 2005 Aviation Professional of the Year; Federal Aviation Administration 2005 Airport Manager of the Year; and Airport Revenue News winner of the "Small Airport CEO of the Year for 2009".

Mr. Piccolo is past Chair of the Greater Sarasota Chamber of Commerce Board of Directors and is a past recipient of the Premier Volunteer Award, an honor given for his significant leadership commitment to the Chamber and community.



Sarah Prosser

Managing Director, Legal and Regulatory, Affairs FedEx

Sarah S. Prosser is Managing Director for Legal and Regulatory Affairs in the FedEx Legal Department at the FedEx Worldwide Headquarters in Memphis TN. Ms. Prosser has been with FedEx since July 1986.

Ms. Prosser graduated from the University of Memphis School of Law in May 1985 with a Juris Doctorate degree and was admitted to the Tennessee Bar the same year. She was a law clerk for the Tennessee Court of Appeals from 1985 to 1986 prior to joining the FedEx Legal Department. Ms. Prosser's responsibilities at FedEx have included working on a broad range of both U.S. and International regulatory issues impacting FedEx.

Ms. Prosser is active in industry associations such as the International Air Transportation Association, the Express Association of America, the Global Express Association and The International Air Cargo Association where she is a Board member. She has also participated on the Private Sector Consulting Groups for the World Customs Organization.



Paul Riemens

Chairman, CANSO & Chief Executive Officer, Luchtverkeersleiding (LVNL), the Netherlands

Paul Riemens has over 30 years' experience in Air Traffic Control. Since October 2009 he is CEO / Chairman of the Executive Board of Air Traffic Control the Netherlands (LVNL).

International activities: Paul Riemens is active in a number of bodies within the Civil Air Navigation Services Organisation (CANSO), which represents the interests of air navigation service providers worldwide. He served as Vice Chair of the European Chairman Committee as of 2009 before being appointed to Chairman of the Executive Committee in 2011.

Paul Riemens is involved in FABEC as Vice Chair of the FABEC ANSP Strategy Board. The core area of Europe has one of the highest traffic densities in the world. The FAB Europe Central airspace is characterised by closely interlaced civil and military traffic routes. Owing to its size and central position in Europe, FABEC is a cornerstone of the Single European Sky.





Charles E. Schlumberger
Lead Air Transport Specialist, World Bank

Dr. Charles E. Schlumberger, a Swiss national, is the Lead Air Transport Specialist of the World Bank in Washington DC. In this function he is responsible for the Bank's policy and development priorities in the field of air transportation. He supervises or participates directly in several air transport projects globally, which range from air transport infrastructure financing, air carrier restructuring and/or privatization, air transport safety and security projects, and air transport policy advice to governments.

Prior to his appointment to the World Bank in 1998, Dr. Schlumberger has held the position of Vice-President at Union Bank of Switzerland, responsible for international credit restructuring. Prior to his activities in financial institutions, he was the CEO of a Logistics and Transport Group in France, and worked as a lawyer on aviation related matters in Switzerland.

Dr. Schlumberger graduated in 1986 with a Law Degree from Basel Law School, focusing on Aviation Law and Bankruptcy Procedures. He further holds an MBA from Harvard Business School in Boston, USA, and received a degree of Doctor of Civil Law from the Institute of Air and Space Law of McGill University in Montreal, Canada. He is also an active FAA and EASA licensed pilot and certified flight instructor, and a Fellow of the Royal Aeronautical Society.



Paul Steele
Senior Vice President, Member and External Relations, Corporate Secretary, IATA

Paul Steele is Senior Vice President of Member and External Relations, and Corporate Secretary of the International Air Transport Association (IATA). He is responsible for guiding and implementing IATA's strategic advocacy and stakeholder relationship activities worldwide.

Paul served as the Executive Director of the Air Transport Action Group (ATAG), a cross-industry body that promotes sustainable aviation, from 2008 to 2014. He currently serves as a member of the ATAG Board of Directors.

Prior to joining IATA in December 2007, Paul was Chief Operating Officer of WWF International. Before WWF, Paul had over 20 years' senior management experience with major international companies. His roles included Chief Executive of The Virgin Trading Company; Senior Vice President Sales, Marketing and Information Technology of the Hilton Hotel Group, covering 150 hotels in 50 countries and overseeing a sales and marketing team of 1,000 people; and various senior roles at Pepsi Cola International, lastly serving as Group Vice President in charge of Northern Europe.

