

## Strategies and Tools for Sustainable Air Transport

### BIOGRAPHIES



#### Mr. Peter Bombay

Administrator in the European Commission

- ▶ Since 1 September 2009 he is the Head of Office of the EU Office in Montreal and EU Representative to the International Civil Aviation Organisation (ICAO).
- ▶ From 2002 until 2009 he worked in the EC's Aviation Directorate at the Directorate general for Transport and Energy (DG TREN), dealing with various files of external aviation relations. He was the main negotiator for the European Common Aviation Area (ECAA) Agreement, after which he became responsible for the coordination of multilateral aviation relations (notably with ICAO and ECAC).
- ▶ From his entering the European Commission in 1999 until 2002 he was a member of the International Affairs Unit of the European Commission's Environment Directorate-General (DG ENV), with responsibility for the coordination of multilateral environmental agreements.
- ▶ Before entering the European Commission, he has worked for 4 years as Foreign Policy Advisor to the Minister-President of Flanders, as member of his Private Office. Earlier on he worked as an academic assistant in international law at the University of Leuven (BE), and was a legal practitioner in the law office he set up in the beginning of his professional career.
- ▶ Peter Bombay holds a Master's Degree in law as well as a Bacchalaureus Degree in philosophy from the University of Leuven (BE), and a post-graduate Diploma in European Administrative Studies from the College of Europe in Bruges (BE). He spent part of his law studies at University College, Galway (IE) and at the United Nations Peace Academy in The Hague (NL).
- ▶ In 2000 he was elected Member of the Communal Council of his hometown, where he served as leader of his political group until 2007.
- ▶ He is married and has two daughters. His hobbies include his family and his friends, cooking and reading, as well as hiking and swimming.



#### Mr. David Broz

Vice President, International and Industry Affairs, Emirates Airline

- ▶ Broz looks after the airline's aeropolitical issues as well as relations with industry associations and government organisations. This involves representing Emirates Airline in government negotiations, air services talks and broader political engagement worldwide.
  - ▶ Broz has over 18 years of management experience in the airline industry, mainly in the field of aeropolitics and external relations.
  - ▶ Prior to joining Emirates Airline 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).
- ▶ He is based in Dubai.

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### Mr. Jan K. Brueckner

Professor of Economics at the University of California, Irvine

► Jan K. Brueckner is Professor of Economics at the University of California, Irvine. He received an A.B. from UC Berkeley in 1972 and a Ph.D. from Stanford University in 1976, and was a long-time faculty member at the University of Illinois at Urbana-Champaign before coming to UCI in 2005. He has published over 120 scholarly articles dealing with a variety of topics in applied microeconomics. His early work on the airline industry provided some of the first economic analysis of hub-and-spoke networks, demonstrating the efficiency gains from operation of such networks. More recently, he has written on the economics of airline alliances, showing both theoretically and empirically that alliances lead to lower fares for interline passengers. Other recent work deals with the economics of airport congestion, as well as airport noise and aviation emissions. Brueckner is also an expert in the fields of urban economics and public finance, and he recently stepped down after a 16-year term as editor of the Journal of Urban Economics, the leading scholarly journal in the field.

► Brueckner has served as an academic affiliate at LECG, LLC, working for a number of aviation clients, and is currently an academic affiliate at Compass Lexecon. He also has consulted independently for American Airlines, United Airlines, Northwest Airlines, and the Star Alliance.



### Mr. 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. Some of his recent books include: Airline Deregulation: An International Perspective (David Fulton Publishing), Flying into the Future: Air Transport Policy in the European Union, Edward Elgar Publishing), Handbook of Transport Modelling, (Pergamon Press); Transport, the Environment and Sustainable Development (E & FN Spon publishing); Meta-analysis in Environmental Economics (Kluwer); Air Transport Networks (Edward Elgar Publishing).

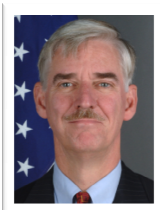
► Before coming to the School of Public Policy, Professor Button was an advisor to the Secretary General of the Organization for Economic Cooperation and Development where he headed up the OECD work on International Aviation (which produced The Future of International Air Transport Policy: Responding 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



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### **Mr. John Byerly**

Former Deputy Assistant Secretary of State, United States

► As Deputy Assistant Secretary of State from 2001 to 2010, John Byerly was responsible for market-opening aviation agreements with over 70 countries. He personally led U.S. delegations that secured Open Skies with Germany, France, and Japan as well as the historic Open Skies Plus accord with the European Union. Byerly also helped implement the U.S. response to the September 11 terrorist attacks, was instrumental in securing U.S. ratification of the 1999 Montreal Convention on airline accident liability, and participated actively in the economic, legal, and environmental work of the International Civil Aviation Organization.

► At present, Byerly is a consultant who advises airlines, airports, and other clients on a broad range of commercial aviation issues.



### **Dr. Féthi Chebil (Ph.D.)**

Vice-President, Airports, SNC-Lavalin Construction Division

► Dr. Féthi Chebil, has over 17 years of experience in the management of airport construction programs and projects, the operations and management of airports, the management of airport safety and security risks as well as crisis management. Since 2010, Dr. Chebil holds the position of Vice-President, Airports within the SNC-Lavalin Construction division. Dr. Chebil has gained extensive experience while managing and participating in major, complex investment projects in the airports sector in several countries. SNC-Lavalin is one of the leading engineering and construction groups in the world and a major player in the ownership of infrastructure, and in the provision of operations and maintenance services. SNC-Lavalin has offices across Canada and in over 40 other countries around the world, and is currently working in some 100 countries. The company has extensive experience in the airports sector worldwide.



### **Dr. Anthony T H Chin (Ph.D.)**

Associate Professor of Transportation Economics, Department of Economics  
National University of Singapore

► Anthony Chin is Associate Professor of Transportation Economics at the Department of Economics at the National University of Singapore. He was seconded as Lead Economist in the Ministry of Trade and Industry and Land Transport Authority (2002-2004) and served as a Member of the Public Transport Council for 2 terms and has taken part as Resource Panel Member in the Parliamentary Committee on Transport. He is also a founding member of the Networking Committee of the Air Transport Research Society (ATRS), Track Leader in the Centre for Maritime Studies, National University of Singapore and the Chief Editor of the Journal for Logistics and Sustainable Transport.

