

Creating Growth in a Disruptive World: Opportunities, Challenges, Collaborations

Speakers



**Mr. Apostolos  
Tzitzikostas**

Commissioner for  
Sustainable Transport  
and Tourism,  
European Commission

Mr. Apostolos Tzitzikostas is the European Commissioner for Sustainable Transport and Tourism. His task is to make European transport more competitive, sustainable and resistant to future shocks and to ensure that it is safe, accessible and affordable for all EU citizens.

He is responsible for:

- Advancing sustainable aviation, in particular by supporting the deployment and uptake of Sustainable Aviation Fuels across the EU and beyond;
- Working with Member States and stakeholders to improve air traffic management in Europe, with the aim of overcoming inefficiencies and fragmentation through progress on the Single European Sky;
- Ensuring the completion of the Trans-European Transport Network, strengthening cross-border connectivity, European cohesion and resilience;
- Putting forward and implementing a Sustainable Transport Investment Plan to prioritise and scale up investments needed to modernise and decarbonise the transport system;
- Strengthening the single market for transport services, enhancing competitiveness and removing remaining barriers;
- Developing strategies for key transport sectors, including maritime transport and ports, with a focus on sustainability, security and competitiveness;
- Promoting a resilient and competitive tourism sector, in line with the EU Agenda for Tourism 2030;
- Putting forward and implementing a plan for an ambitious European high-speed rail network, improving connections between EU capitals and large cities.

In his current role, he builds on his extensive background as Governor of Central Macedonia (2013-2024), President of the Association of Greek Regions (2019-present) and President of the European Committee of the Regions (2020-2022).

A Greek politician from Nea Demokratia, he previously served in the Greek Parliament and holds a Bachelor's degree in Political Science and International Politics from Georgetown University and a Master's degree in European Public Policy from University College London.

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**H.E. Eng. Saleh bin Nasser Al-Jasser**

Minister of Transport and Logistics Services, Kingdom of Saudi Arabia

His Excellency Eng. Saleh bin Nasser Al-Jasser is the Minister of Transport and Logistic Services of the Kingdom of Saudi Arabia. He has been appointed by a Royal Decree on 23 October 2019.

He chairs the boards of several leading authorities and companies, including the General Authority of Civil Aviation, the Saudi Ports Authority, the Transport General Authority, the Saudi Railways Company (SAR), and the Saudi Arabian Airlines Corporation. He also serves as Vice-Chairman of the Executive Committee of the National Industry and Logistics Development Program, and chairs both the Saudi-Jordanian Joint Committee and the Transport and Border Ports Committee of the Saudi-Iraqi Coordination Council.

With over 30 years of experience in business administration and leadership, His Excellency previously served as Director-General of Saudi Arabian Airlines, CEO of Bahri, and held senior executive positions at Abdul Latif Jameel Group. He holds a Master's degree in Business Administration from King Saud University and a Bachelor's degree in Industrial Engineering from King Abdulaziz University, complemented by advanced executive programs at Harvard, Oxford, INSEAD, and other prestigious institutions.



**Hon. Viliame Rogoibulu Gavoka**

Deputy Prime Minister and Minister for Tourism and Civil Aviation, Republic of Fiji

Honourable Viliame 'Bill' Gavoka is the current Deputy Prime Minister and Minister for Tourism and Civil Aviation. Honourable Gavoka has over 30 years of illustrious experience in the tourism and travel industry. He has held several executive positions, including Thomas Cook, Shangri-La's Fijian Resort and Spa, Fiji Mocambo, Amunuca Island Resort and Spa and Fiji Visitors Bureau (now Tourism Fiji) as Chief Executive Officer.

He has held several Chairmanship and Board positions on businesses and statutory organisations, including Fijian Holdings Limited, Fiji TV and Media Niugini Ltd, South Sea Cruises/Blue Lagoon Cruises, Fiji Rugby Union, South Pacific Tourism Organisation, Fiji Hotel Association, Pacific Area Travel Association, Society of Fiji Travel Associates, Fiji Trade and Investment Board, Civil Aviation Authority of Fiji and Air Terminal Services.

