The earlier you book the more you save

www.terrapinn.com/go/aviationmena

20-21 October 2014
The Address Hotel, Dubai Marina, UAE

Organized by terrapinn
use your brain
Transforming the way your passengers fly

The Aviation Festival is changing the business of airlines and the future of flying. Aviation executives will be at the show looking to boost profitability, streamline operations and create the ultimate passenger experience.

Who attends

**Full service carriers**
Whether you work for a flag carrier, a regional airline or a legacy brand, join inspiring industry gurus that will educate you to improve revenue with lucrative new routes, innovative business models, superior loyalty programmes and efficient ancillary offerings.

**Hybrid**
Hear from the industry experts who have transformed their airlines by implementing a hybrid model. Discover how you can create a loyal client base by selectively adopting traditional network services to achieve higher profitability, faster growth and create a competitive advantage over your legacy counterparts.

**Low cost carriers**
LCCs in the Middle East enjoyed one of the highest increases in passenger numbers globally in 2013. From new business models to new revenue streams to new technologies, this is the event for airline executives to learn from some of the world’s most successful low cost carriers in one place.

**Airports**
Join us at The Aviation Festival to meet decision makers from the world’s leading airlines. Discover the most exciting IT technologies in the industry, the inventions that are revolutionizing retail and the innovations in passenger experience that are transforming aviation.

**Service providers**
Visit The Aviation Festival to meet the full spectrum of senior level executives from the region’s top airlines and airports. With ten hours of dedicated networking, this is your chance to enjoy stimulating content while meeting the top minds in the industry.

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Book online now or contact Ansil D’Souza on +971 4 440 2520 or email ansil.dsouza@terrapinn.com
2014 keynotes include

Thierry Antinori
CCO
Emirates

Ghaith Al Ghaith
CEO
flydubai

Adel Ali
CEO
Air Arabia

Muhammad Albakri
CEO and CFO
Saudi Arabian Airlines

József Váradi
CEO
Wizz Air

Dris Benhima
CEO
Royal Air Maroc

Driss Benhima
CEO
Royal Air Maroc

Megat Ardian
CCO
flynas

Dominic Nessi
CEO
Los Angeles World Airports

Jean Paul Nyirubutama
Deputy CEO and COO
RwandAir

Bernard Creed
Vice President
Finance
Dubai Duty Free

Anand Lakshminarayanan
Divisional Senior Vice President
Routes and Economics
Emirates

Yanik Hoyles
Head of NDC Programmes
IATA

Ivan Jakovljevic
Head of Transport
MENA
Google

Vijender Sharma
Head of Commercial Operations and Network Planning
Fraport Saudi Arabia (King Abdulaziz International Airport)

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Thierry Antinori
CCO
Emirates
Hear what’s next for the ‘world’s best airline’

The Aviation Festival
A networking experience like no other

Putting you in front of senior aviation executives

This is no average conference. We recognise the importance of networking and the difficulty in making the right connections, so we offer an exclusive environment which allows you to do just that.

**Speed networking**

You need to maximise your time at the event and make sure the senior aviation decision makers leave with your name in mind. Speed networking is how to do this. Our specialism is to ensure you leave the conference with the contacts you need and we have established a highly senior audience to ensure that you do just that!

**Download our networking app**

With over 300 people at the event this is the way to get in touch with everyone you need to before the event.

Use the Blue Sky App to:

- Plan your sessions
- Build a personalised agenda
- See the full attendee list
- Set up onsite meetings with key executives
- Network with other attendees

**Join us for the Top Gun party**

All conference attendees are invited to our Top Gun networking party at the end of day one. The reception is the perfect opportunity to continue the networking and build relationships with the contacts that you’ve met at the conference, all in an entertaining and relaxed environment!