► He has also been a consultant to the World Bank, Asian Development Bank, The European Bank for Reconstruction and Development, Provincial Governments in China, Singapore Airlines, Port of Singapore Authority, Land Transport Authority and various private consultant companies. His current areas of research include investment appraisal (economic, financial and cluster) of transport investments, application of behavioural and experimental economics in influencing travel choice behaviour, port and airport competition, road pricing strategies and environmental impacts from transport and public transport terminal licensing.

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### **Dr. Elijah Chingosho**

Secretary General and CEO of African Airlines Association (AFRAA)

- ▶ Dr. Elijah Chingosho is the Secretary General and CEO of AFRAA and in this capacity provides strategic direction to the Association and promotes the common interests of member airlines in conjunction with the Executive Committee.
- ▶ Elijah holds a Doctorate in Business Administration, and three Masters Degrees in Aeronautical Engineering and Design, Business Administration and Transport Economics. He holds several professional qualifications including being a Chartered Engineer with the United Kingdom Engineering Council, a Fellow of the Royal Aeronautical Society, and a Fellow of the Chartered Institute of Transport and Logistics.
- ▶ Elijah is a retired Group Captain from the Air Force of Zimbabwe where he was the Director of Engineering, and then he became General Manager, Engineering for Air Zimbabwe. Elijah joined AFRAA in January 2002.
- ▶ Elijah has authored some books including Elementary Aircraft Propulsion in 1989, African Airlines in the Era of Liberalization in 2005, General Management (2007) and Strategic Management, Text and Cases in 2007.



### **Mr. Mounouni Dieguimde**

AFCAC, Coordinator of the Africa Group and representative of Burkina Faso, ICAO

- ▶ Ambassador, Permanent Representative of Burkina Faso on the Council of the International Civil Aviation Organization (ICAO).
- ▶ Coordinator of the African Group on the Council of ICAO
- ▶ Board Member of the African Commission of Civil Aviation (AFCAC)
- ▶ Ambassador Dieguimde holds with honours a Master's Degree with thesis in International Relations from the City College of the City University of New York (CUNY) and a Bachelor of Sciences with highest honours in Airport Management from the Vaughn College of Aeronautics & Technology of LaGuardia, Queens, New York, USA. Mr. Dieguimde holds several continuing education certificates and diplomas.
- ▶ Prior to his present appointment, Ambassador Dieguimde was the Director General of Civil Aviation & Meteorology (DGCAM) of Burkina Faso. Under his tenure as DGCAM, percentage of Lack of Effective Implementation (LEI) of the height (8) critical elements of the Universal Safety Oversight Audit Program (USOAP) went down from 92 percent to less than forty percent in less than two years, so bringing Burkina Faso to a respectable improvement in regional aviation safety measures. In 2010, as a Board member of ASECNA, the Agency for Air Navigation Safety in Africa & Madagascar, an Agency for 18 Countries and formed in 1959, he served as key leading expert for his State Leadership entrusted with the very successful crisis resolution within that Agency.
- ▶ His 28 years overall work experience includes working for airlines, airports, insurance services provider, air navigation services provider, and government. Over the years, he has served in several Boards of African aviation services providers.

### **Prof. Martin Dresner**

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

- ▶ Martin 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's research focuses on two broad areas, air transport policy and logistics management. He has published papers in leading transportation, logistics, and supply chain journals, as well as in related fields. In addition, Dresner has co-authored a book on supply chain management. Professionally, he is editor of Research in Transportation Economics and immediate past editor of Transportation Journal. In addition, he has been active in several organizations, including stints as president of the Transportation and Public Utilities Group and the Transportation Research Forum. He currently serves as Vice President of the Air Transport Research Society and is on the Scientific Committee of the World Conference on Transportation Research. 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.

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### **Mr. Richard Evans**

Head of Market Analysis, Civil Large Engines, Rolls Royce

► Richard Evans began his career at Rolls-Royce in 1987, working in the Material Planning department. After working in various roles within the Master Scheduling and Inventory Management areas, Mr. Evans started work as a Market Analyst in the Civil Engine Business. He has worked on many forecasting and marketing projects, primarily in the commercial airline engine sector of the company. His team's main focus is on understanding the market trends and issues that affect the global airline business, and translating these into meaningful insight to influence the company's strategic direction and support sales campaigns.

### **Mr. Mario Formica**

Vice-President Marketing, ATR — Avions de Transport Regional

- Mr. Evans is responsible for producing the annual Rolls-Royce long-term Market Outlook, and is an active participant in various international forecasting panels. He holds a degree in Mechanical Engineering from the University of Nottingham, and is a member of the Royal Aeronautical Society.
- Mario Formica leads a team responsible for Product Marketing, Product Development, Competition, Technical Sales, Strategic Marketing and forecasting, providing support services to sales and product strategies and commercial activities for the ATR family of aircraft.
- He began his career in Alenia Aeronautica, Naples in 1984 as an airline analyst in Marketing Department and joined ATR Toulouse in 1989. After spending four years in various positions in Sales & Commercial Department, he was promoted to Director, Sales Engineering in 1993. Between 1995 and 1998 he was VP of the Technical Sales Division with direct involvement in major ATR sales campaigns, heading a multi-national AI(R) team.
- Mario holds a Degree in Aeronautical Engineering and is a lecturer at the MBA Aerospace Ecole Supérieure Commerce, Ecole National Aviation Civile, Toulouse and at IAE Institut d'Administration des Entreprises.



### **Mr. Máté Gergely**

European Commission

Directorate-General for Mobility and Transport (DG MOVE) Unit E 1 — International Transport Affairs

► Mr Máté Gergely is an official of the European Commission. As a policy officer in the International Transport Affairs Unit of DG MOVE, he deals with international aviation relations between the European Union and third countries such as Canada and the Gulf states.

► Mr Gergely started his carrier in a Hungarian law office specialised in transport regulation, where he was involved in the harmonisation of Hungarian transport legislation with EU law. Subsequently,

Mr Gergely served as advisor in the Hungarian Prime Minister's Office, and then in the Cabinet of the Minister of Transport. After a short period in the energy sector he worked as legal counsel at MALÉV Hungarian Airlines. Then he spent 7 years in the European Commission's Air Transport Directorate where he was dealing with international aviation relations, and was involved in the revision of the European Union's economic regulatory framework for air transport (the "Third Package").