Earlier in his career, he was trained in librarianship and then went into banking with Citicorp of New York, serving in its Fiji operations. He served for two years with the Territorial Forces of the Republic of Fiji Military Forces. Honourable Gavoka first successfully contested the 2014 General Elections under the SODELPA banner and has been a Member of Parliament since. During his time as an Opposition

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	<p>Parliamentarian, he served in various parliamentary committees which include the Standing Committee on Economic Affairs.</p> <p>In 2020, Honourable Gavoka was appointed Leader of the Social Democratic Liberal Party leading the Party to the 2022 General Elections securing three ministerial positions for the Party in today's People's Coalition Government. The hallmark policy of the Party was the cancellation of student loans, bringing relief to some 53,725 families across Fiji.</p>
 <p><b>Mr. Philippe Tabarot</b> Minister for Transport, France</p>	<p>Mr. Philippe Tabarot was born on November 25, 1970, in Cannes (Alpes-Maritimes). He holds a Master's degree in public law. His professional background is as follows:</p> <ul style="list-style-type: none"> <li>• General Councillor of Alpes-Maritimes, Cannes-Centre canton (2001 - 2015).</li> <li>• Regional Councillor of Provence-Alpes-Côte d'Azur (2015 - 2021).</li> <li>• Senator of Alpes-Maritimes (elected in September 2020), rapporteur for opinion on the Rail, Public, and River Transport Budget within the Ecology, Development, and Sustainable Mobility Mission.</li> <li>• Minister Delegate to the Minister of Spatial Planning and Decentralization, in charge of Transport (since December 2024).</li> </ul>
 <p><b>Mr. Willie Walsh</b> Director General, International Air Transport Association (IATA)</p>	<p>Mr. Willie Walsh became the eighth person to lead the International Air Transport Association (IATA) when he took on the role of Director General on 1 April 2021, after an airline industry career spanning over 40 years.</p> <p>Mr. Walsh is deeply familiar with IATA, having served on the IATA Board of Governors for almost 13 years between 2005 to 2018, including serving as Chair (2016-2017).</p> <p>Born in Dublin, Ireland, in 1961, Mr. Walsh joined the country's flag carrier Aer Lingus in 1979, as a cadet pilot, becoming a captain in 1990. One year earlier, he had moved into a management position in the airline's flight operations department, beginning a rise that led to his being appointed chief executive of Futura, Aer Lingus' Spanish charter airline in 1998.</p> <p>He returned to Aer Lingus in 2000 as COO and was appointed chief executive in October 2001 at a time when the carrier was in a grave</p>

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financial crisis following the 9.11 attacks. Mr. Walsh led a radical restructuring that returned Aer Lingus to profitability.

In 2005, Mr. Walsh was appointed chief executive of British Airways (BA). He led BA through the 2008/09 Global Financial Crisis, established a transatlantic joint business venture with Iberia, Finnair and American Airlines, and oversaw the 2011 merger of BA and Iberia under a newly established parent company, International Airlines Group (IAG). Mr. Walsh served as chief executive of IAG from its inception until he retired in September 2020.

At IATA, Mr. Walsh will work from the association's main offices in Montreal, Canada and Geneva, Switzerland. A citizen of Ireland, Mr. Walsh holds a Master of Science and Business Administration from Trinity College, Dublin.



**Mr. Stefano Baronci**

Director General,  
Airports Council  
International (ACI)  
Asia-Pacific & Middle  
East

Mr. Stefano Baronci serves as the Director General of Airports Council International Asia-Pacific & Middle East, the trade association advocating for the interests of airports across the Asia-Pacific and Middle East regions.

Appointed in December 2019, Mr. Baronci leads the execution of the association's strategic plan, strengthening its advocacy efforts with governments, regulators, and international organisations, while overseeing a team of professionals at the Regional Office in Hong Kong.

Mr. Baronci has 25 years of analytic and representational experience at national and international levels in the aviation sector, representing both airport and airline industries. He is very familiar with the ACI community, having previously served as the Director of Economics at ACI World in Montreal and Senior Policy Manager at ACI Europe in Brussels. He has also served as Secretary General of Assaeroporti, the Italian airport operators association, and Assistant Director and ATM Infrastructure Expert at the International Air Transport Association.

