Olympics, World Cup and Expos: What transport can do to make global mass events work

Hall 4, Level +1

Wednesday, May 27, 2015, 09:00 - 11:00

Major events such as the World Football Cup or Olympic games easily fit the description of mega projects in terms of their planning and execution complexity. The event creates a temporary need for new infrastructure or service capacity for the venue in transport and other domains.

Planning for the event involves not only thinking about transport needs during the event but requires a vision of what transport and accessibility objective the event can help achieve in its aftermath over the long term. The business case for transport infrastructure to serve global events is temporary – peak demand from visitors and participants is limited in space and time – but the infrastructure legacy is permanent.

Delivery of new infrastructure is complicated, as the time scale for development of new transport infrastructure is usually well beyond the planning horizon for a typical major sports or cultural event. Operation of the transport system during the event is also complicated by existing background demand, this needs to be accommodated as a city cannot stop functioning because of a sports event. People need to get to their work places; goods need to be delivered to shops.

Both the 2012 London Olympics and the 2010 Johannesburg FIFA World Cup brought with them a number of contractual obligations upon the organizers. For example during the London Olympics 20 000 – 25 000 participants needed to be moved through the centre of the city at an average speed of 30 miles per hour (50 kilometres per hour) – a considerable challenge for the organisation of transport in the city centre.

In planning for this kind of demand there are substantial unknowns. It is not possible to forecast how many spectators will attend a specific event, it is not possible to predict which country will get into the finales and how many fans from that specific country will arrive, for example.

Beyond the immediate demand considerations, there are other aspects involving the management of the multitude of agencies involved in the execution of such an event. It is important to achieve a state where the media and the business community are working with the organizers and not against them. In terms of media for example in the case studies of World Cup in South Africa or the Olympics in the UK the pressure was immense. There was an ex-ante expectation in the media in both cases that the organizers would not
manage or that the transport system would collapse. Demonstrating to the media that the transport system would be up to the job was important to channelling the public to the most efficient services.

The experience from the London Olympics and Johannesburg World Cup case studies discussed in the Masterclass underlined that, to avoid creating white elephants, in an already saturated transport network, new infrastructure for spectators should only be provided by accelerating the business case for existing projects, projects that would have been delivered anyway to meet long-term demand growth. To meet one-off demand during the event, much more can be achieved by shifting existing background demand into time slots away from peak event demand, temporarily changing the travel behaviour of local people and businesses, rather than trying to cater for it with specific new infrastructure.

The role of transport and other leaders in major events is decisive. They can help facilitate a cultural change and communication between the stakeholders, involved in the planning and delivery of the event. Such leadership helps create a level playing field for interaction and communication between agencies. Both in the UK and South Africa a new body was created to facilitate communication between different organisations. Collective responsibility was pursued to avoid blame-shifting behaviour. Part of the strategy for building this collective spirit was organising social events where members of different public bodies connected.

Large one-off events can be managed to achieve transformative changes. For example in London one of the goals was the regeneration of the Eastern Part of London. In Johannesburg the World Cup was used to achieve a revolution in the public transport system, and in the spatial planning system inherited from the apartheid era. An informal, mainly unregulated, mini-bus taxi system with safety concerns was partially replaced with a BRT network, which employed many of the former drivers. Despite initial, violent resistance to the new system, it was successful in attracting passengers within a car captive city and in connecting areas formerly “apart”, isolated from each other. An example of how transport connects people not just place.

A common theme emerging from this masterclass is that a major event can be used to help bring about tighter connections between people through improved communication and shared responsibility to show to the world that a nation or a city “can do it”, and ultimately bring about lasting changes.

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Rehana Moosajee was a member of the Mayoral Committee for Transport in Johannesburg, South Africa from 2006 to 2013. She led the team that delivered Africa's first Bus Rapid Transit System - Rea Vaya which opened in 2009 and links Johannesburg and Braamfontein with Soweto. Since 2013 Moosajee works through her consulting company advocating humane approaches to mobility provision and city-making to create environments where people connect deeply with each other and relate differently with space.

Stuart Reid is responsible for developing Transport for London’s (TfL) Travel Demand Management programme. He has over 20 years’ experience in the field of travel choices, travel behaviour and travel behaviour change. From 2008 to 2012 he developed the strategy for, and strategic delivery of, TfL’s behaviour change campaign in response to the London 2012 Olympic and Paralympic Games. Since 2012 he has been accountable for behaviour change around other major events in London such as the Tour de France, as well as the application of this approach to major engineering works and everyday congestion.

Anthony May is Emeritus Professor of Transport Engineering at the University of Leeds. He has been Director of the Institute for Transport Studies and Pro-Vice Chancellor. May was awarded the Order of the British Empire (OBE) for services to transport engineering in 2004 and was elected as a fellow of the Royal Academy of Engineering in 1995. From 1985 to 2011, he combined research and teaching at Leeds with consulting as Director of Transport Policy for MVA Ltd. From 1967 to 1977 he was responsible, with the Greater London Council, for policy on highways, traffic management and land use planning.
Crossing continents: How new routes and technology can improve surface transport

Hall 2, Level +1

Wednesday, May 27, 2015, 11:00 - 12:30

This session explored the new role of surface transport and how to best connect it with other modes. It questioned the potential of these new routes, demonstrated that they can be successful, but concluded that a lot remains to be done to benefit fully from the advantages of long distance surface freight transport, and especially rail.

Surface transport is proving to be competitive on several new continent-crossing routes. Train operators now offer services between China and Europe while revitalisation of the Silk Road aims to link Asia and Europe and all the major markets in between. As an intermediate in terms of price and speed between air and maritime transport, these new options complement the current mode mix while enabling landlocked countries to connect with global supply chains, also generating new strategic logistic hub investments.

The market potential for such new routes is not yet fully evident. However, they are likely to redefine the optimal role of each mode and to have effects on maritime and air transport. The development of a multi-modal freight hub in the Arabian Peninsula, or the major infrastructure development undertaken by Morocco for instance, could have deep repercussions on the way goods move between Europe, Africa and Asia.

Freight volumes are predicted to increase fourfold by 2050 and trade patterns will shift dramatically with the economic centre of gravity of the world moving east. The changes will affect all areas of the world and all modes. It will be necessary to try and manage these changes rather than suffering from their consequences. In this respect, infrastructure development is crucial, especially in Africa where the state of infrastructure is often dire. However, for investments to go to a country, investors need to be reassured that they will make returns, which can only happen in conditions of peace and political stability. The potential of independent infrastructure planning and funding bodies to achieve implementation of infrastructure plans and ensure good public governance was highlighted by panelists.