► In 2010 he returned to Hungary to be Head of Department for Civil Aviation and Shipping, and was appointed as Director General of Civil Aviation. He supported the Hungarian Presidency of the EU in the first half of 2011. Since March 2012 he has been back in the European Commission.

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### Ms. Angela Gittens

Director General, Airports Council International (ACI World)

► Angela Gittens, a 25-year airport veteran, began her tenure as Director General of Airports Council International (ACI World) in 2008. She was formerly CEO for two of the largest US airport systems, Miami and Atlanta, and deputy at another, 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 FAA and NASA advisory committees, the Executive Committee of the National Academy of Science's Transportation Research Board and the Board of Directors of JetBlue Airways.



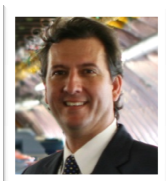
### Mr. Sveinn Vidar Gudmundsson

Senior Professor of Strategic Management, Toulouse Business School, France and  
Vice President Publications of the Air Transport Research Society

► Sveinn Vidar Gudmundsson is Senior Professor of Strategic Management, Toulouse Business School, France and Vice President Publications of the Air Transport Research Society. He held a position as Senior Visiting Fellow at Smith School of Enterprise and the Environment, Oxford University in Academic Year 2008-9. Sveinn received his PhD from Cranfield University, and BSc, MBA and MSc from Florida Institute of Technology.

► Professor Gudmundsson's areas of expertise include firm performance, inter-firm alliances, and decision-making processes in the air transport industry. Sveinn teaches on the Aerospace MBA program at Toulouse Business School and has written extensively in journals, with articles published in Transportation Research Part E, European Business Journal, Network Industries Quarterly, International Journal of Physical Distribution & Logistics Management, International Journal of Logistics Management, Transportation Research Part D, and Journal of Air Transport Management.

► He is Associate Editor of Transportation Research Part E, European Editor of World Review of Intermodal Transportation Research, and on the editorial boards of several journals such as the Transportation Journal, and Transportation Security.



### Mr. Alexandre de Gunten

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

► As Executive Director of ALTA, Alexandre de Gunten is responsible for leading a multi-national team of professionals and over 30 member airlines on critical safety, governmental, regulatory, financial and operational issues that affect safety, environment and efficiency in aviation in the Latin America and Caribbean regions.

► De Gunten's broad range of executive management experience in the airline industry includes serving as Managing Director International of Orbitz, CEO of RepWorld Holdings, Vice President International LanChile Airlines (today LAN), and Director General for Latin America for Canadian Airlines International (now part of Air Canada). He is an active leader in local and international communities, frequently speaking at leading international organizations and media outlets, such as ICAO, CNN, Routes, Airline Business, ACI as well as many other global and regional forums and he is presently Co-Chairman of RASG - PA (Regional Aviation Safety Group – Pan America) under the auspices of ICAO. He has served in the past as a member of the board of the Greater Miami Aviation Association (GMAA), as well as Vice President of the Chile-U.S. Chamber of Commerce in Miami. He was also Vice President of the Canadian Chamber of Commerce in Mexico, and Director of the Airline Chamber of Mexico (CANAERO).

► Fluent in English, Spanish and French, de Gunten was born in Spain and received his Masters in Business Administration with a major in International Business at Queen's University in Ontario, Canada and a Bachelor of Engineering with a major in chemical engineering and minor in management from McGill University in Quebec, Canada.

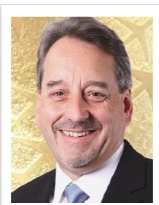
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### Mr. John Hanlon

Secretary General, European Low Fares Airline Association (ELFAA)

- ▶ John joined British Airways in 1968 as a graduate trainee and spent 30 years in overseas Regional General Management positions in Europe, the Middle East and Africa. His last position with British Airways was as General Manager Africa and the Indian Ocean, based in Johannesburg.
- ▶ Awarded OBE in 1993 for services to British aviation interests in Nigeria.
- ▶ Joined Flybe in 2000, becoming Director Alliances.
- ▶ In June 2006 appointed Secretary General of ELFAA – European Low Fares Airline Association, having previously chaired the Airspace Work Group within ELFAA.
- ▶ ELFAA member airlines carry around 190 million passengers a year, operating a combined fleet of some 800 of the most environmentally-efficient aircraft. Low Fares account for 43% of scheduled intra-European point-to-point traffic, a share scheduled to grow to 60% by 2020



### Mr. Andrew Herdman

Director General, Association of Asia Pacific Airlines (AAPA)

- ▶ Mr. Andrew Herdman is Director General of AAPA based in Kuala Lumpur, Malaysia. Mr. Herdman is committed to expanding the role of the Association as the leading trade organisation for international airlines based in the Asia-Pacific region, addressing a wide range of both regional and global policy issues affecting the industry. AAPA works closely with regulators and other industry associations with the aim of fostering the sustainable growth of international civil aviation.
- ▶ Mr. Herdman previously held a number of senior positions with the Swire Group, Cathay Pacific Airways and other aviation related companies based in the Asia Pacific region. He is a graduate of Oxford University.



### Prof. Katsuya Hihara

Professor at the Graduate School of Public Policy (GraSPP)  
University of Tokyo

- ▶ Katsuya Hihara is a professor at the Graduate School of Public Policy (GraSPP), the University of Tokyo. He holds his Ph.D. (Business Administration) from the University of Tsukuba, Master in Public Policy from Harvard University, and Bachelor in Law from the University of Tokyo. His main research areas are transport economics, environmental economics, regional economics, contract theory and infrastructure policy. His publications have appeared in journals such as Transportation Research Part E, Procedia Social and Behavioral Science. He is a member of the Air Transport Research Society (ATRS), International Transportation Economics Association (ITEA) and World Conference on Transport Research Society (WCTR).