An Italian national, Mr. Baronci holds an Executive MBA from Warwick University (United Kingdom) and a Law degree from La Sapienza University in Rome, Italy.

**Creating Growth in a Disruptive World: Opportunities, Challenges, Collaborations****Mr. Simon Hocquard**

President and Chief Executive Officer, Civil Air Navigation Services Organisation (CANSO)

Mr. Simon Hocquard has over 30 years' experience across the air traffic management industry and is accountable for leading and managing CANSO – the global voice of airspace. He leads the team responsible for delivering on all CANSO's commitments to its members and the wider industry at large, and raising the bar in global air traffic management.

Mr. Hocquard's previous roles have included Operations Director at NATS, where he led 1,500 people through the successful air traffic management for the 2012 London Olympics and other change programmes; Operations and Strategy Director at NATS, where he was also accountable for the entire regulated business; appointed by the European Commission as Chairman of the Network Management Board for 10 years where he worked very closely with governments and international institutions to ensure the expeditious transit of flights in Europe.

He is also Chair of the Complete Air Traffic System (CATS) Global Council, an independent forum that facilitates collaboration among leaders from across the aviation & aerospace industries, and helped build a unified vision for the future skies.

**Moderator****Mr. Patrick Ky**

Chief Executive Officer, International Centre for Aviation Innovation

Mr. Patrick Ky is the Chief Executive Officer of the International Centre for Aviation Innovation (ICAI), based in Singapore. ICAI functions as an international hub to unite governments, industry stakeholders, and research institutions in addressing key aviation challenges and co-developing innovative solutions for the future of air travel.

Before taking the helm at ICAI, Mr. Ky served for a decade as Executive Director of the European Union Aviation Safety Agency (EASA), where he expanded the agency's global influence and led major initiatives to enhance aviation safety standards.

Under his leadership, EASA established tougher certification requirements for the Boeing 777X, oversaw the safe ungrounding of the 737 MAX, and mandated critical fire protection improvements for the Airbus A321XLR. He also spearheaded global regulatory efforts for the emerging advanced air mobility sector and artificial intelligence.

Beyond regulatory advancements, Mr. Ky guided EASA through five major aviation crises - the shooting down of Malaysia Airlines Flight

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17, the Germanwings crash, the Boeing 737 MAX crisis, the COVID-19 pandemic, and the Russia-Ukraine war, ensuring the agency adapted swiftly to new realities with flexible policies and strengthened safety measures.

Earlier in his career, Mr. Ky led Europe's air traffic management modernisation as head of the SESAR programme.

His contributions to aviation have earned him numerous accolades, including The Glen A. Gilbert Memorial Award in 2013 and the title of "Industry Leader of the Year" by Germany's *Fliegermagazin* in 2015. In 2025, Mr. Ky was honoured with the Philip J. Klass Lifetime Achievement Award for his lasting contributions to aviation safety.

Mr. Ky is a graduate of École Polytechnique and the Civil Aviation Engineering School in France. He also holds degrees in economics from the University of Toulouse and the Massachusetts Institute of Technology.

Reimagining Travel: Capacity, Technology, Experience

Speakers



**Mr. Bryan Bedford**

Administrator, United  
States Federal Aviation  
Administration

Mr. Bryan Bedford was sworn in as FAA Administrator in July 2025. He leads a workforce of more than 40,000 employees dedicated to the FAA's mission to provide the safe and efficient operation of the largest and most complex aerospace system in the world. An aviation industry veteran for more than 35 years, Mr. Bedford has a proven track record of safe operations, executive leadership and innovation.

Mr. Bedford previously served as president and chief executive officer of Republic Airways. During his 26 years at the helm of Republic, the airline grew from \$85 million in revenues and 36 turboprop aircraft to more than \$3 billion in revenues and an operating fleet of more than 250 jets, while maintaining a perfect passenger safety record.

