



## The 8th Aviation Stakeholder's Convention concludes on a high note in Mauritius



In his valedictory speech, AFRAA Secretary General Mr. Abdérahmane Berthé celebrated the success of the 8th Aviation stakeholder's convention.

He said: “I have no doubt that during these two days we learned a lot about the aviation industry in African and have had various opportunities to share our best practices and develop our business. Let us work together, suppliers and consumers of services to take advantage of the opportunities available on the African continent.

We were able to explore the areas we can work in partnerships. The challenge of winning together is now to move forward and implement new ideas to sustain the development of African aviation through Collaboration.”

He expressed his sincere gratitude to the government and people of Mauritius for their hospitality and warm welcome to the delegates of the ASC and commended the amazing work of the CEO of Air Mauritius and his dedicated team.

He appreciated in a special way the event sponsors: the Economic Development Board Mauritius (EDB), Bombardier, Rolls Royce, ABSA, Aéroport de Pierrefonds, Afrasia Bank, Airports of Mauritius (AML), ATNS Air Traffic and Navigation services, Embraer, Jackson Square Aviation, LLC, Mauritius Tourism Promotion Authority, Rogers Aviation, Airbus, Kenya Civil Aviation Authority, Amadeus, Sabre, Omnicane and Air Lease Corporation.

## The 9th edition of the ASC

In his closing remarks, he announced that the 9th edition of the Aviation stakeholders convention will be held in Ethiopia. On behalf of Ethiopian Airlines Group CEO Mr. Tewolde Gebremariam, Mr. Abel Alemu - Regional Manager South Africa invited all stakeholders to Ethiopia in 2020 for the 9th edition of Aviation Stakeholders Convention.

## Air Mauritius closing remarks

The 8th AFRAA Stakeholders' Convention has lived up to expectations. Yet again this platform has proved a most valuable opportunity for dialogue, for sharing as well as for building and consolidating partnerships across the industry value chain.

Our shared views on the potential of African aviation and the need to foster an aviation friendly environment for the continent has been abundantly explored and has reached a broader audience with the echoes of the convention in the press and various media. This will be instrumental in sensitising stakeholders about the crucial issues of aviation in Africa.

Once again, Air Mauritius wishes to thank AFRAA for the opportunity to co-host the 8th Stakeholders' Convention. We wish to join AFRAA in thanking all delegates for their participation, the organising teams that have made this event a success and our sponsors and the various government authorities for their valued support.

We wish AFRAA well in the organisation of future events and success in fulfilling its crucial role as an instrument of unity and development for African aviation.



**Mr. Somaskaran Appavou,  
CEO - Air Mauritius**

## CEO keynote interview - Mr. Somaskaran Appavou, CEO- Air Mauritius



**Mr. Somaskaran Appavou  
CEO - Air Mauritius**

“Everything should start from the customer. What is their propensity to travel? If countries have all the facilities and wealthy middle class, there will be traffic. The growth and development of the country will determine people's propensity to travel. Also what is a country's offering? There needs to be a reason for travellers to go to a country. “Our core market is in Europe but is now moving towards China and India. People traveling from China tend to travel to closer destinations. We want to have more frequencies in order to bring more people from China. We are in the world of data but we need to find ways to better work with that data. We want to use that information to better serve our customers but also make operations leaner.”

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## Insights from the Keynote Interview with Rwandair CEO, Ms Yvonne Manzi Makolo

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We experienced 98% drop in terms of customer complaints regarding online booking by investing in customer experience technology.

The aviation industry is very much male-dominated. We are doing a lot to help women to get into the airline industry. My advice to women is that it is very important to have a strong support system. I come from a country where women empowerment is at the top of government's agenda. I am in an environment where women really are in positions of power. There are lots of business opportunities between China and the African continent. This is a very strategic move for us to start flights to China.”