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### **Mr. Eugene J.J.M. Hoeven**

Director ICAO Affairs with the Civil Air Navigation Services Organisation (CANSO)

- ▶ Eugene J.J.M. Hoeven is Director ICAO Affairs with the Civil Air Navigation Services Organisation (CANSO), where he is responsible for representing the views of the world's air navigation services providers (ANSPs) at the International Civil Aviation Organization (ICAO), a specialized UN agency and global forum that establishes the regulatory framework for international civil aviation.
- ▶ Prior to joining CANSO, Eugene served as Director, Risk Management and 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 for the Americas & ICAO, representing the airline industry on airport and air navigation services economics and charges-related issues. At that time, Eugene led IATA participation at numerous ICAO conferences and meetings on air transport infrastructure economics, and served as a member of the ICAO ANS Economics Panel and the Airport Economics Panel, and as alternate observer to the Air Transport Committee of the ICAO Council. He also represented the air transport industry during the privatization of the Canadian air navigation service and the establishment of a fees & charges regime under NAV CANADA.
- ▶ Before joining IATA, Eugene was with Bombardier Regional Aircraft Division (Toronto) with responsibility for marketing the Dash-8 and CRJ aircraft. He also 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, concluding as Manager, Airport Services Support & Regulatory Affairs, responsible for supporting the airline operation at all Canada stations on airport facilities issues, passenger facilitation and regulatory compliance, and aircraft handling contracts management and negotiations.
- ▶ 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.



### **Dr. 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.

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**Dr. Kostas Iatrou**

Managing Director, Air Transport News

► Dr Kostas Iatrou is the co-founder and Managing Director of Air Transport News. He holds a PhD in Air Transport Management from Cranfield University, UK. He is co-author of the book "Airline Choices for the Future: From Alliances to Mergers". He has participated both as moderator and as speaker in numerous air transport conferences all over the world including ICAO, IATA, AFRAA, ATRS and ACI. He is a Visiting Lecturer at Cranfield University and at the Aviation MBA of LUISS business school and he was Assistant Visiting Professor at Daniel Webster Aviation College. His articles have featured in numerous air transport publications, such as the Journal of Air Transport Management, the Journal of Air Transportation, the Journal of Airport Management, the Annals of Air and Space Law of McGill University, Airlines and he is Associate Editor of the Journal of Air Transport Studies. He is a Member of the Networking Committee of ATRS and was the Chairman of the Organizing Committee of the 12th ATRS World Conference. Finally, he is the Secretary General of Hellenic Aviation Society and the Advisor of DATTEA Consulting. In his free time he is a plane spotter. In 2009 was deputy Mayor of Ekali, Greece, where he lives with his wife, Evgenia and his sons, George and Yiannis.

**Mr. Marwane Jaabari**

Air Transport Expert, ACAC



**Mr. Olivier Jankovec**

Director General, European Region of the Airports Council International (ACI EUROPE)

► Olivier Jankovec became Director General of the European Region of the Airports Council International (ACI EUROPE) in September 2006. The organisation represents more than 400 airports in 46 European countries. Member airports handle 90% of commercial traffic in Europe and welcoming nearly one and half billion passengers each year.

► He first joined ACI EUROPE in March 2006 as Director of Strategy & Communications. Olivier has over 15 years of governmental and lobbying experience, having worked for Alitalia (2002-2006), Air France (2000-2002) and the Air Transport Directorate of the European Commission (1994-2000). Immediately prior to joining ACI EUROPE Olivier was the Director of Institutional Relations for Alitalia where he was in charge of governmental affairs at the national, European and international levels. During this time he was also Chair of the Association of European Airlines Policy Committee.

► In 2006 and 2007, he participated in the EU's High Level Group on the future of aviation regulation in Europe and he is also a member of the Advisory Board of the World Tourism Forum.



**Dr. Yeon-Myung Kim**

Director, Department of Aviation Policy & Technology  
Korea Transport Institute (KOTI)

Dr. Kim is the most active senior research fellow and chief director of air transport research department in The Korea Transport Institute (KOTI) under the prime minister's office. He has been concentrated his research, specifically in air transport industry, since his doctoral study in University of Maryland at College park, USA. As a chief director in government transport institute, he has been carried numerous national air transport projects, overseas airport development projects, ODA project, through coordination with Ministry of Foreign Affairs and Trade (MOFAT), as well as other social infrastructure plan projects. Currently, Dr. Kim is active member of Korea transport academic society and he serves as a member of the aviation policy deliberative committee in Ministry of Land, Transport and Maritime Affairs (MLTM), and served as a member of advisory council in MLTM for the International Civil Aviation Organization (ICAO) activities. Dr. Kim also participate the academic field in Korea Aerospace University to give most updated knowledge to his students. He is internationally known as air transport expert to share his idea with overseas academic institutes, Korean air transport industry policy makers and foreign governmental air transport organizations.

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### Mr. Chris Lyle

Representative of the World Tourism Organization (UNWTO) to ICAO

- ▶ Chris Lyle's career spans 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 a Director-level staffer whose responsibilities included management of work on economic and environmental analysis and regulation; he was also active in security and facilitation matters.
- ▶ Since joining UNWTO in 2003, Chris' activities have included establishment of a strategy on Security and Facilitation Enhancement for tourists, development of essential tourism air services, and policy aspects of the economic regulation of air transport. Over the past few years some of his focus has been on aviation and climate change, including preparation and presentations for the UNWTO Conference on Climate Change and Tourism, for the ICAO Assembly, and for the coming Rio+20 Conference.
- ▶ Chris has led delegations to many meetings of international governmental and non-governmental bodies, participated in high-level negotiations on aviation environmental regulatory 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.
- ▶ Chris is a graduate of Cambridge University with a postgraduate in operational research, and he is a Fellow of the Royal Aeronautical Society.



### Mr. Richard Macfarlane (Macka)

Chief, Integrated Infrastructure Management Section (IIM)

- ▶ As Chief of the Integrated Infrastructure Management Section (IIM), Macka is responsible for communications, navigation, surveillance and aeronautical information management at the Headquarters of the International Civil Aviation Organization (ICAO). He is personally tasked with putting the international enabling provisions in place for programmes such as NextGen and SESAR.
- ▶ He is focusing on harmonization between the major programmes and distilling the international interoperability requirements for presentation to the international aviation community at the Twelfth Air Navigation Conference (AN Conf/12) in Montréal, Canada from 19 to 30 November this year.