In 2018, Mr. Bedford led Republic in launching the visionary LIFT Academy, the first airline-owned training academy. As the cutting-edge program began to equip pilots with the skills they need to succeed, LIFT added an aviation maintenance training program.

Mr. Bedford's previous jobs include president and chief executive of Mesaba Airlines, president and chief executive officer of Business Express Airlines, chief financial officer of Phoenix Airline Services, and chief financial officer for West Air Airlines. Mr. Bedford has served as chairman of the Regional Airline Association for multiple terms.

He was named Airline Executive of the Year in 1997, 2004, and 2009, and holds a multi-engine, instrument-rated private pilot license. Mr. Bedford graduated from Florida State University with a bachelor's degree in finance and accounting.

### Reimagining Travel: Capacity, Technology, Experience



**Mr. Victor Liu**

Director General, Civil Aviation Department of the Government of the Hong Kong Special Administrative Region

Mr. Victor Liu has over 30 years of aviation experience. Before taking up the DGCA position, he held different senior management positions in various technical divisions of the Hong Kong Civil Aviation Department.

He is a Board Member of the Airport Authority Hong Kong. He has also been the Chairman of the ICAO Asia Pacific Regional Aviation Safety Group, and the Vice President – Asia of the International Federation of Airworthiness.

Mr. Liu graduated from the University of Hong Kong. He also holds a Specialized Master's Degree in Aviation Safety (Aircraft Airworthiness) from Ecole Nationale de l' Aviation Civile, France. He is a professional pilot and a Fellow of the Hong Kong Institute of Engineers.



**Mr. Martin Rolfe**

Chief Executive Officer, NATS

Mr. Martin Rolfe took up the post of NATS Chief Executive in May 2015 having been Managing Director, Operations since 2012, with responsibility for NATS' economically regulated UK and North Atlantic services.

An engineer by training, Mr. Rolfe holds a Master's degree in Aerospace Systems Engineering from the University of Southampton. He has 30 years of experience in the defence and aerospace industry, and prior to joining NATS was the Managing Director of Lockheed Martin's Civil Division with responsibility for worldwide ATM programmes as well as UK Government business.

Mr. Rolfe has also worked for the European Space Agency and Logica plc and currently holds position as Non-Executive Director at Port of London Authority, and previously the NHS.

## Reimagining Travel: Capacity, Technology, Experience



### Mr. Arun Bansal

Chief Executive Officer, Adani Airport Holdings

Mr. Arun Bansal serves as the Chief Executive Officer of Adani Airport Holdings Ltd (AAHL), spearheading the company's vision to redefine the airport experience across India. With over two decades of global leadership in the technology and infrastructure sectors, Mr. Bansal brings a wealth of expertise in business transformation, operational excellence, and digital innovation.

Mr. Bansal holds a Bachelor of Engineering in Electronics from Jiwaji University, Gwalior, and has completed executive programs at leading institutions, including London Business School, Thunderbird Business School, IMD, Stanford University, and Columbia Business School. His distinguished career, spanning India, Sweden, Bangladesh, Indonesia, and the UK, includes senior roles at Ericsson and its global subsidiaries. Notably, as President of Europe and Latin America and Group Executive Vice President for Ericsson, he served on the Ericsson Group Management team for over 12 years. He lived and worked in US/ Sweden/ Malaysia/ Bangladesh/ Indonesia/ Singapore and UK. His last role at Ericsson was Executive Vice President and one of the two Deputy CEO Ericsson.

At the helm of AAHL, Mr. Bansal oversees the management and development of eight airports, making AAHL India's largest airport infrastructure company. Under his leadership, AAHL accounts for 25% of the nation's airport footfalls and controls 33% of India's air cargo traffic. His strategic vision focuses on leveraging technology to enhance customer experience, drive operational efficiency, and deliver sustained growth.

Mr. Bansal is recognised for his ability to create opportunities and shape business trajectories through competitive positioning, innovative commercial strategies, and high-impact customer engagement. He has been instrumental in transforming the airport experience by championing state-of-the-art, digitally enabled infrastructure that prioritises both efficiency and passenger delight.