Shifts in trade patterns can also be more subtle. In China, the relocation of production centers further away from the coast has pushed the development of the rail link between Asia and Europe. These services are proving increasingly popular, however, developing a rail link that crosses many borders and goes through mountainous areas or deserts is a difficult task. Transport and logistics in Eurasia is characterised not only by physical barriers and infrastructure gaps between countries with poor transport infrastructure, but also with non-physical barriers related to the absence of harmonised law or inefficient customs procedures. Improving surface transport, in terms of travel time and reliability requires
coordination between all stakeholders, countries, shippers and logistics specialists. The question of trust, between the different logistics partners and between the transport provider and its customers, is also key to the success of new services.

Rail clearly has an added value for long distance surface transport, as it is potentially faster and cleaner than trucks. However, developing this mode further will require work on the inter-operability, both technical, e.g. rail gauge, and administrative. This goes back to another backbone of efficient long-distance trade and transport, which is the development of efficient soft infrastructure -- customs and regulation.

From an industrial supplier’s perspective, the most important aspects of any logistics solution are reliability, service quality and cost. Global supply chain players are also looking for more sustainable supply chains. These rely on the optimal use and optimal combination of all modes. A successful example can be found in North America, where continuous rail links between Mexico, the USA and Canada has helped decrease CO2 emissions while proving popular among shippers, because of its cost efficiency and reliability. Finally, new technology will also change significantly, and sometimes reduce, trade flows. For instance, 3D printing technology will allow production onsite and will diminish the need for transport, especially for replacement parts.

Quotes:
"We need to try and manage changes (to trade patterns), rather than suffer from their consequences.”
Najib Boulif, Deputy Minister of Transport, Ministry of Equipment, Transport and Logistics, Morocco.

“We (in rail) have to deal with many different standards. The basic concept is standardisation.”
Jean-Pierre Loubinoux, Director General UIC.

“Technology development will impact mobility and the use of the different transport modes.”
Najib Boulif, Deputy Minister of Transport, Ministry of Equipment, Transport and Logistics, Morocco.

Related information:
Long Distance Trade (ITF Annual Consultation Day with International Organisations 2015)

Transport and Trade: Connecting Continents Summary of KOTI-ITF Seminar, Seoul, 24 March 2015

International Freight and Related CO2 Emissions by 2050: A New Modelling Tool, ITF, 2014
Transport and International Trade

Land Transport Options between Europe and Asia: Commercial Feasibility Study, US Chamber of Commerce, 2006

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Mohamed Najib Boulif
Deputy Minister of Transport
Ministry of Equipment, Transport and Logistics, Morocco

Prior to becoming Deputy Minister of Transport, Mohamed Najib Boulif was Deputy Minister for General Affairs and Governance from 2012 to 2013. Boulif has been a Deputy in the House of Representatives since 2002, having been re-elected in 2011, where he is Vice President of the Economic Commission and President of the Morocco-Turkey Group. He is a Member of the Parliamentary Assembly for the French-speaking world and a Founding Member of the World Forum for Islamic Parliamentary Representatives. Boulif is also a Member of the Organization for Security and Co-operation in Europe (OSCE) and holds a Doctoral Degree from the University of Paris II.

Uwe Leuschner
Vice-President Business Development East
DB Schenker Rail AG

Uwe Leuschner is Vice-President of Business Development for DB Schenker Rail in the Commonwealth of Independent States of the former Soviet Union (CIS) and Central Asia. He is also General Manager of Railion Russja Services Moscow, a DB Schenker Rail subsidiary and leading European freight provider. From 2011 to 2014 Leuschner was Vice President of DB Schenker Logistics in CIS and Central Asia. He leads the foreign logistics committee of the Russian Chamber of Commerce. Previously, Leuschner was General Manager of REWICO International, which he built from the mid-1990s into a network of medium-sized logistics providers in Eastern Europe, CIS and China.
Jean-Luc di Paola-Galloni is Vice-President, Sustainable Development and External Affairs at Valeo, a global industrial group focused on the design, production and sale of automotive components, integrated systems and modules. Di Paola-Galloni joined Valeo in 2006 as the CEO’s delegate and member of the executive committee. After six years as Vice-Chairman, in 2014 he became acting chairman of European Road Transport Research Advisory Council (ERTRAC) the main automotive technology platform on collaborative research of the EU Commission and its related PPP European Green Vehicle Initiative (EGVI).

Jean-Pierre Loubinoux was appointed Director-General of the International Union of Railways (UIC), the worldwide association representing the rail sector and encompassing 240 railways across all continents, in March 2009. His mandate was renewed at the December 2013 UIC General Assembly in Paris and is set to run until 2015. Prior to joining UIC, has was Chairman and CEO of French railways SNCF International and SNCF Director of International Development from 2001 to 2009, having been appointed Chief Executive of SNCF Freight International in 2001. Before joining the SNCF Freight Department where he successively managed the Coal-Steel Business Unit and the Human Resources, Data Processing and Finance Department, Jean-Pierre Loubinoux held various responsibilities including Director of the SNCF General Delegation in North-America and Chief Executive of French Railways UK Ltd in Britain.

Jaehak Oh is Vice President and Director of National Transport Strategy Planning at the Korea Transport Institute (KOTI). During the last 20 years, he has project managed more than 60 of KOTI’s transport projects. From 2006 to 2011, Oh was the project manager of the national research and development project “Transport Connectivity and Transfer Technology Development.” He has played a key role in innovating transport systems for green growth and formulating infrastructure policies for the Korean government. Since 2009, Oh has been the research project manager for High-Speed Railway (KTX) economic development project which aims to promote regional and urban development through KTX station area development.
Elisif Elvinsdotter is a Swedish TV and radio journalist with broad experience from some of Sweden’s top news and current affairs programmes. She has been the anchor for Sweden’s no. 1 investigative programme, Uppdrag Gransknings, as well as the host of both commercial TV4 and public SVT’s morning show. Since 2009 she has worked as a professional moderator, specialising in transport and business issues. In 2011 she was given an honorary award for “Best moderator” in Sweden. Her clients include EY, VTI and a number of governmental departments and institutions.
The role of transport in sustainable tourism growth

Hall 3, Level +1

Wednesday, May 27, 2015, 11:00 - 12:30

This session explored the role of sustainable transport in sustainable tourism growth. Today, there are over one billion international tourist arrivals worldwide per year, forecast to rise to 1.5 billion per year by 2020. Growth will come especially from developing economies with the increase in disposable incomes of their populations. Transport is an essential component of tourism by definition, providing connections between regions, domestically and internationally, and connecting attractions, accommodation and commercial services at destinations. Tourism is a key element in promoting national and regional economies but it can put pressure on existing transport services and infrastructure. Cities and regions are faced with absorbing seasonal tourist flows while delivering adequate transport network performance.