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**Ms Yvonne Makolo  
Rwandair CEO,**



The 8th Aviation Stakeholders Convention Opening Ceremony



The event kicked off in Balaclava Mauritius, with a high-powered opening ceremony. Bringing together different players in the aviation industry across the globe, the meeting is being held under the theme of **“Winning Together”**, and is designed to enable industry players to share views on how to realize the immense potential of the Africa’s aviation growth through partnerships. The guest of honour representing the government of Mauritius, Hon. Ivan Leslie Collendavello, the deputy Prime Minister of Mauritius officially opened the event. He noted that Africa must do more to increase air connectivity within Africa. “We must work together or we will fail together but of course we want to win together. Therefore, the only solution is to work together. We want to encourage the reduction of barriers between African states using approaches that take into account the needs of each country.” said Hon. Collendavello.

Speaking during the opening ceremony, AFRAA Secretary General Mr. Abdérahmane Berthé noted that air traffic in Africa is forecasted to double in every 15 years. He called for the need to operate more aircrafts to cope with the growing demand and opportunities for Airlines, Airports, Service Providers, maintenance and repair organizations and equipment manufacturers to develop their businesses. He further noted that African governments need to put aviation development as a priority in their policies to reduce industry costs and to benefit users of aviation services.

“Aviation in Africa is experiencing an unprecedented growth but to enable aviation to be an even bigger driver of prosperity across the continent, we must work together and with governments.” Raphael Kuuchi, IATA Special Envoy to Africa on Aero-political Affairs.

Among other insights, he pointed out that too many African governments tax aviation as a luxury rather than a necessity. We must change that perception given that the value of aviation for governments is not in the tax receipts that can be squeezed from it. It is in the economic growth and job creation that aviation supports.

Mr. Somas Appavou, Chief Executive Officer of Air Mauritius said: “Africa is a continent of boundless opportunities. With a population of 1.2 billion, double digit growth rates in many countries and a fast expanding middle class, our continent has become the new promised land for the development of air travel. Industry partners in Africa will have to take these emerging opportunities and overcome challenges together. This is how we can leverage each other’s strengths and leapfrog the many barriers that no single player can overcome alone.” The convention is bringing together key leaders and experts of the aviation industry from around the world who will share their experiences and expertise to grow the industry.

Matching Capacity & Demand - Improving load factors, yields and profitability by AFRAA



Mr. Aaron Munetsi,  
Director Government,  
Legal & Industry Affairs - AFRAA

For airlines, economic activity remains the key driver of underlying demand - at all fare levels - with supply determined by net new deliveries and deployment decisions. This is also true for any business where key relationship is ensuring there is relative excess demand for what the business offers at the prices it needs against its prevailing cost base, which reflects the outcome between underlying demand and the amount of product or capacity in the market.

“There is need for African airlines to launch an African alliance” said Mr Aaron Munetsi.

“Together with AFRAA initiatives, let us make sure that we address this disparity between African airlines and other airlines in terms of intercontinental traffic distribution,” he observed.

He pointed out that for airlines, economic activity remains the key driver of underlying demand - at all fare levels - with supply determined by new net deliveries and deployment decisions, noting that this is the right time for Africans to launch the African airlines alliance.

**Key Insight:** One of the major challenges that we find in Africa's Air Transport Market is that key stakeholders such as regulators, airlines and governments sometimes make decisions based on inadequate research, data and analytics, including on critical matters such as route rationalization, commencement of routes, acquisition of aircraft, granting of traffic rights etc. It is for this reason that we are developing an AFRAA consultancy unit that will provide them with the technical support they need to make informed decision.

Aircraft Financing: Leasing vs Purchasing- How airlines can manage risk



Mr. John Zama,  
Vice-President Structured  
Asset Finance - ABS

Mr. Zama took the floor to share strategic insights on the thorny issue of Aircraft Financing. Here is a quick snapshot of some of the quotes from his presentation:

**“The most important thing we look at when lending money to African airlines is the balance sheet . As lenders, our principal concerns are credit risk, security, economic value, enforceability and timeframe.”**

**“Together with AFRAA initiatives, let us make sure that we address this disparity between African airlines and other airlines in terms of intercontinental traffic distribution,” he observed.**

**“At ABSA group, our recommendation would be leasing as the best option for the African airlines at the present moment.”**

The single African Air Transport Market: What’s new

The Single African Air Transport Market (SAATM) seeks to create a single unified air transport market in Africa with an aim of enhancing the continent’s economic integration agenda. With the liberalization of African skies for African carriers, the African airspace is poised for greater heights that would bring Africans closer to their common goal of an integrated and prosperous continent. During her presentation, Ms. Adefunke Adeyemi, Regional Director, Advocacy and Strategic Relations Africa told the participants that high travel cost in Africa is an impediment to growth and that more than 300 African airlines have come and gone in the past 40 years. Further, she pointed out that freedom of Africa means to free Africa aviation market so that it can deliver on its promise of being the business of freedom.