A trailblazer in the mobile industry, Mr. Bansal played a pivotal role in defining 5G standards and led major organisational transformations at Ericsson—introducing agile software development at scale, launching the Cloud RAN portfolio, and optimising R&D with a unified software track. His leadership has consistently delivered business growth, cost optimisation, and technological advancement across diverse markets.

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Mr. Bansal is passionate about continuous transformation and building high-performing teams that drive value for customers and stakeholders. His leadership style is hands-on, collaborative, and future-focused—ensuring AAHL remains ahead of industry trends and business needs.

With his proven track record and visionary approach, Mr. Bansal is positioning Adani Airport Holdings Ltd as a leader in India's rapidly evolving airport sector, committed to unlocking new opportunities and delivering exceptional outcomes for investors, partners, and passengers alike.



Ms. Carrie Hurihanganui is Chief Executive of one of New Zealand's most strategic infrastructure assets and the nation's primary gateway, Auckland Airport (AKL).

AKL is a vital enabler of the economic and social fabric of New Zealand, hosting over 18 million travellers, 150,000 aircraft movements and \$26 billion of trade annually. Ms. Hurihanganui is currently leading the transformation of the airport across 400,000 sqm of airfield infrastructure, integrated terminals and transportation – making it one of New Zealand's largest private infrastructure builds.

**Ms. Carrie  
Hurihanganui**

Chief Executive Officer,  
Auckland Airport

With 25 years of leadership and operational experience in the aviation industry, Ms. Hurihanganui previously held senior roles at Air New Zealand, including Chief Operating Officer, leading customer experience transformation, maximising business growth and building high performing teams across 16 countries.

Ms. Hurihanganui is passionate about building a better future grounded in sustainable purpose, performance and people. She is a graduate of Massey University Business School and has completed advanced programmes at INSEAD and Harvard.

Reimagining Travel: Capacity, Technology, Experience

**Moderator**



**Dr. Marie Owens  
Thomsen**

Senior Vice President  
Sustainability & Chief  
Economist,  
International Air  
Transport Association

Dr. Marie Owens Thomsen joined IATA in 2022 as Chief Economist. In January 2023, she added the responsibility for IATA's Environment and Sustainability activities to her Chief Economist role, and joined the Management Committee as Senior Vice President.

Dr. Owens Thomsen joined IATA from Lombard Odier where she was Head of Global Trends and Sustainability. Her 30-year professional life includes roles for both investment banks and private banks, including HSBC in London, Merrill Lynch in Paris, and Indosuez in Geneva. Outside of the financial sector, Dr. Owens Thomsen worked for IKEA, and she also founded and managed her own company in the equine industry.

Dr. Owens Thomsen holds an MBA from the University of Gothenburg in Sweden, and a PhD in International Economics from the Graduate Institute in Geneva, Switzerland. She speaks Swedish, English, and French fluently.

## Re-Designing Connectivity: Strategy, Networks, Business Models

### Speakers



#### Mr. Daniel J. Edwards

Acting Assistant  
Secretary for Aviation  
and International  
Affairs, United States  
Department of  
Transportation

Mr. Daniel J. Edwards was sworn in as Acting Assistant Secretary for Aviation and International Affairs on May 5, 2025. In this vital role he is responsible for shaping and implementing policies that impact the economic health and international competitiveness of the US aviation industry and broader transportation sector.

Mr. Edwards has dedicated his career to the aerospace and defense industries. His accomplishments have landed him atop diverse organisations spanning the public, private, and military space. Prior to joining the Department of Transportation, he served as CEO of privately held businesses in aircraft maintenance, repair, and overhaul (MRO), as well supply chain and distribution. Mr. Edwards also has extensive business leadership in airborne C4ISR and airfield infrastructure. He was part of the team that worked closely with FAA to develop and commercialise EMAS, which protects commercial runways across the US and internationally against aircraft runway overruns.

