

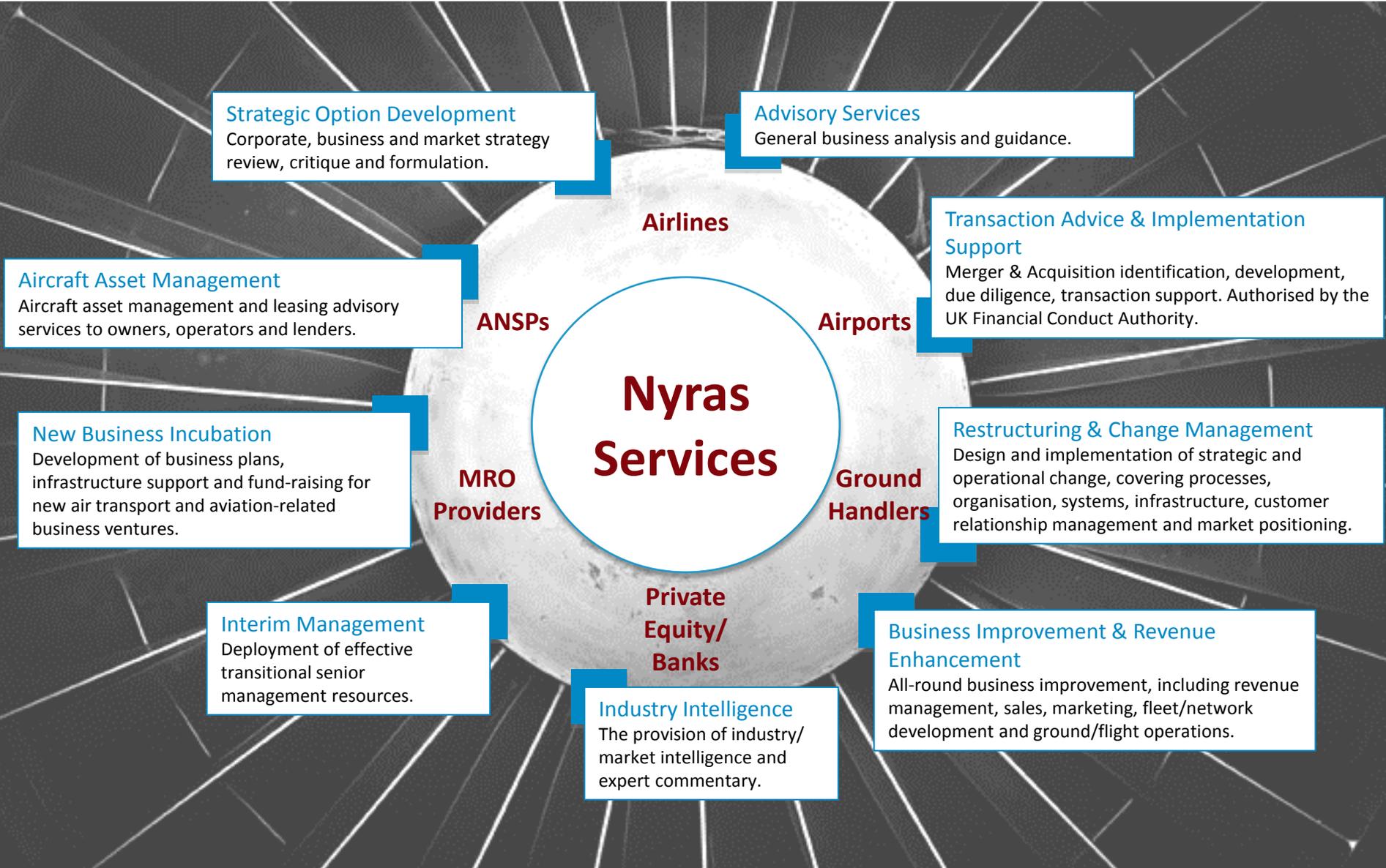


# Session 6 Outlook: Opportunities and Challenges

TAM Symposium Braunschweig

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Over this Symposium we have identified a number of challenges to A-CDM and TAM such as:

IATA/ICAO speak different languages – makes it very difficult to implement A-CDM and TAM

Not much we can do – we have to get on with it

A-CDM is only at 8 airports – can TAM leap frog A\_CDM or does it have to wait for A-CDM first?

Players are open to move straight to TAM and not wait

Airlines and Ground Handlers are reluctant to get involved as they do not see business case and are locked in adversarial relationships with each other and airports

Real benefits have to be shown and focus on an airline to lead change

The information is confusing, misleading and there is too much of it – requires significant effort to draw sensible conclusions

No choice but to make effort – opportunity for information entrepreneurs

A-CDM really only focused in Europe – international network carriers see this as short/medium haul issue

Accept this and work around this – feeder traffic is also crucial

Collaboration is fine but who makes decisions?

Airlines will not want to hand over network decisions to a third party

Who pays – airports think airlines get benefit but airlines do not recognise benefit but pay through fees

The airline believes it always pays for things that have a minor benefit

Players in the aviation value chain will always cheat – blame game

Accept it and move on – greater transparency and collaborative behaviour will change this over time

Not to mention continued growth in European demand!

## ANSP consolidation should happen

- DFS/NATS – unfinished business
- Cross border cooperation and collaboration
- Catalyst to change
- Synergies to drive down charges and deliver operational benefits for airspace users
- Continuous descent leading to greater predictability on airport arrivals

## easyJet continues to grow

- Operating with true European model with multiple European bases
- No. 1 airline at Gatwick, Milan Malpensa, Geneva
- No. 2 airline at Paris CDG, Paris Orly, Lisbon, Amsterdam
- Short/medium haul focus
- Thinking more strategically than legacy airlines

## Investors with cash ready to invest in aviation services and infrastructure

- Returns can be made as airlines off load assets before more failures
- Aviation infrastructure still attractive
- Google in aviation – ITA development

## Legacy airlines developing new short haul models

- IAG – Vueling/ Lufthansa – Germanwings/ Air France HOP!
- Partnering with lower cost airlines to provide feed
- Potential of another LCC of scale to challenge legacy airlines at primary airports
- Increasing change on short and medium haul as legacy airlines strive to protect fortress hubs and long haul networks

## Continued pressure on European hubs

- Turkish Airlines growing rapidly through Istanbul – narrow body connections from multiple European points
- Gulf carriers increasing feed from regional European points through Middle Eastern hubs

## More regional and smaller flag carriers will continue to fail

- Pressure on airlines as State aid rules are enforced
- Matter of time before more failures