### Mr. Ricky Mack

Market Research & Forecasting Director, Boeing Commercial Airplanes

- ▶ Ricky was born and educated in the UK and holds a degree in Aeronautical Engineering. Additionally, he has studied air transport management & business including market forecasting, operations planning and airline marketing at post graduate level. He also studied at Oxford Air Training College where he gained his commercial pilot's license and went on to fly Fokker F27 at Air UK. Ricky has been at Boeing since 2003. He is a regular contributor and steering committee member for various industry forums including serving as an officer for the Air Transportation Research International Forum (ATRIF) he also speaks on air travel market and forecasting.

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### Dr. Keith Mason

Director, Business Travel Research Centre and  
Senior Lecturer, Department of Air Transport, Cranfield University

- Keith Mason is Head of the Air Transport Management Group at Cranfield University, and is a Reader in the Department of Air Transport Cranfield University. He lectures on airline economics, airline business models, airline marketing and market research. His research focuses on airline business models, the business travel market and low cost airlines.

Dr. Mason is a Fellow of the Royal Aeronautical Society, and a Committee Member of the Air Transport Research Society.



### Mr. Arun Mishra

Permanent Representative of India in ICAO, Montreal

- Mr. Arun Mishra was appointed as the Permanent Representative of India on the Council of International Civil Aviation Organization (ICAO) Montreal from July, 2009. He is a member of the Indian Administrative Service (IAS), the premier Civil Service of India and has served it in various capacity for more than 25 years.

► Mr. Mishra holds a Masters Degree in Chemistry from Delhi University, India and an MBA in Public Service from the University of Birmingham, UK.

► He has occupied several positions of responsibility, both at State and Federal levels in India. These positions were in the field of District Administration, Health & Family Welfare, Home & Internal Security, Transport Department, Cabinet Secretariat, Civil Aviation etc.

► As a Director in the Cabinet Secretariat in Central Government for more than two years he was involved with the policy level decisions relating to internal security, foreign affairs and economic Ministries of Government of India. Most recently, he served as Joint Secretary, Ministry of Civil Aviation, Government of India, for over two years. He was entrusted with policy matters relating to Domestic transport, Directorate General of Civil Aviation (DGCA), Airport Development, Aviation security and development of infrastructure through Public Private Partnership. This assignment involved bringing out policy, regulatory and procedural changes to meet the demands of a rapidly growing civil aviation sector in India. His job entailed close coordination with both the Airlines as well as Airport Operators to bring about sustainable growth in the sector through appropriate policy interventions.

► From the Ministry of Civil Aviation, the support and guidance for the ongoing efforts by Airport Authority of India to upgrade and modernize 50 non-metro airports and two metro airports at Kolkata and Chennai came from his office.

► A major task initiated during his tenure was the restructuring and process reengineering of the office of DGCA and the Bureau of Civil Aviation Security. He was actively involved with the launch of the first ever Civil Air Show in India the "India Aviation in 2008" at Hyderabad. This was a very successful event with full participation from all major global aviation stakeholders and companies and is now a regular biennial event.

► In the Council of ICAO, his primary responsibility is to participate actively and effectively in the governance of ICAO's strategic objective viz. Safety, Security, Environment and Sustainable Development of Air Transport. Mr. Mishra is presently the Chairman of the Finance Committee of ICAO and the Coordinator of the Montreal Group i.e. group of all Asia Pacific States stationed in ICAO Montreal. He is also member of Air Transport Committee, Technical Cooperation Committee, Edward Warner Award Committee and the Working Group on Governance and Efficiency of ICAO.

## Strategies and Tools for Sustainable Air Transport



**Mr. Peter Morris**

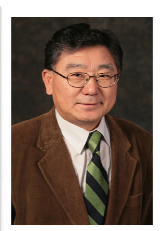
Economist

► Peter is a veteran of over 25 years' in the air transport industry. His expertise spans strategic and economic studies, industry forecasts and a range of traffic, capacity, revenue and cost analyses.

► Before joining Ascend in 2003, Peter was Chief Economist and Director, Research Consultancy for the International Air Transport Association (IATA), where he developed IATA's Aviation Information & Research (AIR) department into a leading global commercial supplier of air transport information

and research.

► Peter is a regular media commentator on the aviation industry and the impact of new market developments. He holds a BSc in Economics and a MSc in Energy Economics.



**Prof. Tae Hoon OUM, PhD, MBA**

UPS Foundation Chair Professor at 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 the President 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 (Republic of), Australia, New Zealand, Singapore). He has delivered over 300 keynote addresses, invited speeches/seminars, and presentations.

► The honours 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 (South) in 2005.



**Mr. João Alfredo Paiva**

Director of Market Strategy for Commercial Aviation, Embraer

► João Alfredo Paiva holds a Mechanical Engineering degree, a master's degree in Air Transport Management (UK Cranfield) and MBA from Fundação Getúlio Vargas São Paulo. He has been with Embraer since 1984 working in several areas within the commercial department, participating in the ERJ 145 and E-Jets marketing activities. Currently, he is responsible for Market Strategy in the Commercial Aviation business and the development of Embraer Market Outlook.



## *Strategies and Tools for Sustainable Air Transport*



### **Dr. Andreas Papatheodorou**

Associate Professor in Industrial and Spatial Economics, University of the Aegean, Greece

► Dr. Andreas Papatheodorou is an Associate Professor in Industrial and Spatial Economics with Emphasis on Tourism at the University of the Aegean, Greece. In addition, he is an External Examiner for the MSc in Air Transport Management Programme at Cranfield University, UK. An Oxford PhD graduate, Dr. Papatheodorou has lectured and published extensively in the areas of air transport and tourism and has been actively involved in many related research and consulting projects. Andreas is also the Managing Director of DATTEA - Dedalos Aviation Transport and Tourism Education and Advisory. Dr. Papatheodorou is a Member of the Executive Board of the Hellenic Aviation Society and the Editor-in-Chief of the Journal of Air Transport Studies.



### **Ms. Sharon L. Pinkerton**

Senior Vice President, Legislative and Regulatory Policy, Air Transport Association (ATA)

► Sharon Pinkerton was named senior vice president, legislative and regulatory policy for the Air Transport Association (ATA) in February 2011, and leads policy development on legislative and regulatory matters, working with Capitol Hill and the administration.