He holds a Bachelor degree in Business Administration with French and a Diploma in Industrial Studies from Loughborough University and is a former faculty member of the Prince of Wales's Business and the Environment Programme run by Cambridge University.

He speaks fluent French and German, as well as some Italian and Eastern European languages. He holds a Bachelor degree in Business Administration with French and a Diploma in Industrial Studies from Loughborough University in the UK. His hobbies include music, travel, wildlife, hiking and singing. He is married and has two children.



Michael W. Tretheway

Chief Strategy Officer and Chief Economist, InterVISTAS Consulting Group

Mike Tretheway is Executive Vice President and Chief Economist the with InterVISTAS Group and President of InterVISTAS Consulting Inc. (Canada) Dr. Tretheway earned a Ph.D. in economics from the University of Wisconsin and served for 14 years as Associate Professor in the Sauder School of Business at the University of British Columbia, where he continues as an Adjunct Professor. He has served as an advisor to governments, industry and consumer groups in the U.S., Canada, Australia, New Zealand, Africa, and the European Union. He has taught in Canada, France, Brazil, China and Malaysia. Dr. Tretheway is a past member of the Board of Tourism British Columbia, the editorial board of the Quarterly Journal of Finance and Accounting and the Journal of Air Transport Management, and is a member of the Board of Experts of the United Nations World Tourism Organisation.



Derek Vanstone

Vice President Corporate Strategy, Industry and Government Affairs, Air Canada Group

Derek Vanstone was appointed Vice President, Corporate Strategy, Industry and Government Affairs in September 2012. In this key strategic role, Derek is responsible for leading the shaping of Air Canada's corporate strategy and direction, as well as having oversight for the airline's federal, provincial, municipal and community relations, and industry affairs.

Prior to joining Air Canada, Derek held senior positions in government including Deputy Chief of Staff to Prime Minister Stephen Harper and Chief of Staff to federal Finance Minister Jim Flaherty. He was previously a litigation lawyer in Toronto with Gowling Lafleur Henderson LLP.



Derek holds Bachelor of Arts and Bachelor of Laws degrees from the University of Saskatchewan. He is a member of the Law Society of Upper Canada, the Ontario Bar Association, and Advocates' Society.



Bijan Vasigh

Professor, Embry-Riddle Aeronautical University

Bijan Vasigh is professor of Economics and Finance in the College of Business at Embry-Riddle Aeronautical University, Daytona Beach Florida and a Managing Director at Aviation Consulting Group, LLC.

Dr. Vasigh received a Ph.D. degree in Economics from the State University of New York, and he has written and published many articles concerning the aviation industry. The articles have been published in numerous academic journals such as the Journal of Economics and Finance, Journal of Transportation Management, National Aeronautics and Space Administration (NASA) Scientific and Technical Aerospace Reports, Transportation Quarterly, Airport Business, Journal of Business and Economics, and Journal of Travel Research, and quoted in major newspapers and magazines around the world. He is also author of North America's leading aviation textbook entitled, *An Introduction to Air Transport Economics: From Theory to Application*, *Foundation of Airline Finance: Methodology and Practices*, and *Aircraft Finance: Strategies for Managing Capital Costs in a Turbulent Industry*. He was a consultant with the International Civil Aviation Organization (ICAO) and provided assistance on the evolution of aeronautical charge structure for the Brazilian Institute of Civil Aviation (IAC).

Bijan is currently a member of the international faculty at the International Air Transport Association (IATA) Learning Center and instructs Airline Finance and Accounting Management course at IATA training centers around the world. He is a member of the editorial board of Journal of Air Transport Management and Journal of Air Transportation. He worked on a NASA Research Grant on "Determination of Statewide Economic Benefits of the Small Aircraft Transportation System (SATS)."

He is also a member of the Air Transport Research Society (ATRS) Global Airport Benchmarking Task Force. He served as a three member task force of the Prime Minister of the Republic of Trinidad and Tobago, Task Force to investigate the sale of seven British West Indies Airlines (BWIA) slots at Heathrow Airport, 2011-12.