Mr. Edwards served over 23 years in the USAF and USAF Reserves as both a KC-10 pilot and airfield civil engineer. He has flown over 100 combat missions, holds type ratings in the DC-10 and 757/767, and has accumulated over 4,000 flight hours as both a military and commercial pilot. Mr. Edwards holds a Master of Business Administration from the Wharton School at the University of Pennsylvania and a Bachelor of Science in Civil Engineering from the United States Air Force Academy.



#### Mr. Subhas Menon

Director General,  
Association of Asia  
Pacific Airlines (AAPA)

Mr. Subhas Menon joined the Association of Asia Pacific Airlines in March 2020. He has over 35 years' experience in international aviation with the Singapore Airlines Group, having served in a wide spectrum of roles including international and government relations, marketing, product development, logistics, country and regional management.

In his various roles in the airline industry over the past three decades, he has developed a solid skill set that includes successfully building and managing relationships with different stakeholders, strong communications and public speaking skills as well as commercial acumen honed across different regions.

As Regional Vice President for an Asian airline in various regions around the world, and having also served as Chief Executive of SilkAir, Mr. Menon is familiar with the Asian airline environment, its

**Re-Designing Connectivity: Strategy, Networks, Business Models****Mr. Goh Choon Phong**

Chief Executive Officer, Singapore Airlines

market dynamics and the region's diverse political landscape. Building on his early experience in international relations, he has well-developed lobbying and negotiation skills as well as dealing with government affairs, which makes him well-placed to undertake the kind of advocacy and lobbying activities AAPA conducts as a trade association on behalf of its member airlines.

He is a graduate of the National University of Singapore, with a Bachelor of Social Science (Honours) in Sociology.

Mr. Goh Choon Phong, Chief Executive Officer (CEO) of Singapore Airlines (SIA) since 1st January 2011, joined the Company in 1990. He has held various senior management positions both in Singapore and overseas, and joined the SIA Board on 1st October 2010.

Before his appointment as CEO, Mr. Goh served in several senior executive roles, including Executive Vice President Marketing and the Regions, as well as President of SIA Cargo, Senior Vice President Finance, Senior Vice President Information Technology, and Senior Vice President Commercial Technology. His career also includes overseas assignments in China and Scandinavia.

He currently sits on the Boards of SIA Engineering Company, Mastercard Incorporated, and Air India, and chairs Budget Aviation Holdings, which oversees SIA's low-cost subsidiary, Scoot. He previously served on the Boards of Mount Alvernia Hospital and Virgin Australia.

Mr. Goh is part of the MIT Presidential CEO Advisory Board, which comprises CEOs from leading global companies across a variety of industries. He is also deputy chairman of Singapore Institute of Technical Education's (ITE) Board of Governors. Mr Goh was a member of the National University of Singapore's Board of Trustees, where he chaired its Innovation and Enterprise Committee, and was part of its Nominating Committee and Executive Committee.

Within the aviation industry, he is active in the Association of Asia Pacific Airlines' (AAPA) Executive Committee, serving as its Chairman in 2023. He was a member of the International Air Transport Association's Board of Governors between June 2011 and June 2023, and was its Chairman from June 2017 to June 2018. He stepped down from the Executive Committee of the Star Alliance Chief Executive Board in June 2023.

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Mr. Goh received the *Excellence in Leadership* award at Air Transport World's Airline Industry Achievement Awards (2024), the Airline Passenger Experience Association's *CEO Lifetime Achievement Award* (2016), the Business Council for International Understanding's *Eisenhower Global Innovation Award* (2016), the CAPA Asia-Pacific Airline *CEO of the Year* award (2015) and *Executive of the Year* at the CAPA Asia Aviation Awards for Excellence (2025).

At the 2019 Singapore Corporate Awards, he won the award for *Best Chief Executive Officer* for companies with \$1 billion or more in market capitalisation. He was named *Person of the Year* by Orient Aviation magazine in 2018, and honoured as *Outstanding Chief Executive Officer of the Year* in the 2017 Singapore Business Awards.

Mr. Goh holds a Master of Science in Electrical Engineering and Computer Science, as well as three Bachelor of Science degrees in Computer Science and Engineering, Management Science, and Cognitive Science, all from the Massachusetts Institute of Technology.