► Ms. Pinkerton joined ATA as vice president, government affairs in April 2006, where she was responsible for overseeing all aviation-related issues before federal, state and local governments. Before joining ATA, she served as assistant administrator for aviation policy, planning and environment at the Federal Aviation Administration (FAA). Prior to her appointment at FAA, Pinkerton was transportation counsel to House Aviation Subcommittee Chairman John L. Mica (R-Fla.) and served on Capitol Hill for nearly 10 years. She began her professional career at Price Waterhouse.

► A native of Vero Beach, Florida, Pinkerton received a Bachelor of Science degree from Cedarville College in Ohio, and earned a law degree from the University of Florida. Pinkerton is also a Certified Public Accountant



### **Mr. Vijay Poonoosamy**

Vice President International & Public Affairs, Etihad Airways and  
Chair of the IATA Industry Affairs Committee

► Mr. Vijay Poonoosamy, a national of Mauritius, is a barrister (Middle Temple) with a law degree from the University of Nottingham, a Masters degree in International Law from the London School of Economics and Political Science, a Post Graduate Diploma in Air & Space Law from the London Institute of World Affairs and a Certificate in Company Direction from the Institute of Directors in New Zealand.

► Vijay was an Aviation Lawyer in London, the Managing Director of Air Mauritius and the Executive Chairman of Airports of Mauritius before joining Etihad Airways where he is the Vice President International & Public Affairs.

► Vijay was the ICAO Rapporteur and Chairman of the 1999 ICAO Special Group on the Modernisation of the Warsaw Convention, Chairman of the historical 1994 ICAO World-wide Air Transport Conference and Vice Chairman of ICAO's 2009 Special Committee on Aviation Security Conventions. He was also Chairman of the Air Transport Committee of the African Civil Aviation Commission, Chairman of the IATA Legal Advisory Council and Chairman of the IATA Task Force on International Aviation Issues.

► Vijay is the Chair of IATA's Industry Affairs Committee and a member of the Routes Advisory Panel and of the Advisory Board of the World Tourism Forum Lucerne.

## Strategies and Tools for Sustainable Air Transport



### Mr. Philippe Poutissou

Vice-President, Marketing, Bombardier Commercial Aircraft

- ▶ Philippe Poutissou was appointed to his current position as Vice President, Marketing, Bombardier Commercial Aircraft, in September 2008. He has worldwide responsibility for market forecasts, airline analysis, sales campaign support, branding and media relations for Bombardier's QSeries, CRJ Series and CSeries airliners.
- ▶ Mr. Poutissou joined Bombardier as an aerodynamics engineer in 1995 and was involved in the development, testing and certification of the Q400 regional airliner, Bombardier's leading turboprop aircraft that entered revenue service in 2000. He then assumed management duties as Manager and then Director, with responsibility for Airline Analysis and Marketing activities in Europe, Middle East, Africa, Asia and Oceania.
- ▶ A professional engineer registered in the Province of Ontario, Mr. Poutissou earned a degree in Engineering Physics from Queen's University in 1992, and a Masters of Science in Aeronautics from the University of Washington in 1994.
- ▶ He is based at Bombardier Commercial Aircraft headquarters in Toronto, Canada.



### Mr. David Prevor

Head of Market Research and Forecasts – Airbus

- ▶ David Prevor leads the market research and forecasts department within the Airbus Strategy and Future Programmes directorate where he is responsible for market studies that underpin Airbus product strategy. In this role, David and his team are charged with deriving an understanding of the future commercial aircraft market; one of the notable outputs being the production of the Airbus Global Market Forecast. His team is also responsible for assessing short and medium term market trends (demand) for Airbus aircraft in order to evaluate the impact on production rates and design changes. Over the longer term David and his team forecasts travel demand for use in defining generic aircraft design and establishing business plans for new aircraft launches.
- ▶ David joined the market research and forecasts team nine years ago. He began his Airbus career as a marketing analyst working on aircraft investment cash flow analysis modelling. He then became an IT project manager, overseeing software development for the Airbus and airlines. Later he joined the Airbus flight test directorate and was involved in the development, validation, and certification of auto flight systems (AFS) for the Airbus A340-600/-500 and A330/A340 enhanced programs. David graduated from the National School of Civil Aviation (ENAC) as an aeronautical engineer with a specialisation in Air Transport Economy (economics, fleet planning, forecasting, financing, and statistics) and Aeronautical Techniques (flight operations, aeronautics, avionics, and control systems).



### Mr. Bo. Redeborn

Principal Director, ATM Strategies, EUROCONTROL

- ▶ Bo Redeborn started his training as an Air Traffic Controller at the Swedish ATS Academy in 1972 and was subsequently employed by the Swedish Civil Aviation Authority (CAA). In the 1980s he spent six years as an ATCO in Jeddah, Saudi Arabia, on an ICAO Technical Assistance mission, then returned to the CAA and took up managerial functions with increasing responsibility. He joined EUROCONTROL in February 2004 as Director ATM Strategies and was appointed to his current position as Principal Director ATM on 1st January 2011. He is responsible for overseeing the organisation's ATM policy and development and for managing high level strategic relations with key ATM partners. He also heads the Directorate of SESAR and Research which encompasses the activities delivering EUROCONTROL's contribution to the SESAR Joint Undertaking Work Programme.

### Mr. Robert Jean Razafy

Director General, Aviation Civile de Madagascar (ACM)

## *Strategies and Tools for Sustainable Air Transport*



### **Mr. Michael Rossell**

ECAC, Focal Point for Economic Matters and United Kingdom Department for Transport

► Michael Rossell is a Senior Civil Servant in the Aviation Division of the United Kingdom Department for Transport and until March 2012 was the UK Permanent Representative on, and First Vice President of, the ICAO Council. He was the founding Chair of the Human Resources Committee and two-term Chair of the Finance Committee responsible for developing the triennial budget adopted by the ICAO Assembly in 2010. He has extensive experience of the regulatory aspects of

international civil aviation policy making, in particular where these have a direct impact on the safe, secure and sustainable development of international air transport.