The location, capacity, efficiency and connectivity of transport can therefore play a significant role in how a destination develops. At the same time the growing number of travellers creates numerous challenges in terms of transport infrastructure and capacity, border crossing, intermodality, information for travellers and inter-operability of technologies with tourism service providers.

This growth will require close coordination between the different sectors involved in the tourism activities. Making public transport easier to use by tourists and encouraging them to walk or cycle more frequently can help to mitigate negative environmental impacts and manage seasonal peaks. However, the environmental impact of long distance transport remains a significant challenge.

The nature of tourism has been evolving lately, moving from simply recreation to “self-fulfilment”. This has an impact on the type of destinations sought and the activities engaged in, often involving more travel. Transport systems and services themselves can be at the heart of tourist activities. This includes sustainable tourism based around walking and cycling. In this context, Switzerland and Germany have become international references for promoting cycling and hiking. This rediscovered form of tourism is growing significantly and shifting tourism from traditional urban locations to natural sites. The promotion of this new form of tourism requires close collaboration between local and regional authorities to provide infrastructure, services and information. Ensuring good linkage (information and physical connections) with traditional transport services for intercity travel is fundamental to encouraging a sustainable and also a pleasant experience.

Travel management companies, especially in the business sector, are trying to bring forward the concept of smart travel in order to reconcile sustainability and customer
satisfaction. This concept includes, for example, trip avoidance through the promotion of video-conferencing solutions or reducing the stress of travelling when not strictly required. It also includes awareness and information provision of sustainable transport solutions in both ends for business travellers.

Quotes:

44% of hikers in Switzerland use public transport to get to their walks (Lukas Stadtherr)

The Swiss are the world champions of federalism but communities do cooperate to co-finance green infrastructure (Lukas Stadtherr) the Germans are the vice-champions of federalism but municipalities are left to finance cycle ways etc. alone, which is not sustainable (Raimund Jennert)

5 million Germans took cycling holidays last year (Raimund Jennert)

There is no alternative to being sustainable (Dirk Glaesser)

And its not just about your carbon footprint
Local engagement in sustainable jobs and safe and environmentally sustainable transport is the key to resilient tourism (Dirk Glaesser)

Transport and tourism are Siamese twins (World Bank representative)

The biggest threat to tourists is death or injury as a result of a road crash (Andrew McKellar FIA)

In looking after road safety for tourists “Kiwis” do things pretty well (Andrew McKellar)

Don’t “educate” tourists to be environmentally responsible, make concrete green business options to be green (Lukas Stadtherr)

Walking is central to all tourism experience (Andrew McKellar)

(Provisional summary)

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**Speaker**

**Martina Eggler**  
Vice President Global Strategic Accounts  
*Carlson Wagonlit Travel*

In her current position, Martina Eggler is responsible for maintaining and growing a portfolio of customers in Germany, Austria, Switzerland and Eastern Europe. She is also press and company speaker for Carlson Wagonlit Germany. Prior to this position, Eggler was Vice President, Strategic Sales and Program Management, Marketing Central and Eastern Europe from 2007 to 2011. She has been a member of the Leadership Team since 2002, when she was made Vice President, Sales and Program Management, Marketing for Germany, Austria and Switzerland. Responsibility for Eastern Europe was added to her role in 2004.

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**Speaker**

**Alain Dupeyras**  
Head of Tourism  
*OECD*

As Head of Tourism at the OECD (Organisation for Economic Co-operation and Development), Alain Dupeyras manages, with the support of governments, the work of the Tourism Committee. The OECD Tourism Committee helps member and partner countries develop policies that address major challenges faced by the industry (e.g. competitiveness, quality jobs and skills, innovation, travel facilitation, taxation), promotes an integrated governmental approach to tourism, contributes to improved measurement and analysis of tourism services (e.g. Tourism Satellite Account, competitiveness, impacts of tourism at regional level), and enhances international co-operation in tourism. Before joining the OECD, Dupeyras held a post at the French bank for the development of small and medium-sized enterprises. He is a visiting professor in tourism policy and tourism economics in various universities, notably Paris I Panthéon Sorbonne in France.

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**Speaker**

**Dirk Glaesser**  
Director of Sustainable Development of Tourism  
*World Tourism Organization (UNWTO)*

Dirk Glaesser is Director for Sustainable Development of Tourism Department at the World Tourism Organization (UNWTO). The department deals with the different challenges and opportunities of tourism development, among them environment and planning, investment and finance, risk and crisis management. He supervises the Consulting Unit on Biodiversity and Tourism of the Organization based in Bonn, Germany. Glaesser won the ITB scientific award for his work on Crisis Management. He is the author of a number of publications which have been widely translated.
Since November 2012, Raimund Jennert has been Deputy National Chairman of the German Cyclist’s Association (Allgemeiner Deutscher Fahrrad-Club (ADFC)), responsible for cycling tourism. He has been active in the association since 1992, particularly in the development of tourism products "Explore Germany by Bicycle", "Cyclenet-Germany" and "ADFC quality cycle routes". Since 2004, Jennert has been chairman of the Sustainable Tourism Committee of the German Tourism Association DTV. Prior to this, Jennert was CEO of the Brandenburg tourist board, developing tourist infrastructure and mechanisms for quality assurance.

Andrew McKellar is the Secretary General for Mobility with the FIA, based in Paris. The FIA is the body representing the world’s leading motoring organisations. It brings together 237 national motoring and sporting organisations from 142 countries. Its member clubs represent more than 60 million individual members and their families. Through the FIA, McKellar is an advocate for the interests of motorists and road users around the world. His key priorities are to promote better access to affordable and sustainable transport solutions and to advance efforts to achieve improved road safety outcomes around the world. Prior to joining the FIA, Andrew was Chief Executive of the Australian Automobile Association.