---

**Ghaith Al Ghaith**

CEO, flydubai

Discover the opportunities that lie in store for LCCs

Book online now or contact Ansil D’Souza on +971 4 440 2520 or email ansil.dsouza@terrapinn.com
DAY 1 Monday 20th October 2014

PREMIUM AGENDA

Day 1 Overview

14.00- 14.40

STREAM A

WORLD

Low Cost Airlines MENA

The future of flying low cost

Host: Kimberley Leonard, Anchor & Producer, Emirates News - Dubai One

Keynote Presentation: The overseas disruptors
- What obstacles have airlines had to overcome to break the Middle Eastern market?
- What opportunities does the Middle East hold for 2015?
Joséf Varadi, Chief Executive Officer, Wizz Air

Keynote Presentation: The IT master plan
- How to make your IT structure more business relevant
- Creating a cloud and big data reliant business
Muhammad Altaibi, Chief Information Officer and Chief Financial Officer, Saudi Arabian Airlines

Keynote Presentation: How to be number one in MENA
- The role of technology in the traveller’s road to decision
- Implications for advertisers: winning the moments that matter
Ivan Jakovljvic, Head of Travel MENA, Google

15.00

Afternoon networking and Terrapinn’s paper plane championship!

15.30

STREAM B

Aviation IT MENA 2014

Creating the customer centric airline

Host: Sudeep Ghai, Founder & Managing Partner, Athena Aviation

Keynote Presentation: 5 big trends shaping the MENA LCC market
- Can an airline be an LCC with a business class?
- Is long haul the right move for Middle Eastern LCCs?
Megat Ardan, Chief Commercial Officer, flynas

Keynote Presentation: Up in the Cloud
- Comprehensive solutions and professional services transforming the industry
- How to create a more personalised service
Dr Jassim Haji, Director of Information Technology, Gulf Air

Keynote Presentation: The Loyalty Panel
- Creating partnerships and using customer insights
- Social media influence on loyalty
Nauman Moghal, Emirates
Hisssam Muna, Copa Airlines
Onur Dedekoylu, Pegasus Airlines

16.30

STREAM C

AirXperience MENA 2014

The big ideas to boost ancillary revenue

The three big challenges of distribution
Ameen Allibhoy, Manager of GDS, Emirates

The role of technology in ancillary revenue
Yanik Hoyles, Head of NDC Programmes, IATA

The returns of providing live TV
Gups Jutla, Global Ecommerce Manager, Oman Air

17.00

Case studies

Unlocking the potential of big data in booking systems
Shihab Kutty, SVP Network and Revenue Management, Malaysian Airways

Mobile and ecommerce: creating a fully connected customer experience
Zaeem Mirza, Global Ecommerce Manager, Qatar Airways

17.30

ROUNDTABLE SESSIONS
**DAY 2** Tuesday 21st October 2014

### PREMIUM AGENDA

#### Destinations, dollars and data

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Host/Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1030</td>
<td>Speed networking</td>
<td></td>
</tr>
<tr>
<td>11.00</td>
<td>Keynote interview: Achieving prosperity on new routes</td>
<td>Anand Lakshminarayanan, Divisional Vice President, Route Development and Economics, Emirates</td>
</tr>
<tr>
<td>12.00</td>
<td>Keynote presentation: Straight from the CEO: top tips for running a successful African airline</td>
<td>Driss Benhima, CEO, Royal Air Maroc</td>
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<tr>
<td>13.00</td>
<td>Keynote presentation: Big Data: the $16 billion opportunity</td>
<td>Dominic Nessi, CIO, Los Angeles World Airports</td>
</tr>
<tr>
<td>14.00</td>
<td>Keynote interview: Branded fares: kick starting a revolution</td>
<td>Sudeep Ghai, Founder, Athena Aviation</td>
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<tr>
<td>15.30</td>
<td>Keynote presentation: Turning hubs into super malls</td>
<td>Bernard Creed, Vice President Finance, Dubai Duty Free</td>
</tr>
<tr>
<td>16.00</td>
<td>Keynote presentation: The great cloud v outsourcing debate</td>
<td>Anand Lakshminarayanan, Divisional Vice President, Route Development and Economics, Emirates</td>
</tr>
<tr>
<td>17.00</td>
<td>Keynote presentation: The ABCs Of doing business in airports</td>
<td>Vincent Abraham, Head of Sales Africa and ME, EC Air</td>
</tr>
</tbody>
</table>

#### STREAM A

- **Creating an attractive LCC market**
  - Host: David Huttner, Senior VP, Nyras Capital
  - Keynote presentation: Big ideas for emerging Saudi LCCs
    - Taking advantage of the liberalisation of the Saudi aviation industry
    - Strategies for boosting LCC passenger growth
    - Vijender Sharma, Head of Commercial Operations & Network Planning, Fraport Saudi Arabia