► Prior to coming to ICAO Mr Rossell had gained a broad range of experience in transport issues including international shipping, railways policy, urban road appraisal, privatisation of British Airways, driver licensing, and aviation and the environment. In this last post, (from 1996), he represented the UK at ICAO/CAEP Working Groups and was co-Rapporteur of the Working Group on market-based measures. He continued in this role when he was attached to the European Commission as a Seconded National Expert – and was also engaged in the resolution of the aircraft noise (hushkits) dispute brought to ICAO under the Article 84 process.

► Mr Rossell was the Transport Attaché at the UK Permanent Representation to the European Union from 2003 to 2006. He chaired the transport working groups during the UK Presidency of the EU and brokered European agreements on the legislative framework for Community action on unsafe aircraft and on new rights for passengers with reduced mobility travelling by air. He has also represented the UK in taking forward policy on other aviation issues including market liberalisation, slots, insurance, security, safety and on environmental protection.

► Mr Rossell has a BSc degree in Geology from Edinburgh University and Masters degrees from both Durham and Sheffield Universities. He was also a Fulbright Fellow at the Hubert H Humphrey Institute for Public Policy at the University of Minnesota in 1994-95 where he studied the effect of the 1978 deregulation of the aviation industry on the US and considered how this might be a lesson for Europe.



### **Dr. 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.

## Strategies and Tools for Sustainable Air Transport



### Mr. Paul Steele

Executive Director, Air Transport Action Group (ATAG)

► Paul Steele is Executive Director of the Air Transport Action Group (ATAG) the only global cross-industry body that promotes sustainable aviation Paul Steele. He is also Director Aviation Environment of the International Air Transport Association (IATA), responsible for guiding and implementing IATA's environment strategy worldwide.

► Prior to joining ATAG in June 2008, Paul was Chief Operating Officer of WWF International. In this role, he worked extensively on spearheading major partnerships with business and industry with a

view to helping them to develop and implement environment and sustainability strategies. Paul is also a former faculty member of the Prince of Wales' Business and the Environment Programme run by Cambridge University.

► Before WWF, Paul had over 20 years' senior management experience with major international companies. His roles included Chief Executive of The Virgin Trading Company, the consumer goods arm of Richard Branson's entrepreneurial empire; 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. Over the years, Paul has worked in a broad range of cultures and business environments, living and working in France, Germany, Austria, Turkey, Egypt, the United Kingdom and now Switzerland.

► 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.



### Mr. Abdul Wahab Teffaha

Secretary General, Arab Air Carriers Organization (AACO)

► After his post-graduate studies in Socio — Economic Development & Political Sociology, Mr. Teffaha joined AACO as an assistant tariff analyst and rose up in the ranks until becoming Assistant Secretary General in 1992.

► He was elected Secretary General of the Association in June 1996 and still serves in this capacity.

► Mr. Teffaha played a key role in developing a new strategy for AACO based on delivering specific

measurable, attainable, relevant and time-bound results to AACO member Airlines. Joint Projects were quickly launched and include to date Fuel Project, Ground Handling, Joint Market Intelligence, the establishment of Regional Training Center and Global Distribution Agreements covering almost all the markets of the region and MRO Cooperation.



### Mr. Tony Tyler

Director General & CEO, International Air Transport Association (IATA)

► Tony Tyler became the sixth person to lead IATA when he took on the role of Director General and CEO from 1 July 2011.

► Prior to joining IATA, Tyler built his career at John Swire & Sons in Hong Kong starting in 1977. From 1978 he moved within the Swire Group to Cathay Pacific Airways, eventually serving as its Chief Executive from July 2007 to March 2011. Before this, Tyler held various senior positions at the airline, including Chief Operating Officer (2005-2007) and Director of Corporate Development

(1996-2005).

► Concurrent with his work at Cathay Pacific, Tyler was engaged in various responsibilities within the Swire Group. He was Chairman of Hong Kong Dragon Airlines Ltd. (2007-2011), Director of Hong Kong Aircraft Engineering Company (1996-2008), a Director of John Swire & Sons (H.K.) Limited (2008-2011) and a Director of Swire Pacific Limited (2008-2011).

► Internationally, Tyler served on the IATA Board of Governors from 2007 to 2011 and was its Chairman from June 2009 to June 2010.

Tyler, a British national, was born in Egypt in 1955 and graduated from Oxford University in Jurisprudence. He has broad international working experience in Australia, Canada, Hong Kong, Italy, Japan, the Philippines and the United Kingdom. At IATA, he will work from both its main offices in Montreal, Canada and Geneva, Switzerland.



## *Strategies and Tools for Sustainable Air Transport*



**Prof. Bijan Vasigh**

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. 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. In 2006, for his paper on "A Total Factor Productivity Based for Tactical Cluster Assessment: Empirical Investigation in the Airline Industry" he was awarded the Dr. Frank E. Sorenson award for outstanding achievement of excellence in aviation research scholarship. Bijan is also author of North America's leading aviation textbooks entitled An Introduction to Air Transport Economics: From Theory to Application. He has also publishes, Foundations of Airline Finance: Methodology and Practice, and Aircraft Finance: Strategies for Managing Capital Costs in a Turbulent Industry.
- ▶ Bijan 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). Dr. Vasigh was a Co- Principle Investigator of grant from United States Trade and Development Agency (USTDA) to provide Technical Assistance for Airport Improvements and Airspace Optimization in the Central Zone of Chile.
- ▶ 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, Journal of Air Transportation, Transportation Journal and Journal of Airport Management. 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.



**Mr. Ian N. Wadsworth**

Chief Commercial Officer, Houston Airport System

- ▶ Ian Wadsworth is Chief Commercial Officer of the Houston Airport System where he oversees the commercial activities at the Houston Airports System's three airports.
- ▶ He first joined the Houston Airport System in November 2008 as Deputy Director, Finance and Administration.
- ▶ Mr. Wadsworth has previously served in various finance, planning, and marketing roles with American Airlines, Capital One Financial, and Global Aero Logistics, the parent company of ATA Airlines, World Airways, and North American Airlines.
- ▶ Mr. Wadsworth received a BA degree in International Affairs from George Washington University and an MBA degree in Finance from the University of Michigan Business School.



## Strategies and Tools for Sustainable Air Transport



### Captain Don Wykoff

Delta Airlines, Air Line Pilots Association

► Captain Don Wykoff, a pilot for Delta airlines, serves his home association, the Air Line Pilots Association, International as Chairman of the Flight Time/ Duty Time and Strategic Planning Committees.