Since 2003, Lukas Stadtherr has been a co-owner of the company Velobüro and a project management board member of the SwitzerlandMobility Foundation. He is a member of the ECF (European Cyclists’ Federation) EuroVelo Council in Brussels, has managed several tourism projects in Austria, France, Switzerland and the Czech Republic and held keynote presentations in more than 10 European countries as well as overseas. Stadtherr has worked for several years as a director of a company managing projects in town and country planning, traffic planning and tourism.
Axel Threlfall is a lead anchor for Reuters Television, based in London. He also presents special reports for Reuters from events such as the World Economic Forum in Davos. Prior to joining Reuters, he spent four years as one of business news channel CNBC's main presenters in London. Before that, he was a news reporter and editor with The Wall Street Journal in New York and Bloomberg in London. He has also advised businesses and non-government organisations on their dealings with the international media. Threlfall is frequently asked to moderate events for international organisations, including the United Nations and the Organisations for Economic Co-operation and Development (OECD).
Transport Outlook: Scenarios to 2050

Hall 4, Level +1

Wednesday, May 27, 2015, 12:30 - 14:00

In the ITF’s central scenario, international trade represents 50% of global GDP and is expected to increase 350% by 2050. Trade patterns will shift geographically, driven by changes in income distribution, consumption structure and relative productivity. As a result, global freight transport volumes will more than quadruple by 2050. The expected growth will create unprecedented challenges for the transport system and lead to increasing capacity constraints.

This session presented long-term trade and transport scenarios up to 2050 and discussed policy implications of the increased growth. It discussed the future trade and related freight movements, and the policy implications of this growth for transport capacity and CO2 emissions.

Trade and transport scenarios are an important strategic tool to support policy-making in shaping future transport policies. They allow us to analyse how the world could change if we choose different policies and development paths, assessing factors that affect supply and demand for transport. The in-house modelling work at the ITF is characterised by a coherent approach across modes, with the possibility to also carry out more detailed scenario analysis at the regional level.

Growth in emerging economies will continue to outpace growth in advanced economies. World trade will increase by 350% by 2060 with a shift in the centre of gravity towards emerging economies. A growing share of trade will also take place between emerging economies – one third of trade will take place between non-OECD economies by 2060, compared with only 15% today. There will also be a major shift in export specialisation as emerging economies move into higher value-add activities.

Investment in education is crucial for trade and high-skill specialisation over the coming decades. Slower up-skilling in China and India would reduce exports of higher-skill activities such as business services and electronics. Further, trade liberalisation combined with well-designed framework policies can facilitate trade and increase growth.

At the global level, maritime transport is expected to exceed 250 trillion tonne-km by 2050. This increase is driven by changes in product composition but also by growth in the average length of haul resulting from changes in the geographic composition of trade. The expected growth of international freight transport will set unprecedented challenges for the transport system with increasing capacity constraints and CO2 emissions. The traditional trade routes between developed economies will grow relatively slowly, whereas the growth of the trade corridors connecting emerging economies will average 17% annually. By 2050, the transport corridor between the United States and Asia will be subject to the highest flow of
goods in both directions. By 2030, the North Pacific corridor will surpass the North Atlantic as the main freight corridor. Significant growth will also take place in the Indian Ocean and Mediterranean and Caspian Sea corridors.

While accounting for 10% of the total tonne-kilometers, domestic freight transport related to international trade accounts for around 30% of the total trade related CO2 emissions, because of the predominance of road haulage in port hinterland transport. Increasing international trade will set unprecedented challenges for the movement of goods from ports to consumption/production centers.

Infrastructure, transport and logistics require holistic analysis and integrated solutions. Globalised and competitive markets necessitate continued improvements in the quality of the products and price, reinforcing the importance of logistics planning. However, logistics strategies are still absent from public policy in many countries. Most countries still develop transport policies focused on one mode at a time – not in terms of the overall competitiveness, efficiency and sustainability of the logistic system. Only a few, progressive countries monitor their progress and advances in logistics performance.

The main challenge is to align policies related to infrastructure and transport services, to improve logistics competitiveness and to integrate sustainability principles to future transport policies and strategies. For this, collaboration and coordination are needed.

In international air passenger transport, the future growth will depend on the network being able to grow with demand. In a dynamic network scenario, international revenue passenger-kilometers are projected to grow at the annual rate of 5.5% up to 2030 - driven by increasing competition and strong penetration of low-cost carriers for short-haul distances. In a scenario driven by exogenous variables (GDP, population) alone, the growth will be only 2.8%. In the dynamic scenario, CO2 emissions from international air passenger transport will grow by a factor of four, underlining the need to evaluate mitigation strategies.

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José Viegas has been Secretary-General of the International Transport Forum at the OECD since August 2012. A Portuguese national, Mr. Viegas has had a distinguished career in academia and in the private sector before joining the Forum as its chief executive. A full Professor of Transport at the Technical University of Lisbon, he served as Director of MIT-Portugal’s Transport Systems focus area and founded TRANSPORTNET, a group of eight European University Research Groups in Transport Systems. As chairman of TIS.pt consultants he successfully advised governments and international institutions including the World Bank and the European Commission on a number of high-profile policy initiatives and transport projects.

Gordon Wilmsmeier is an Economic Affairs Officer in the Infrastructure Services Unit at the Economic Commission for Latin America and the Caribbean. Previously he worked at UK’s Edinburgh Napier University’s Transport Research Institute (TRI). Wilmsmeier is an internationally recognised expert in the geography of maritime transport, port development and inland shipping issues with particular interests in shipping networks, competition, transport costs and energy efficiency. Wilmsmeier is honorary professor for Maritime Geography at the University of Applied Sciences in Bremen, Germany and visiting lecturer at Göteborg University, Sweden and Universidad Nacional de San Martin, Argentina.

Vincent Benezech is a Transport Analyst at the International Transport Forum. A member of the Research Unit, his main responsibilities concern the modeling framework for the production of the ITF forecasts. He previously worked as an economist at Réseau Ferré de France, the French railway infrastructure manager. He holds a Doctoral Degree from the Ecole des Ponts ParisTech, France, where he still teaches, and a Master’s Degree from the University of Oxford, UK. Benezech has published several research papers on topics including transport modeling, transport economics and public transport quality of service.
Luis Martinez is a Transport Analyst at the International Transport Forum’s Research Unit. He has been an Assistant Professor with the Civil Engineer Department, Instituto Superior Técnico, Portugal since 2011 and currently directs a number of doctoral dissertations under the MIT-Portugal programme in the transportation stream. Martinez has been a reviewer for several international journals in the field of transportation science and is the author of research papers on topics including transport modelling, transport economics and public transport design optimisation and simulation. Since 2004 he has been a researcher with CESUR (Center for Urban and Regional Systems). He was awarded a Doctoral Degree in Transportation from the Instituto Superior Técnico in 2010.