**Mr. Pieter Elbers**

Chief Executive Officer, IndiGo

Mr. Pieter Elbers is a seasoned aviation leader with 30+ years of global industry experience. Mr. Elbers landed in India in September 2022 as CEO of IndiGo, India's largest and fastest growing airline, leading it towards becoming a global aviation player. He blended in well, proudly embodying *India by IndiGo*.

A firm believer in aviation as a driver for economic growth, social progress and cohesion, former President and CEO of KLM Royal Dutch Airlines for 8 years, he now leads 60,000+ passionate aviation enthusiasts at IndiGo who are proudly Giving wings to the nation, by connecting people and aspirations.

Under Mr. Elbers' visionary leadership, IndiGo operates 2,200+ daily flights with a fleet of 415+ aircraft, serving 140+ destinations and over 123 million customers annually.

As part of the airline's transformation, Mr. Elbers has steered IndiGo on the next stage of its expansion journey, from India's leading domestic airline to a global giant. In line with the growth and development of India as a global powerhouse, IndiGo, a 20-year young airline, aims to double in size and scale by 2030. Executing the strategy of taking IndiGo '*Towards new heights and across new*

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	<p><i>frontiers</i>', IndiGo is spreading its wings far and wide. At the core, IndiGo remains steadfast in its commitment to sustainability, DEI and social responsibility.</p> <p>Beyond his IndiGo role, Mr. Elbers is a member of the Board of Governors at IATA, and held the position of Chairman in 2024-25, playing a pivotal role in his contribution to aviation industry.</p> <p>A Dutch national with distinguished academic background, including executive programs from IMD and Columbia University, Mr. Elbers has been honoured as a Commander in the Order of Orange-Nassau, amongst the highest royal decorations in The Netherlands.</p>
	<p>Ms. Yvonne Manzi Makolo is an accomplished business leader serving as the CEO of RwandAir, Rwanda's national flag carrier, since 2018.</p> <p>With a rich professional background, she embarked on her journey with RwandAir in April 2017, initially joining as the Deputy CEO in Charge of Corporate Affairs. Before her tenure at RwandAir, Ms. Makolo held prominent roles at MTN Rwanda, the largest telecommunication company in the country, where she notably served as the Chief Marketing Officer and briefly acted as the CEO.</p>
<p><b>Ms. Yvonne Manzi Makolo</b></p> <p>Chief Executive Officer, RwandAir</p>	<p>Ms. Makolo's expertise is further strengthened by her educational background, including a Post Graduate Diploma in Applied Information Technology. With over 11 years of valuable commercial experience, she has proven her aptitude for strategic decision-making and driving organisational growth.</p> <p>As a visionary leader in the aviation industry, Ms. Makolo continues to guide RwandAir towards new heights, ensuring its prominence as a symbol of national pride and excellence in Rwanda. Ms. Makolo served as the 81<sup>st</sup> Chair of the IATA Board of Governors, marking the first time a woman has taken on this role.</p>

Re-Designing Connectivity: Strategy, Networks, Business Models

**Moderator**



**Ms. Karen Walker**

Editor-in-Chief of Air Transport World and Group Air Transport Editor-in-Chief at Aviation Week Network

Ms. Karen Walker is Air Transport World Editor-in-Chief and Aviation Week Network Group Air Transport Editor-in-Chief. She joined ATW in 2011 and oversees the editorial content and direction of ATW, Routes and Aviation Week Group air transport content.

Ms. Walker serves on the board of directors of the International Aviation Club of Washington and was the IAC's President in 2017-2018.

Ms. Walker has been writing about the aerospace and air transport industries for more than 35 years and is a recognised authority and commenter on the airline industry. She is a regular speaker and moderator at aviation events worldwide and a commentator on radio and TV news programs. In 2019, she was a judge and a presenter for IATA's inaugural diversity awards.

Based in Washington D.C., she gained her degree in journalism in the U.K. and is a multiple winner of the Royal Aeronautical Society's aerospace journalism awards.

She is the recipient of the Aerospace Media Awards 2021 Aerospace Writer of the Year.