- **Cloudy with a chance of Big Data**
  - Host: Kimberley Leonard, Anchor & Producer, Emirates News - Dubai One
  - Keynote presentation: Proliferation of big data in airlines
    - Are you using big data effectively?
    - Making big data a priority
    - Amit Khandelwal, Vice President IT, Commercial and Planning, Emirates

- **Come buy with me: the aviation shopping experience**
  - Host: Kimberley Leonard, Anchor, Dubai One
  - Keynote presentation: Turning hubs into super malls
    - Creating a connected customer retail experience on-board and in airports
    - Using innovative technology to recognize shoppers and create a personalised experience
    - Bernard Creed, Vice President Finance, Dubai Duty Free

#### STREAM B

- **Infrastructure protection**
  - The benefits of business class on a budget
    - Megan Ardian, CCO, flynas
  - Secure and intelligent aviation IT infrastructures
    - Exosystems Technologies

#### STREAM C

- **The Air Retail Show MENA 2014**
  - Increasing yields without premiumising on existing services
  - To the point: The benefits of BYOD
  - Improving revenue with bundling

### ROUNDTABLE SESSIONS

#### STREAM A

- The benefits of business class on a budget
  - Megan Ardian, CCO, flynas
- Secure and intelligent aviation IT infrastructures
  - Exosystems Technologies

#### STREAM B

- Increasing yields without premiumising on existing services
- To the point: The benefits of BYOD
  - Using an ecommerce strategy to boost ancillary revenue
  - Antoine Vella, Head of Direct Sales, Air Malta

#### STREAM C

- Improving revenue with bundling
  - Hisssvany Muina, North America Regional Manager Airports, Copa Airlines

### Keynote interviews

- **The international experience**
  - Lessons learnt from 25 years in the American aviation industry
  - Discovering which hubs and routes work for your airline
  - Branding fares: kick starting a revolution
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  - Branding fares: kick starting a revolution
  - Tom Bacon, former CCO, Frontier and American Airlines

### Keynote presentations

- Lessons learnt from 25 years in the American aviation industry
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- Branding fares: kick starting a revolution
- Tom Bacon, former CCO, Frontier and American Airlines

### Keynote interviews

- The African experience
  - Challenges of the African aviation market
  - Successful code-share agreements
  - Pros and cons of alliances and mergers in an African market
  - Connecting with the Middle East
  - Driss Benhima, CEO, Royal Air Maroc
  - Jean Paul Nyirubutama, COO and Deputy CEO, RwandAir
  - Vincent Abraham, Head of Sales Africa and ME, EC Air

### Close of the conference

- 16.40 Close of the conference
Why Attend

This is your chance to get the inside track on the processes that can transform the revenue strategy your business currently has in place.

Your Schedule

1000 Five trends that will define the airline industry in 2020
1100 Networking break
1130 Strategy, operations, labor, pricing, schedule, product and distribution
1230 Networking lunch
1330 How to construct branded fares at your airline
1430 Networking break
1530 Creating another hub (the U.S. experience)
1600 Managing ‘Big Data’ at an airline - the example of revenue management
1630 Close

Master Class Leader

Tom Bacon
Former CEO of Frontier and American Airlines
With over 30 years of experience in the airline industry at Frontier Airlines, American Airlines, Bombardier, Mesa Airlines and American Eagle, Tom will provide a disciplined, highly analytical, profit-oriented analysis of the key commercial functions of airlines.

Post-event workshop

Wednesday 22nd October 2014

Airline route profitability

Why Attend

Discover how to successfully build up and apply real time route profitability as a major airline business intelligence tool.

Your Schedule

1000 An empirical study about route profitability: The clash between reality and self-perception
1100 Networking break
1130 How to build a real time route profitability for airlines
1230 Networking lunch
1330 Demonstration of state of the art route profitability models
1430 Networking break
1500 Successful application of route profitability analysis as the major business intelligence tool
1600 Close

Master Class Leader

Walter Prenzler
Former CEO of flynas
With thirty four years of experience (including the role of CEO at flynas) Walter will be giving a first class insight into successful leadership and operational airline management for an overall increase in revenue.

New Routes, New Revenues and New Business Models

Over the last five years, the Middle East region has seen spectacular growth in the low cost sphere. The region’s leading LCCs have introduced varying strategies that have allowed them to expand. From hybrid business models to long haul flights, multiple hubs to bundled ancillary services, these leading LCCs are using inspired techniques to dominate the GCC low cost industry.