Ms. Adefunke Adeyemi,  
Regional Director, Advocacy and  
Strategic Relations Africa



# What steps should be taken to effectively implement the Single African Air Transport Market



The realization of a single unified air transport market has been a top agenda for key stakeholders within the African airlines industry as a vehicle to connect more people on the continent and finally bring the sector to profitability. Despite the projected benefits, the Single African Air Transport Market has faced several adoption and implementation challenges across the continent.

During an engaging discussion on the steps to be taken to effectively implement SAATM, panelists examined why liberalization on the continent seems to be stagnating.

**Mr. Chamsou Andjorin, Director of Government Affairs and Market Development SSA- Boeing SAATM** said “SAATM is working for some states and not so well for others. There are still fears attached to liberalization and it is important to address them. If African nations and airlines don’t fully embrace SAATM for the benefit of Africa, then the continent, its people and its airlines are unlikely to reach their full potential.”

He added that SAATM will be more successful when all stakeholders work together to actualize its objectives. Governments need to work closely with airlines and other aviation stakeholders to formulate, promote or implement policies that support air transport growth.

On her part, **Dr. Aicha Alou Oumarou, head of legal and economic affairs of the EGNOS Africa Joint Programme Office (JPO)** in Dakar pointed to the protectionism from states and some airlines as one of the key reasons together with the lack of awareness of the benefits of liberalization for airlines, users and the economy for the difficulties currently facing the project.

**Mr. Rolland Besoa Razafimahoro, Chief Executive Officer – Air Madagascar** highlighted the weight of charges and taxes which are sometimes higher than the fare itself and constitute a penalty for passengers. He encouraged governments to support the industry with the reduction of taxes and charges to increase traffic.

For **Mr. Adiron Alberto, Regional officer, Technical Assistance /Air Transport – ICAO** there is a need to assess what is going wrong and right with the implementation of SAATM to ensure the industry does not make the same mistake as for the Yamoussoukro declaration which went many years without proper assessment. He advocated for implementation and assessment to be done simultaneously for SAATM.

**Mr. Joseph Makonise, Chief Executive Officer – Air Zimbabwe** said: “The Single African Air Transport Market is a good initiative which will improve air transport services for citizens within the African continent however this noble idea needs to be brought to fruition within time.”

Commenting on the reluctance of some aviation stakeholders such as emerging airlines still trying to find their feet, he backed the idea to have prerequisites put into place to ensure elements like safety and fair competition are guaranteed.

**AFRAA’s Secretary General** intervened to emphasize the importance of consultations and taking into account the views of the industry in the implementation of measures related to liberalization of the African air transport market.

## A look at the inevitable modernization of Emergency Response



Ms. Botha outlined the importance of planning, communication and family assistance when dealing with crisis. Family assistance must be multi-disciplinary and be made available onsite, at home and through technology.

**Ms. Michelle Botha,**  
**Global Manager of Business Development - GoCrisis**

## Overview of air cargo in Africa and measures to develop the Liberalization of the African Air Cargo Industry



**Astral Aviation Chief Executive Officer, Mr. Sanjeev Gadhia**

The Air cargo industry has undergone a significant and rapid transformation in recent years, in tandem with the growing need to move cargo more cost-effectively and faster than ever before.