Eduardo Olaberría is an Economist at the Organisation for Economic Co-operation and Development (OECD) Economics Department. Before joining the OECD in 2012, he was the Head of the International Economic Analysis Unit of the Central Bank of Chile. He has also been a consultant for the World Bank and the Inter-American Development Bank. His fields of specialisation are international macroeconomics and finance, trade, fiscal policy and economic growth. He holds a Doctoral Degree in economics from the University of Maryland at College Park, USA.

Jari Kauppila works as a Senior Economist at the International Transport Forum (ITF). At the ITF he leads the team responsible for the ITF Transport Outlook and statistics. Prior joining the ITF in 2007, he spent eight years as an economist with the Ministry of Transport and Communications Finland. Besides his duties at the ITF, he is an Adjunct Professor in Transport Economics for Operations and Supply Chain Management at the Turku School of Economics in Finland.
Transport, Trade and Tourism: Mobility for a connected world

Hall 1, Level +1

Wednesday, May 27, 2015, 14:00 - 16:00

Trade and tourism are central to globalised economies; they are important engines of economic growth and underpin international economic and political cooperation. Globalisation can be an important factor in poverty alleviation. To deliver these benefits, trade and tourism are dependent on efficient and reliable transport systems. The efficient operation of these transport systems directly reduces trade costs and opens up new opportunities for tourism. Reduced transport costs, in turn, also have important knock-on impacts on the allocative efficiency of the global economy.

While these second-hand impacts are certain and can be measured, it is another thing altogether to accurately predict over the long term where and how these changes will lead to shifts in global trade patterns and changes in tourism flows. Currently, the world is witnessing a shift in the centre of economic gravity towards emerging economies in Asia and Africa. This shift accompanies changes in demographics, changes in comparative advantages amongst countries and reduced transport costs. In the future, new players may emerge and changes in both production and consumption patterns will follow. Governments must both anticipate and future-proof infrastructure investments that may otherwise be vulnerable to these changes.

One key challenge discussed was how authorities and the private sector can enable infrastructure to flexibly adapt to changes in demand. One key answer lies in the digitalization surrounding transport services and activity. Digitalisation provides enormous opportunities for enhancing the capacity, safety and efficiency of existing transport infrastructure, and for providing better transport services for tourists, traders, and users of urban networks.

Another important issue that arose is to address the mismatch between a move to negotiate a global trade framework under the World Trade Organisation and the continued persistence of bi-lateral agreements for air access rights. Increasingly goods can flow freely across borders but some air services continue to be blocked by quantitative slot and market access restrictions. This situation impedes trade just as it stunts the potential for tourism growth.

Panelists also pointed out the difficult but necessary balance between environmental protection and requirements for economic development and trade facilitation. Here, there is a need for international principles that ensure that increased trade leads not to a race to the bottom, but rather to a healthy competition amongst sustainable outcomes.
On the matter of innovation, the role of government procurement policy was stressed as a necessary catalyst for the development of emerging technologies and services. This strategy could equally be extended to the way in which governments organise their own logistics requirements as this is a sector that holds much promise as innovative services scale up.

Transport authorities will face different challenges in different contexts and there will be a need to develop and maintain skills to manage large-scale projects, cope with future uncertainty and build trust in government action. Whether seeking to develop transcontinental transport corridors between China and Europe, rapidly scale up road construction in India or develop major transport projects like the new Mexico City International airport, transparency in project design, financing and management will be essential to ensure the buy-in of citizens.

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Keynote

Pravin Krishna  
Professor of International Economics and Business  
Johns Hopkins University, USA

Pravin Krishna is Chung Ju Yung Distinguished Professor of International Economics and Business at Johns Hopkins University, USA (School of Advanced International Studies and Department of Economics), Visiting Senior Research Scholar and Deputy Director of the Raj Center for Indian Economic Policy at Columbia University, USA, and Research Associate at the National Bureau of Economic Research (NBER). Krishna’s fields of research interest are international economics, political economy and development. He has published articles in a number of scholarly journals including the American Economic Review, Journal of Political Economy, the Quarterly Journal of Economics, the Journal of International Economics and the Journal of Development Economics. He is the author of Trade Blocs: Economics and Politics (Cambridge University Press, 2005).
**Speaker**

**Simon Bridges**
Minister of Transport  
New Zealand

Simon Bridges is New Zealand's Minister of Transport and Minister of Energy and Resources. He is Associate Minister for Climate Change Issues and Associate Minister of Justice. Bridges represents the electorate of Tauranga and is Deputy Leader of the House in the current government. Prior to standing for Parliament and election in 2008, Bridges worked as a Senior Crown Prosecutor. Since election, he has been a member of the Law and Order Select Committee, the Auckland Governance Select Committee, and the Maori Affairs Select Committee.

**Speaker**

**Alexander Dobrindt**
Federal Minister of Transport and Digital Infrastructure  
Germany

Alexander Dobrindt has been the Federal Minister of Transport and Digital Infrastructure since December 2013. Previously, he was the Executive Secretary of the Christian Social Union (CSU) of Bavaria from 2009. He has been a Member of the German National Parliament (Bundestag) since 2002 where he was Deputy Chairman of the Bundestag Committee on Economic and Labour Affairs from 2005 to 2005. From 2005 to 2008 he was Economic Policy Spokesman of the CSU Parliamentary Group and from November 2008 to February 2009 Chairman of the Education and Research Working Group of the CDU/CSU Parliamentary Group.

**Speaker**

**Anna Johansson**
Minister for Infrastructure  
Sweden

Anna Johansson has been Minister for Infrastructure in the Swedish Government since 2014. She is chairman of the Social Democrats in Gothenburg Municipality, deputy member of the executive board of the Social Democrats and was deputy municipal commissioner in Gothenburg Municipality from 2009 to 2014. Johansson was elected to the Swedish Riksdag (parliament) in the 2014 general election.
Maksim Sokolov was appointed Russia's Minister of Transport in May 2012, having been Director of the Government Department of Industry and Infrastructure since 2009. Prior to this, he was a Member of the Saint Petersburg Government and Chairman of the Committee for Economic Development, Industrial Policy and Trade. From 2004 to 2009, Sokolov was Chairman of the Committee for Investment and Strategic Projects for the city of Saint Petersburg. From 1999 to 2004 he was Director-General of Corporation S., and from 1992 to 1999, Director-General of Rossiya. Previously, Sokolov was a Lecturer at the Economics Department of Saint Petersburg State University.