Hear from the following low cost experts, as they discuss the opportunities that lie ahead in one of the world’s most prosperous aviation markets.

Keynotes

Ghaith Al Ghaith
CEO of flydubai
József Váradi
CEO of Wizz Air
Adel Ali
CEO of Air Arabia
Megat Ardian
CEO of flynas

Who attends?

If you work for a full service carrier or airport, this is your chance to discover the trends that the region’s top LCC players expect to shape the industry by 2020.

With LCCs becoming an ever increasing threat to FSCs but an exciting opportunity for airports, this is an event you don’t want to miss!

Circular Economy

The results of being the only European-no frills carrier operating in Dubai
Daniel de Carvalho, Head of Corporate Communications, Wizz Air

Case Studies

Learn from the experiences of our speakers have had in the low cost industry: their mistakes, their triumphs and their learning curves.

The perks of having multiple hubs
Walter Prenzler, Former CEO, flynas

Identifying new profitable markets
Martin Aeberli, VP Network and Revenue Management, Jazeera Airways

Big ideas for emerging Saudi LCCs
Vijender Sharma, Head of Commercial Operations & Network Planning, Fraport Saudi Arabia

The results of being the only European-no frills carrier operating in Dubai
Daniel de Carvalho, Head of Corporate Communications, Wizz Air

Speakers include:

Ancillary revenue in restricted markets
Rachel Start, Director of Products and Services, flynas

Rethinking the organisation of revenue management
Mike Parkinson, VP Airlines, Worldpay

Join Rachel and Mike at 14.00 on the 20th October

Roundtables

These roundtable sessions are a great way to discuss, debate and solve the main challenges and solutions surrounding the low cost industry.

Do you want to pick the brains of your peers and some of the region’s leading practitioners? Well this is your chance to join intimate discussions and debate issues from how to increase ancillary revenue in restricted markets to how to launch a business class without losing your LCC stamp.

Only 30 places per workshop- book now to reserve your seat online now at www.terrapinn.com/aviationfest/workshop
The ingredients for game changing IT solutions and strategies

Keynotes

Why do over 300 airline executives come to The Aviation Festival? Presentations of this caliber! Join two of the Middle East’s top CIOs as they discuss the trends, innovations and solutions that are expected to transform aviation IT in the coming years. Hot topics include cloud computing, big data, outsourcing, apps and mobility.

Dr Jassim Haji
Director of IT
Gulf Air

Muhammad Albakri
CIO and CFO
Saudi Arabian Airlines

Case Study

New distribution capability
NDC is an IATA led and industry supported initiative that has the potential to transform the aviation industry forever.

NDC will make it easier, quicker and cheaper to provide customers with more information about fare alternatives, ancillary offerings and onboard amenities.

Join the world’s leading NDC expert, Yanik Hoyles, as he shows you how NDC will improve and empower your business.

Yanik Hoyles
Head of NDC Programmes
IATA

Dominic Nessi
CIO
Los Angeles World Airports

Keynote

In the age of the digital traveler, airports are expected to deliver flawless IT infrastructure that allows the passenger to be connected 24/7.

As the CIO of one of the world’s busiest airports (LAX) Dominic is responsible for all information technology-related functions and has control of over 200 applications.

As we look to the future, Dominic will discuss the technologies we can expect to radically transform the airport experience.

Dominic Nessi
CIO
Los Angeles World Airports

Roundtables

The roundtable sessions are all about interaction. It’s not just about sitting in a conference room for a few days, this is your chance to get involved, get your questions answered and get networking!

Meet the IT experts as they lead intimate discussions that are designed to encourage debate and send you back to the office with the best IT solutions for your business.

Speakers include:

Yanik Hoyles
Head of NDC Programmes
IATA

Dominic Nessi
CIO
Los Angeles World Airports

AirXperience

Improving passenger travel experience at every touch-point

Keynote

Emirates Airline is known across the world for its award winning customer service and technologies that have altered the passenger experience. From their innovative in-flight entertainment system (ICE) to the private showers and suites on the revolutionary A380s, Emirates continue to lead the way in providing the ultimate in luxury travel.

Join Emirates CCO, Thierry Antinori, as he discusses Emirates’ next big plans looking to 2015 and beyond. What’s next for the “world’s best airline?” You can certainly bet on new routes and new technologies.