However some challenges exist including high costs, regulations, connectivity poor infrastructure and over dominance by foreign carriers as pointed out by the presenter, Astral Aviation Chief Executive Officer, Mr. Sanjeev Gadhia. Here are a few takeaways from his presentation:

- “Mauritius has the potential of becoming the Cargo-Hub between Asia and Africa due to its geographical location and dual-membership of COMESA/SADC.”
- “The key challenges for African Air Cargo are high cost, regulations, connectivity, infrastructure and foreign carriers”.
- “SAATM will eliminate the need for separate bilateral air service agreements (BASAs) between individual carriers. SAATM will be able to deliver on its promise if airlines actually cooperate with one another and maximise their opportunities.”
- “Aviation has the potential to make an important contribution to economic growth and development within African.”
- “The African Airline Association (AFRAA) and The International Air Cargo association (IATA) have been working closely to build on mutual experience and expertise to help change the fortunes of African carriers by gathering accurate data that would in turn help grow the cargo business in Africa.”
- “Mr. Sanjeev underscored the importance of SAATM stating that it will eliminate the need for separate bilateral air service agreements (BASAs) between individual countries while promoting multilateralism for air transport in Africa, as envisaged under the YD, with a view to making the entire African aviation market a single market.”

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SAATM will eliminate the need for separate bilateral air service agreements (BASAs) between individual carriers. SAATM will be able to deliver on its promise if airlines actually cooperate with one another and maximise their opportunities. Aviation has the potential to make an important contribution to economic growth and development within African. 89

## Driving cross-border cooperation and intra-African connectivity through Alliances and partnerships



Most agree that Africa's huge potential for air transport is under-explored largely due to the low levels of connectivity in its intra-regional air transport market. Collaborative approaches amongst African aviation players was promoted as a critical ingredient in advancing the industry in a dynamic yet challenging environment during a panel discussion held under the theme “Driving cross-border cooperation and intra-African connectivity through Alliances and partnerships”

The importance of alliances and partnerships was succinctly introduced by Mr Aaron Munetsi who said “How can we encourage increased partnerships? There needs to be good will among African Airlines to cooperate beyond the rhetoric.”

**Mr Raja Indradev Buton, Chief operating Officer of Air Mauritius** said: Currently we are saying that we are going to increase revenues. However, once an airline realizes high revenues, nobody wants to share. There should be ways and means for sharing the cake, not only in terms of revenues, but also revenues generated by airport, hotels, duty free. If this model works in South America, why can’t it work in Africa.

**Mr. Dominique Dumas, Vice President Sales EMEA-ATR** said: “The political agenda is often different from the balance sheet and commercial imperative, so even if a government wants to launch a new airline or revamp an existing one, it is important to select a management team that will run the company on a commercial basis.”

**Mr Hussein Dabbas, General Manager Special Projects- Embraer** recommended, among other key insights, that AFRAA should consider the creation of an African alliance where African carriers can collaborate among themselves, coordinate their schedules, frequent flyer programmes, among other collaborations.

Driving his point across, **Mr. Jean Paul Boutibou, Bombardier’s Vice President for sales Middle East, Africa and Indian Ocean**, indicated: “Africa is growing and changing and there are opportunities for everyone. We should cooperate more to develop and optimize.”





## Investing in Appropriate & Cost Effective Infrastructure to support Africa’s Growing Aviation Industry



**Mr. Achmed Wadee, Manager Special Projects ATNS**

One of the major factors that restrict Africa from reaching the global value chain is the huge deficit in the infrastructure sector. The performance of the African air transport industry lags behind those in the rest of the world which if well harnessed could exceed seven times the contribution of road transportation in economic growth.

The presentation focused on key Infrastructure Technologies (VSAT, A-CAD, Space-Based ADS-B), specifically highlighting the following:

- Regionally focused Solutions
- Addressing safety requirements
- Aiming to be cost effective through exploiting economies of scale, AFI ANSPs do not need to invest in these technologies to the same extent.
- Scalable and flexible enough to adapt to future growth and change in our aviation environment.
- solutions that are being managed and operated in Africa for Africa

Among other insights, Mr. Achmed stated that Computer Aided Designs {A-CAD} technology is an enormous improvement on older aviation design because it allows designers to visualize situations in three-dimensionality throughout the design process.

He further explained: "The ACAD bridges the gap between the human element that needs to understand the aeronautical data and the machine element that needs to process and share this data with other systems."