Michel Wachenheim

Senior Adviser Public Affairs (GA), Airbus

Michel has had a varied and distinguished career within the civil aviation sector working for various governmental bodies.

Having graduated from the Ecole Polytechnique in Paris, Michel began his career in 1977 at Air Traffic Services, then became deputy director of air navigation services for Parisian airports and later head of department in airport branch of DGAC. He then went on to work for the Air Transport Institute as Technical Director in charge of consulting activities on operational, technical and economic fields of air transport in France and other countries.

From 1991-1993 Michel became head of projects at the French Development Bank where he was in charge of assessing capital investment programmes related to maritime, rail, ground and air transport sectors. In the mid-1990s he worked as a technical adviser for civil aviation affairs to the Minister of Transport. Throughout the late 1990s and early in 2000, Michel worked at Aéroports de Paris serving as Director of the Cabinets of the President and of the CEO. He also dealt with security management, airport noise abatement policy, EU affairs and the development of Le Bourget airport.

From 2002 to 2007 he was Director General of Civil Aviation. The DGAC sits within the Ministry of Transport and prepares/implements civil aviation national policy. The department also directs the National Supervisory Authority and Air Navigation Service Provider as well as aerospace manufacturing policy and international relations. This administration has 12000 employees and a budget over 2 billion euros. From 2007 to 2009, he was Director of the Cabinet of the Minister of Transport, in charge of assisting the Minister in all matters. He managed important changes in sea ports, railways, road transport and aviation.

More recently, he became Ambassador and Representative of France on the International Civil Aviation Organisation Council before becoming the President of the 38th Assembly in Autumn of 2013. He is currently Senior Adviser for Public Affairs in Airbus.

Michel is member of "Aeroclub de France" and Air and Space Academy, and former Member of Flight Safety Foundation board of governors. He holds a private pilot's license. Michel is married with three children.





Chunyan Yu

Vice President, ATRS & Professor, Embry-Riddle University

Chunyan Yu is a Professor of Air Transport Management in the College of Business at Embry-Riddle Aeronautical University, Daytona Beach, Florida. Dr. Yu's expertise is in performance measurements and benchmarking of airports and airlines, regulatory policy analysis, demand analysis and forecasting; measurement and analysis of productivity and efficiency; transport infrastructure ownership forms, and pricing and cost recovery issues.

Chunyan Yu holds a Bachelor of Engineering degree in railway engineering, a Master of Science degree in Business Administration, and a doctorate degree in Transportation and Management Science. She has published books and numerous academic articles in international journals such as: *Journal of Transport Economics and Policy*, *Transportation Research A*, *Transportation Research-E*, *Journal of Air Transport Management*, *Journal of Business Research*, *Journal of Urban Economics*, *Transport Policy*, *European Journal of Operational Research*, etc. She has co-authored a number of research reports for government agencies and commissions in Canada, Asia, and Europe.



Anming Zhang

Vice President ATRS & Professor, University of British Columbia

Anming Zhang is a Full Professor in Operations and Logistics and holds Vancouver International Airport Authority Chair Professor in Air Transportation at Sauder School of Business, University of British Columbia (UBC). He served as the Chair of the Operations and Logistics Division, Sauder School of Business (2003-2005), and as the Director of UBC's Centre for Transport Studies (2003-2004). He has been the Vice President (Academic & Program) for the World Air Transport Research Society (ATRS) since 2006. Dr. Zhang is the recipient of the "Yokohama Special Prize for Outstanding Young Researcher" awarded at the 7th World Conference on Transportation Research (WCTR) in Sydney, Australia in 1995, and is the recipient of the "WCTR-Society Prize", awarded to the overall best paper of the 8th WCTR in Antwerp, Belgium, in 1998.

Dr. Zhang has published over 100 refereed journal papers in the areas of transportation, logistics, industrial organization and trade policy. He has co-authored two recent books: *Globalization and Strategic Alliances: The Case of the Airline Industry*, 2000, Pergamon Press, Oxford; and *Air Cargo in Mainland China and Hong Kong*, 2004, Ashgate, London (Chinese editions published both in Hong Kong and Mainland China).

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