Warren Truss has been Australia’s Deputy Prime Minister and Minister for Infrastructure and Regional Development since 2013. From 2006 to 2007, Truss served as Minister for Trade, having been Minister for Transport and Regional Services from 2005 to 2006. He has repeatedly been the elected representative for Wide Bay, Queensland since 1990.

Yuriria Mascott Pérez has been Mexico’s Undersecretary of Transportation since 2014. Prior to this appointment, Mascott Pérez has been General Director of the Mexican Postal Service, Sepomex, since December 2012. She has extensive experience in the transport and communications sector, having held various positions since 1995, including at the Federal Commission of Electricity.
Speaker

Dai Dongchang
CPC Leadership Member of the Ministry of Transport
China

Dai Dongchang is a Communist Party of China (CPC) Leadership Member of the Ministry of Transport with responsibility for transport planning. Between 2009 and 2014, Dongchang was Chief Planner of the Ministry of Transport, having been Director-General of the Department of Highway of the Ministry from 2007 to 2009. Prior to this, he was President and Deputy Party Secretary of the Research Institute of Highway. Dai Dongchang has over 23 years of professional experience with various institutes, including the Ministry of Communications and the World Bank Resident Mission in China.

Speaker

Angel Gurría
Secretary-General
OECD

Angel Gurría is the Secretary-General of the OECD since June 2006. He was re-appointed to a second mandate in September 2010. As OECD Secretary-General, he has reinforced the OECD’s role as a “hub” for global dialogue and debate on economic policy issues while pursuing internal modernisation and reform. Gurría is a Mexican national and came to the OECD following a distinguished career in public service in his country, including positions as Minister of Foreign Affairs and Minister of Finance and Public Credit in the 1990s. Gurría holds a Bachelor of Arts Degree in Economics from UNAM (Mexico) and a Master of Arts Degree in Economics from Leeds University (United Kingdom).

Speaker

José Viegas
Secretary-General
International Transport Forum

José Viegas has been Secretary-General of the International Transport Forum at the OECD since August 2012. A Portuguese national, Mr. Viegas has had a distinguished career in academia and in the private sector before joining the Forum as its chief executive. A full Professor of Transport at the Technical University of Lisbon, he served as Director of MIT-Portugal’s Transport Systems focus area and founded TRANSPORTNET, a group of eight European University Research Groups in Transport Systems. As chairman of TIS.pt consultants he successfully advised governments and international institutions including the World Bank and the European Commission on a number of high-profile policy initiatives and transport projects.
Yi Xiaozhun has extensive experience in world trade and economics, both as a senior government official and subsequently as China's ambassador to the World Trade Organization (WTO). He represented China as a key negotiator in China’s WTO accession process, making an important contribution to the negotiations. Prior to becoming China’s ambassador to the WTO in 2011, Yi was Assistant Minister and subsequently China’s Vice Minister of Commerce in charge of multilateral and regional trade negotiations and co-operation. He played a leading role in negotiating numerous free trade agreements (FTAs), including the China-ASEAN agreement, China’s first FTA. He also worked as a diplomat at the Chinese Embassy in the United States for more than four years from the late 1980s to the early 1990s.

Dr. Melinda Crane is Chief Political Correspondent at Deutsche Welle-TV and hosts the talk shows "Quadriga" and "People and Politics" She was Senior Producer of "Global Players" on CNBC. She has moderated a wide variety of podium discussions and conferences for public organisations and private sector clients. Among her areas of expertise are transatlantic politics; women, family education issues; climate and environment; business and economics; new media and the internet. Dr. Crane holds a Juris Doctorate from Harvard Law School and a PhD in political economy from the Fletscher School of Law and Diplomacy.
New trade patterns: The implications for maritime transport

Hall 2, Level +1

Wednesday, May 27, 2015, 16:45 - 18:15

There is an evident link between trade patterns and maritime transport, considering that the lion’s share of trade flows are transported by sea. This session focused on identifying new trends in trade and outlining their possible implications for maritime transport.

Past decades have seen waves of outsourcing of manufacturing activity on a global scale that has led to unprecedented growth in maritime transport. However these times are over; we can no longer expect container trade to GDP-multipliers of two to three, according to Jakob Bomholt, Chief Commercial Officer of APM Terminals, who predicts average annual growth rates of 3-4% for the container trade in the coming years, which still provides very decent growth when compared to many other economic sectors.

Expansion in Asia continues to determine global trade patterns, with intra-Asia containerised cargo flows now being more substantial than Asia-Europe and Asia-US flows together. China is no longer just an export market, but has now also developed into a consumption market. Near-sourcing could to some extent change trade flows.

One of the determining factors of the shipping industry is the drive to reduce costs by increasing ship size. Scale has become the game, according to Ron Widdows, Chairman of the World Shipping Council. This has various ramifications for landside infrastructure and for the shipping sector itself. Alliances in shipping have allowed smaller players to remain in the game and also reap economies of scale, but these have led to increased complexity. The next frontier of economies of scale could be on the landside, according to Widdows, where more cooperation or consolidation might be needed, but competition regulation might sometimes need to be reformed to make this possible.

Maritime transport will see more technological advances in the years to come. There is a potential for using more big data analysis in maritime transport and increasing data exchange could reduce some of the current supply chain system inefficiencies. Most of the large world ports are currently engaged in major investments and expansions, all generally becoming greener and more automated.

Ongoing and planned large infrastructure projects, such as the expansion of the Panama Canal, could change trade patterns and facilitate trade. Many initiatives, including the China Maritime Silk Route, could have important ramifications, but these are difficult to predict. Some countries are still constrained in their trade capacity by lacking infrastructure; investments in ports and hinterland infrastructure have the potential to unlock economic growth.
All these developments underline the need for continuous reforms. One of these reforms is in liberalisation of coastal shipping, a reform that Australia is currently undertaking, as outlined by Deputy Prime Minister Warren Truss of Australia. The aim of this reform is to stimulate coastal shipping by opening it up to foreign flagged ships, under certain conditions. But reforms could also be taken at a regional level, as Deputy Minister Chikunga of South Africa points out, referring to the Integrated Maritime Strategy 2050 as agreed by the African heads of state, which includes measures to build up an African maritime sector.

Success often comes at a cost – complacency, observes Andrew Tan, Chief Executive of the Maritime and Port Authority (MPA) of Singapore; players will have to ask themselves what role they would like to play as new trade routes open up and how to play to their strengths. This could mean the development of hub functions, but also the creation of maritime clusters drawing on other sectors in the economy, like banking, insurance and arbitration.