Mr. Wadee also pointed out that the full Implementation of A-CAD will have long lasting effects in the African aviation industry including offering a truly private cloud based AIM solution on the continent without AFI ANSP's having to invest in expensive technology to achieve the same objective in a shorter time frame. The ACAD will thus act as a regional infrastructure Hub database for aeronautical data.

## Addressing aviation skills gap in Africa for economic growth



**Mr. Gaoussou Konate, Director Technical & Operations - AFRAA**

Insufficient training capacity and an exodus of skilled manpower lead a list of factors that have resulted in a shortage of aviation professionals in Africa. Africa is facing a worsening shortage of aviation professionals with demand outstripping supply for skills needed to keep the commercial fleet flying safely.

AFRAA's Director of Technical & Operations Mr. Gaoussou Konate presented to the delegates some great pointers of the current state of the industry stating that Airline operations costs are high in Africa due to excessive costs for fuel, high cost of maintenance and excessive taxes, fees and charges all these factors contributing to the none profitability of the Airline industry.

Mr. Konate also updated the delegates on a recent survey conducted by AFRAA on the skills gaps in the industry stating that there exists a clear skills gap in professional areas to improve operational efficiencies, increase load factors, revenues and market share.

He further stated that the outcome of the survey suggested the following:

The need for AFRAA members to train 800 new professionals in the next 5 years in Flight, ground, and maintenance operations, fleet planning, and fuel planning, An additional 1200 professionals in leadership, management and Commercial revenue management.

As a solution, Mr. Konate called upon stakeholders to make use of the support of automation and artificial intelligence.

Here are a few other insights:

“We need to train the youth to new technologies so that the next generation can understand automation systems and take advantage of artificial intelligence. Aviation is also about providing a service to human beings. So the next generation also needs to make sure that the passengers get the best experience possible.”

“To effectively address the aviation skills gap for economic development, future training must facilitate multi-disciplinary skills for trainees.”

“According to current GDP figures, Africa’s travellers can travel 1.1 times per year, compared to higher figures globally. This is our challenge: all stakeholders should engage to address this, because travellers with the lowest GDP are the ones who are asked to pay the highest price for a ticket to travel.”





A conducive environment is key to the growth and prosperity of the African aviation industry. That is why the high level of taxes and charges levied on African airlines is a huge impediment to their profitability and long-term success. The morning panel session of the second day of the 8th African stakeholder’s convention discussed the push to implement cost efficient structures for all players to level the playing field.

Here are some key insights:

**Astral Aviation Chief Executive Officer, Mr. Sanjeev Gadhia** sharing his views on this big challenge said: “African airline consumers are the highest taxed. We are looking at 3 tax categories: Jet Fuel, Airport services and Royalties. Jet fuel cost is coming down globally, but not in African countries, mainly because of the tax component. Taxes on airport services such as ground handling are a major constraint, as well as royalties charged for operating an airline, particularly in countries without national carriers.

ACI or AFRAA should conduct a study and compile a competitive index that will become a public document that can be discussed at fora such as the ASC. We can find a way of identifying the major airports with the highest taxes and lobby for improvements.”

**Dexter Wang, Asia Lead, Oil Market Engagement and Development** added” The price of jet fuel is not priced efficiently. The problem is that Africa is a melting pot of jet fuel yet import nearly 100% of its jet fuel”

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**Mr. Gaoussou Konate, Director, Technical & Operations, AFRAA** who was moderating the session emphasized on the point that the industry will only be able to reduce costs for passengers if all stakeholders involved also reduce the costs and offer fair charges for their services.

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For **Mr. Ali Tounsi, ACI Africa - Secretary General** the issue needs to be examined as well from the perspective of low GDP. Indeed, Africa has the lowest GDP in the world which means our economy is low and where there is no economy there is no reason to fly. To develop routes and traffic, there is need to focus on the economy of Africa and the attractiveness of African states.

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**AFRAA’s Secretary General Mr. Mr. Abdérahmane Berthé** in his intervention indicated that the African Airlines association will publish a quarterly aviation outlook with the first issue featuring a classification of airports by taxes and charges, fuel costs and an index on visa requirements to allow the industry players to implement better policies.