► As the chairman of ALPA's Flight Time/Duty Time Committee he is responsible for the development of scheduling guidelines and best practices for the mitigation of fatigue among pilots. He recently served as co-chair of the FAA's Aviation Rulemaking Committee charged with a complete overhaul of the FAA's Flight and Duty regulations. Captain Wykoff has held numerous

ALPA leadership positions, including Executive Administrator for ALPA, International and negotiating committee chairman for the Delta MEC.

► In addition to his ALPA duties, Captain Wykoff is also the President of the International Federation of Air Line Pilots' Associations (IFALPA). IFALPA represents over 100,000 airline pilots represented by over 100 Member Associations from around the world. The mission of IFALPA is to be the global voice of professional pilots, to promote the highest level of aviation safety worldwide and to provide representation, services and support to its Member Associations.

► Hired by Delta in June 1988, Wykoff flies the B-767. He is a retired U.S. Air Force fighter pilot and graduated in 1979 from the University of Cincinnati with a Bachelor of Business Administration degree majoring in finance.



### Mr. Marco Ospina Yépez

LACAC Secretary

► Higher education studies on Economics and specialized in Air Transport Economics in Argentina and Air Transport Planning in Brazil. Organized and participated in various international courses and seminars in Aeronautical Computing Systems, Tariffs, Management, Statistics, Tourism, Air Transport Management, Bilateral and Multilateral Agreements, Air Transport Costs, Security, Safety and Airport Management in different institutions, organizations and aeronautical training centers.

► He represented his homeland (Ecuador) in several international aeronautical events, including ICAO and LACAC Assemblies and meetings, as well as in the negotiation of bilateral and multilateral agreements. Formed part of the LACAC and ICAO Groups of Experts on Air Transport matters.

► He has been Instructor and panelist in different training institutes, as well as ICAO consultant in his field. He developed and published the "Model for Costs and Tariffs for Air Transport" as well as various works related to air transportation economics.

► Was granted the "Distinguished Services" award by the Ecuadorian Aeronautical Authority as well as other airlines and specialized organizations awards. He worked as Air Transport Director of the Ecuadorian Civil Aviation Directorate (1974 – 1993). Appointed Air Transport Officer of ICAO in August 1993 and AVSEC Regional Coordinator, currently he is the Secretary of the Latin American Civil Aviation Commission (LACAC).

### Mr. Nasim Zaidi

Secretary. Ministry of Civil Aviation, Government of India

► Dr. N. Zaidi obtained a Master's degree in Public Administration from Kennedy School of Government, Harvard University and has been a Mason Fellow for Public Policy at Harvard Institute for International Development. He has a Post Graduate Diploma in Business Finance from Indian Institute of Finance. He also holds doctorate in Bio-Chemistry and has published several papers in scientific and administrative journals.

► Dr. Nasim Zaidi, a long-time civil servant from India has served in increasingly different responsible positions at both the provincial and federal government levels. He has been associated with civil aviation and tourism from early days in his career when he set up a department of civil aviation with a small fleet of aircraft and helicopters to cater to the needs of the provincial government. Later, he served as Commissioner for surface transport at provincial level involving regulatory functions related with safety, security, licensing and training of personnel, economic regulations, taxation, accident investigation etc. He served as a director on the board of one of the country's biggest transport corporations at the provincial level.

► He has served in the Ministry of Civil Aviation in the Government of India handling airport infrastructure matters, air navigation services and issues related to air space management and aviation security at federal policy making level.



# ICAO Air Transport Symposium

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## *Strategies and Tools for Sustainable Air Transport*

- ▶ Dr. Zaidi was personally involved in setting up two “Greenfield “ airports in Hyderabad and Bangalore through Public and Private Partnership (PPP) involving foreign investment and airport operators. A Greenfield airport development policy was also formulated. He also has experience of developing two gateway airports specifically New Delhi and Mumbai through restructuring process involving PPP with massive private sector investment and foreign airport management. He personally oversaw formulation of complex Concession Agreements, the first in the country, for the above mentioned airports as well as agreements involving financing, land leases, management and operations, shareholders, state support both provincial and federal and on the technical side agreements involving CNS/ATM between ANS providers and the airport operators. On the economic regulation side of airport, he was responsible for drafting of the first legislation for setting up an Airport Economic Regulatory Authority.
- ▶ On the operational and managerial side, he served as member on the boards of management and for brief period as Chairman of Airport Authority of India (dealing with airport development and providing air navigation services), Hyderabad and Bangalore International Airports and Steering Committees to set up Greenfield airports in other parts of the country. He was member on several committees involved in laying down policies on matters such as slot allocation at airports, institutional restructuring and strengthening of CNS/ATM services and evolving a Futuristic Air Navigation Master Plan.
- ▶ In the field of aviation security, he developed relevant legislative framework and contingency plans to deal with hijackings and terrorism threats. He is presently chairing the Cooperative Aviation Security Programme, Asia/Pacific Region (CASP-AP) which held the steering Committee meeting jointly with ICAO last year which was attended by 14 States in AP region.
- ▶ Dr. Zaidi has served as the Permanent Representative of India on the Council of ICAO from November 2005 till August 2009. He has functioned as member in the Committees of the Council on Air Transport, Unlawful Interference and Finance, as Chairman of the Finance Committee for the period 2006-07, Chairman of International Financial Facility for Aviation Safety (IFFAS), Chairman of Working Group on Efficiency and member of Human Resource Committee. In ICAO, he has been very actively associated with aviation safety, security and environment. He has participated in a number of conferences, seminars and symposia on diverse subjects such as liberalization of air transport, safety management systems, civil aviation security, biometrics and travel documents, air navigation and airport economics and performance based system etc.
- ▶ Dr Zaidi served as the DGCA India, from 2008 till 2010 and brought out phenomenal changes and enabling India comply with ICAO SARP's to a great extent. He has been instrumental in preparing the framework for setting up an independent Civil Aviation Authority (CAA) to replace the current DGCA set up for which the legislative action has already started.
- ▶ Presently Dr. Zaidi is heading The Ministry of Civil Aviation, Government of India as its permanent Secretary.