Join Thierry at 9.00am on Monday 20th October.

Thierry Antinori
Executive Vice President and Chief Commercial Officer
Emirates Airline

Keynote

In 2012, RAM reported the best ever profits in their career history following a difficult ten years. Morocco’s open skies agreement in the mid-2000s has created tough competition from LCCs across Europe and the Middle East.

Dris will be joining us at AirXperience to describe how Royal Air Maroc have had to adapt their strategies, their network and their fleet in the evolving North African aviation industry, whilst continuing to improve the passenger experience.

From choosing like minded partners to the pros and cons of being a national carrier, join Driss as he discusses the trials and tribulations that Royal Air Maroc have overcome in the past decade.

See Driss at 9.30am on Tuesday 21st October.

Dris Benhima
CEO
Royal Air Maroc

Roundtables

Innovation is continuously improving the passenger travel experience for all airlines. Join some of the industry’s leading experts from across the globe as they discuss the hottest trends that will affect the “digital traveler” in the next five years.

social media
mobility
apps
live TV
loyalty
e-commerce

Speakers include:

Zaeem Mirza, Global eCommerce Manager, Qatar Airways
Sauray Mukherjee, In-flight entertainment Manager, Oman Air
Karlijn Vogel, Social Media Manager, KLM
Nauman Moghal, Global Financial Partnerships, Emirates
Antione Vella, Head of Direct Sales, Air Malta
Hiosvany Muina, North America Regional Manager Airports, Copa Airlines
Ivan Jakovljevic, Head of Transport MENA, Google
Retail, revenue and real business ideas

**Keynotes**

Dubai Duty Free is the world’s largest airport retailer and this year was awarded ‘Best Travel Retailer of the Year.’ In 2013 DDF announced record breaking sales of $1.8bn with an average of 71,161 sales transactions per day.

Join Bernard as he describes what’s next for the world’s leading airport retailer and how DDF will continue to raise standards with ecommerce, self-service kiosks, virtual shopping and mobility.

**Meet the buyers**

As passenger expectations are rising and technology is rapidly changing, how can we as an industry evolve to meet these challenges?

Join the Air Retail roundtable hosts as they discuss the main challenges behind delivering your ideal retail vision.

- How can you take advantage of inflight entertainment systems to increase on-board retail?
- How can you use social media to boost retail revenue?
- How can mobile link to duty free purchases?

Find out at The Air Retail Show!

**Speakers include:**

- **Bernard Creed**
  Vice President Finance
  Dubai Duty Free

- **Driving sales via social media**
  Karlijn Vogel, Social Media Manager, KLM

- **Using an ecommerce strategy to boost ancillary revenue**
  Antoine Vella, Head of Direct Sales, Air Malta

- **Improving revenue with bundling**
  Hiosvany Muina, North America Regional Manager Airports, Copa Airlines

- **The returns of providing live TV**
  Saurav Mukherjee, Manager - Inflight Entertainment, Oman Air

- **Ancillary revenue in restricted markets**
  Rachel Start, Director of Products and Services, flynas

**Roundtables**

**Muhammad Albakri**

CIO / CFO, Saudi Arabian Airlines

Learn how to make your IT structure more business relevant for all airlines.
Establish your position as a market leader in the Middle East’s aviation industry. This is your chance to create intimate connections with the right people in the industry. Engage your target audience in the region with unmatched networking and business matching opportunities throughout the show!

Why sponsor?

- Direct exposure to decision makers in the Middle East aviation industry
- Project/Product demonstrations to buyers and investors
- Educate your target market on your latest updates
- Meet key buyers in meetings pre-arranged by the networking manager
- Generate hundreds of new leads in a short time period

Who will you meet?

With a proven international track record of 9 years, you will meet with C-suite executives from Middle East and international airlines including:

- CEO / MD
- CCO
- Head of IT / CTO
- COO / Head of Operations
- Head of Ancillary Revenue
- Head of Partnerships
- Head of Route
- Development
- Head of Distribution
- Head of Marketing
- Head of E-Commerce
- Head of Product Development
- Head of IT / CTO
- Head of Purchasing

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2 day conference pass $3,235 $3,595

Airline employees
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2 day conference pass + 1 workshop day $535 $595
2 day conference pass $470 $520

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