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**Mpho Philip Sekhamane, HOD Global Operation Control Centre- South African Airways** said: “We need to have a cost-efficient cost structure that aligns with Africa’s GDP and bring in economic regulators practiced in other parts of the world to mediate on such issues”

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A **delegate** in the assembly indicated “The Government has to decide if they want to increase trade and plan infrastructure development accordingly. Sometimes the size of the airport matters, as it can determine how governments calibrate taxes and financing for these projects.”

“If the Government can’t build because of other priorities, why not have private airports like in other countries. “

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It was noted that one way to counter this problem is to have better connectivity between the different cities, better direct links but at a lower cost for passengers.

8th ASC Masterclasses

Three well-attended Masterclasses took place as scheduled, and gave an opportunity to participants to delve deep into technical aspects of the industry, namely:



**Class 1 by ATPCO**  
Airline retailing strategy:  
Shifting from service provider to retailer



**Class 2 by Amadeus:**  
Industrialize, adopt and evolve your offers  
– NDC, Distribution and Traveler of the future



**Class 3 by Bombardier:**  
Fleet planning and aircraft selection

Mitigating Cybersecurity threat and building cyber resilience

As the burgeoning global aviation industry becomes more dependent on information technology (IT) solutions and digital technologies to meet the continuously rising consumer base and changes in consumer preferences, cyber security has become a serious and urgent concern. Cyber-attackers are becoming more sophisticated in the ways they attack aviation systems and companies in the aviation market are leaving no stone unturned to make their systems comprehensively secured to ensure smooth operations and high-quality services to their consumers. Cyber-security is becoming a key enabler for safety, which is paramount in the aviation context.



Muhammad Saad Aslam,  
SITA Cyber Security Lead – MEIA

According to Muhammad Saad Aslam, SITA Cyber Security Lead – MEIA, some of the aviation threat actors include cyber criminals, terrorist organisations and inside threats that are keen on benefiting financially by interfering with the systems, professional revenge and lack of awareness.ervices to their consumers. Cyber-security is becoming a key enabler for safety, which is paramount in the aviation context.

He categorised the threat vectors into three: technology, people and processes.

Mr. Saad Aslam pointed out that technology vectors that aid in cyber crime are among others; digital emerging technology, software and hardware vulnerabilities, advanced persistent threats and Malware Infiltration. While people vectors are those threats that are as a result of shortage of expertise and lack of cyber awareness among the people working in the airlines.

“As a result of these vectors, cyber security threats have huge business impacts in the industry that touches on safety, financial, operational, legal and reputation of airlines,” said Mr. Saad Aslam, adding that cyber security is the leading challenge in the air transport industry.

According to Mr. Saad Aslam, building cyber security resilience would involve identification of the cyber threat, protection of technology assets, detection of cyber attacks and having an actionable plan to respond to cyber attacks.



## Opportunities and challenges in an increasingly digitized industry



Digital technology has been touted as the future of aviation. The impact of mobile and other technologies has given rise to new customer demands which must be met if any aviation business wishes to remain relevant in the market. What are the implications of this new paradigm? The last panel session of the forum dived into this interesting topic looking at the “Opportunities and challenges in an increasingly digitized industry”

### Ms. Mladenka VUKMIROVIC, Chief Innovation Officer - Maureva

“Big data, transparency and predictive analysis gives back the control to the customer to create their offer and how it is presented.”

“Collecting data enables airlines to know their customer better and serve them better. Big data is a technical mean to achieve better knowledge, better personalisation and to offer the right thing to the right passenger, which should lead to more revenue.”

### Mr. Deepak Garg, Senior Manager Business Development, SITAONAIR

For new technologies such as 3D printing and drones to be implemented into a product, you have to get it right, it's not about being the first but about being the best.”

“Virtual reality is used to train our engineers and it enables us to be more efficient but also save time and cost.”

“We are in a world where everything is growing very rapidly. The number of passengers is growing and aircrafts is growing more than double in 2035. But air space is the same, air space is not going to change. How do we improve the efficiency of these air spaces and how do we improve the efficiency of airports?”

“Digitisation is at every aspects of the airlines.”