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Speaker

Warren Truss
Deputy Prime Minister
Australia

Warren Truss has been Australia’s Deputy Prime Minister and Minister for Infrastructure and Regional Development since 2013. From 2006 to 2007, Truss served as Minister for Trade, having been Minister for Transport and Regional Services from 2005 to 2006. He has repeatedly been the elected representative for Wide Bay, Queensland since 1990.
Lydia Sindisiwe Chikunga is South Africa’s Deputy Minister of Transport and a member of the African National Congress party. Her priority areas of responsibilities broadly involve transport safety and security in the aviation, maritime, rail and road safety disciplines, transformation and women empowerment. She has been a member of parliament since 2004, serving as whip from 2007 to 2009. Sindisiwe Chikunga was the Chairperson of the Portfolio Committee on Police from 2009 to 2012. She has also served as a Member of the Portfolio Committee on Housing.

Jakob Bomholt joined APM Terminals in April 2015 as Chief Commercial Officer, with responsibility to lead the company’s global growth in the commercial sector throughout the APM Terminals Global Terminal Network of port facilities and Inland Services. APM’s Global Terminal Network has 20 600 employees on five continents which includes 64 operating port and terminal facilities in 39 countries. Prior to joining APM, Bomholt was the CEO of Maersk Group’s Seago Line. Beginning his professional career as a Management Trainee with the Maersk Group in 1995, Bomholt has also held the positions of Managing Director of Maersk Line Brazil; Head of Yield Management and Pricing at the Maersk Line headquarters in Copenhagen; Managing Director of the Scandinavian Division of the former Maersk Line subsidiary Norfolkline in Gothenburg, Sweden; and General Manager of Maersk Industries, with the Maersk Group in Copenhagen.

Andrew Tan was appointed Chief Executive of the Maritime and Port Authority (MPA) of Singapore since January 2014. Prior to joining MPA, Tan was Deputy Secretary in Singapore’s Ministry of Transport and was Chief Executive Officer of the National Environment Agency (NEA) from 2009 to 2013. From 2002 to 2004 he was Principal Private Secretary to Minister Mentor Lee Kuan Yew, and subsequently held senior appointments in the Foreign Affairs Ministry and Environment and Water Resources Ministry before joining NEA. He was Founding Director of the Centre for Liveable Cities from 2008 to 2010 and remains a Fellow. Tan joined the Singapore Administrative Service in 1991.
Ronald Widdows has served as Chairman of the World Shipping Council since 2008. His 40-plus year career has been primarily in the container shipping sector with responsibilities that included: global container shipping, end-to-end supply chain management, marine terminal operations, international and domestic intermodal rail operations, and alliance/consortium agreement management. He is the Principal of Ronald Dean Widdows and Associates Pte Ltd. which provides consulting and advisory services covering the maritime industry with particular focus on liner shipping and related businesses. Widdows is the former Group President and CEO of Neptune Orient Lines, the parent of APL. He also held the position of CEO, Rickmers Holding from 2012 to 2014. He is a former Chairman of the Transpacific Stabilization Agreement – a research and discussion group of major container shipping lines offering ocean and inland transportation, logistics and supply chain services from Asia to the US.

Pat Cox has been President of the European Parliament Former Members’ Association (2010-2014), President of the European Movement International (2005-2011), a former President of the European Parliament (2002-2004), and Member of the European Parliament (1989-2004). Between 1998 and 2002 he was President of the European Liberal Democrat and Reform Party (ELDR) Group European Parliament. Prior to this Cox was a current affairs television broadcaster for RTE, Ireland’s national broadcaster, from 1982 to 1986 and Secretary General Progressive Democrat Party (Ireland) between 1986 and 1989.
Transport for tourists and travellers: Improving the user experience

Hall 3, Level +1

Wednesday, May 27, 2015, 16:45 - 18:15

Persons with disabilities form 15 per cent of the world population. Making transportation accessible for travelers and tourists with disabilities offers a tremendous opportunity to create inclusive and prosperous societies. We need to shift our collective mindset to appreciate accessible transportation not as a matter of charity or additional expense, but as a necessary and smart investment in infrastructure and community development. Attention to accessibility as an afterthought has proven much more expensive than ensuring that all abilities are accommodated in initial design. But even where retrofitting is needed, the returns on the investment will be easily seen.

The challenge for the City of Helsinki is to create more capacity for people going to work and for recreational activities and to continue improving the user experience for the steadily increasing number of visitors. Helsinki is tackling the challenge by investing in public transport and a rail-based core network, cycling and walking and by adding intelligence and developing unified passenger information to transport chains. The City of Helsinki aspires to reinvent the concept of local transport. Instead of building new infrastructure, Helsinki focuses on the transit itself, a concept dubbed “Mobility as a Service” (MaaS). The basic idea is to create a platform for various companies offering transport services.

By making public information easily available, cities can facilitate the generation of new user-oriented ideas and services; mobility serves as an example. By combining investments into the public transport system and real-time traffic information, cities have the opportunity of becoming world leaders in sustainable and smart mobility.

The number of older healthy people is increasing exponentially. The nature of older people is changing; the retired traveller ‘may’ well be older in the next decade because of the need or wish to remain in the workforce longer. At the heart of travel is health, participation and security – the three pillars of active ageing which speaks to optimising the capacity (and therefore the ability) of a person to venture forth and travel. Industry seriously underestimates the market opportunities that encapsulate “older people” that can potentially travel. Equally, most industry still views older people as a cohort with serious physical and mental impairments, which is just not the case. Industry needs to be part of the conversation about the new generations of older people, their capabilities, capacities and decision making ability.

Information systems are developing faster than most people can keep up with so as a baseline one must understand what information is required by (all) travellers so that they can make tourist-based decisions. Moving from information systems to modes and methods
of communication is essential, because it is often the nature and speed of communication that impacts a person’s ability to make or be part of decisions.

Over half of the world’s population lives in urban centers. Today, there are 28 Megacities of 10 million or more people. By 2030, this will increase to 41 megacities placing a huge strain on an already aging infrastructure. Governments are presented with the challenge of tapping into Big Data and the Internet of Things to engineer systems for smart cities to address the individual, economic and environmental challenges of urbanization worldwide. Technology and regulation must evolve in parallel. Understanding population movement is critical to understanding how to solve urban mobility challenges.

The use of anonymized and aggregated data, which is readily available from mobile phone networks and connected cars, could help fulfil this aim. Technology can help solve urbanisation problems in cities and improve mobility for millions of people without compromising personal data or user privacy. The use of Big Data will drive the personalization. Personalization means simplicity. Both millennials and aged people should receive relevant info in a simple intuitive way. The consumer is more conscious about the risks of sharing data. They decide if the benefit of sharing data is bigger than the risk. Providers need to prove the relevance of the enhanced service they offer by accessing new data of the traveler.