### Mr. Aasim KHAN, Marketing Manager Airlines, Collins Aerospace

“The System Wide Information Management (SWIM) initiative coupled with the FAA's NexGen programme and EASA's programme are requiring airlines to modernise their capabilities in order to enable more aircrafts to operate in smaller more congested airspace.”

### Mr. Jason Sutcliffe, Rolls Royce

“Engine health monitoring has been around for many years. Last year we launched intelligent engines which are connected not only to the airframe but to each other and contextually aware of the surroundings.”

“We have spoken here about the price of fuel. Everyone knows that in Africa the price of fuel is 30-40% more expensive than anywhere else in the world. Now more than ever you need to fly your aircraft and engines efficiently. It is very important going forward to work with airlines to make sure they are as efficient as possible”

### Mr. Steve Duley, Portfolio Executive MEA, Sabre.

“The interesting question for airlines is how customer-centric are you? The technology is there to help you to become more customer-centric.”

“Over the next 5 years millennials will make up most of the spending on air travel so what are we doing in the airline to address this 87% of millennials look to social media for travel inspiration 46% get it through smartphones 85% check multiple sites before booking. Some reports say that they look at 30 to 40 sites before booking. 97% will post their experiences on social media. In the airline, are we tracking this and are we doing something about it?”

### Ms. Paula De Sousa, Head of Airline Sales and Account management Sub Saharan Africa- Amadeus

The New Distribution Capabilities (NDC) allows, from a messaging stand point, airlines to become retailers. It enables airlines to expand their distribution channel where airlines can control the offer that is being given to a customer, and to make it a lot more differentiated.”

“What is critical is that airlines look at having a strategy on the offer management side and having good systems. They need to be clear on the revenue management, the retailing, the marketing and merchandising offer.”

### Participant insight

“Digitalisation is a tool for innovation. Is it a way to facilitate our processes and reduce costs. It is a challenge for African airlines to adopt it because it is disruptive. But it is a way to bring revenues and reduce costs. An assessment needs to be made to find the right solutions for each airline.”

## AFRAA Executive Committee holds its 178th meeting at the 8th Aviation Stakeholders Convention



The Executive Committee of the African Airlines Association (AFRAA) held its 178th meeting at the Ravenala Attitude Hotel, Mauritius on 12 May 2019. The meeting was kindly hosted by Air Mauritius and chaired by Ms. Yvonne Makolo, CEO of RwandAir, Chairperson of the Executive Committee of AFRAA.

In his report to the Executive Committee, the Secretary General, Mr. Abderahmane Berthe, highlighted the initiatives undertaken by the Secretariat during the first quarter of the year on accomplishment of the Action Plan and priorities for the rest of the year. Among other decisions, the Executive Committee endorsed the new projects and activities for the rest of the year and commended the Secretary General for continuing to pursue value-adding projects.

### I. New Members

The Executive Committee reviewed and approved the membership applications of Safarilink Aviation Limited and Air Djibouti.

### II. AFRAA Partners

The Executive Committee reviewed and approved the applications of Civic Petroleum Limited and Hitit Computer Service. The AFRAA Partnership programme is a medium through which companies in the aviation industry collaborate with AFRAA to cater to the needs of African airlines and support their growth.

## AFRAA Route Network Committee convened for its 11th meeting in Mauritius



The 11th meeting of the Route Network Committee (RNCC) was held on the 12th May 2019 at the Ravenala Attitude Hotel in Mauritius.

Since 2014, the joint project activities of the Route Network Committee have yielded significant commercial cooperation results, including: 20 interline e-ticketing agreements, 15 special pro-rate agreements, and 11 codeshare agreements. The next step of this commercial cooperation initiative is the establishment of an Alliance among the airlines to strengthen further participating AFRAA member airlines in increasing revenues, load factors, and market-shares.

The 11th meeting of the Route Network Committee will consider the establishment of the working group to focus on the establishment of an Alliance among willing member airlines.





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Access the ASC 2019 photos here: <http://qwsx.cf/Os>

Kindly complete the ASC 2019 Survey here: <https://forms.gle/djRfsXsRZoS7ypW2A>

For any assistance or query, please contact Ms. Dicie Okaya (dokaya@afraa.org)"