Quotes:

“In today’s world, in the very digitalized world, what happens is that people want to be together. The feeling of community is increasing in the society”. Jussi Pajunen

“The most important thing is the need for mobility and not the means of transportation”. Jussi Pajunen

“Ageing is the largest growing business in the world”. Jane Barratt

“An effective transportation system is a bridge to inclusion”, Jane Barratt

“I like to think about a transportation system as enabling. If a person with a functional impairment is enabled to have a journey from point A to point B, doesn’t that give them some sense of worthiness and being part of community”? Jane Barratt

“Yes, there is a lot of information that everyone is getting these days; the important matter is the relevance of this information…and this brings us to personalization”. Luis Maroto.

“We don’t believe in innovation that is coming from scratch”. Luis Maroto.

“We are seeing a revolution by suddenly having this massive amount of information that can really transform how cities and government agencies operate”. Scott Sedlik
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Speaker

Luis Maroto
President and CEO
Amadeus, Spain

Luis Maroto has been President and CEO of Amadeus since January 2011. He joined Amadeus in 1999 as Director of Marketing and Finance. In 2003, he was promoted to Chief Financial Officer (CFO) and Vice President Finance. Prior to joining Amadeus, Maroto held several management positions at the Bertelsmann Group, in the areas of marketing and business planning, and finance. Maroto holds a Master’s Degree in Business Administration and has a postgraduate qualification from Harvard Business School and Stanford, USA.

Speaker

Scott Sedlik
General Manager, Europe, Middle East and Africa
INRIX, Inc.

Scott Sedlik is the General Manager of INRIX in Europe. Based in Munich, he leads company strategy and sales efforts for Europe, the Middle East and Africa (EMEA). Since joining the company in 2005, Sedlik has held numerous executive roles at INRIX that includes leading market and product planning for the company’s connected car and smart cities initiatives worldwide as well as global marketing. Previously, he was Vice President of Products and Marketing at BSQUARE from 2001 to 2004 and held executive positions at other early stage technology companies including InfoMove and Corbis. Sedlik's domain expertise includes automotive telematics, mobile apps, Software as a Service (SaaS), Big Data and e-commerce. He has a successful track record of building leadership positions with public and startup companies in emerging markets from early-stage to international presence.
Jussi Pajunen is in his second seven year term as Mayor of Helsinki. Prior to this he held numerous municipal positions including as a member of the City Council, a member of the City Board and Chairman of the City Board. With 40,000 employees, the City of Helsinki is the biggest employer in Finland with a 4.4 billion euro budget. Under his leadership, Helsinki has been developed as a global business hub and centre of knowledge, basing its attractiveness on being Fun and Functional. Under the theme “Open Helsinki”, the city is aiming to become a global leader in openness, citizen participation and smart city development. Pajunen was personally involved in Helsinki’s successful bid to become World Design Capital in 2012.

Jane Barratt is Secretary General of the International Federation on Ageing (IFA) comprising government, industry, academia and non-governmental members in 62 countries and representing some 50 million older people. Barratt has direct responsibility for the IFAs global operational performance, quality and strategic implementation and business development including representation at the UN and relations with the Ageing and Life Course Department of the World Health Organization (WHO). She is a member of the Executive Committee for the WHO global network of age-friendly cities and communities which is responsible for setting the global strategic direction.

Daniela Bas has been Director of the Division for Social Policy and Development at the United Nations Department of Economic and Social Affairs (DSPD/UNDESA) since 2011. As a specialist in international politics, human rights and social development, Bas served as a senior human rights consultant designated by the Italian Ministry of Foreign Affairs. She has also provided her expertise on anti-discrimination issues at the Council of Ministers. Bas has worked for close to 10 years for the UN as a Professional Officer in social development and human rights.
Elisif Elvinsdotter
Moderator
TV and Radio Journalist for Sweden’s public broadcaster

Elisif Elvinsdotter is a Swedish TV and radio journalist with broad experience from some of Sweden’s top news and current affairs programmes. She has been the anchor for Sweden’s no. 1 investigative programme, Uppdrag Gransknings, as well as the host of both commercial TV4 and public SVT’s morning show. Since 2009 she has worked as a professional moderator, specialising in transport and business issues. In 2011 she was given an honorary award for “Best moderator” in Sweden. Her clients include EY, VTI and a number of governmental departments and institutions.
Aviation in a world of evolving supply chains

Hall 2, Level +1
Thursday, May 28, 2015, 09:00 - 10:30

This session explored the role of air cargo in global trade. It addressed issues such as modal competition, making supply chains more fluid and efficient and the need for policies that are both socially acceptable and economically efficient.

Air cargo plays a very important role in global trade, being responsible for 35 percent of the value of world trade. London’s Heathrow airport, which is not considered a global cargo hub, handles more value that the ports in the London area. In Germany alone, air freight has a market share of 30 percent representing two percent of tonnage. A ton of air freight is worth on average €70,000, compared to between €1,200 and €3,000 for surface and marine freight. Germany is also home to two major air cargo express hubs, DHL here in Leipzig and UPS in Cologne, in addition to Lufthansa’s global hub in Frankfurt. However, Germany is facing competition, both from within Europe and from emerging and developing markets in Asia so it needs to create the right policy landscape to ensure Germany maintains its competitive position.

Globally, the air cargo industry very dynamic and the outlook is looking increasingly positive. The world’s economy is starting to pick-up again, as is global trade, which should buoy air cargo. In addition, the emerging middle class in China will drive the need for more consumer goods and more e-commerce, two factors that should help support air cargo growth. Even 3-D printing could support air cargo growth, because the manufacturing and distribution of those printers could make extensive use of air freight. As air freight relies on high value and time sensitive products and the consumption of those are on the rise, the prospects for air cargo are increasingly positive as the emerging middle class is increasingly present in the e-commerce marketplace. However, air cargo could be negatively affected by manufacturers who are
increasingly turning to near-shoring and a number of new protectionist barriers, be it quotas, tariffs or questionable requirements, that could impede global trade.

On intermodal competition, air cargo competes for service rather than volume. It enables supply chains to shrink the time component of travel. A good example for this was the Formula 1 races where cars are shipped from one race to another on freighters. No other mode would be able to sustain the 20-odd global race calendar in the same way air freight does. However, the maritime mode is significantly more liberalised on international trade lanes than air transport is and the liberalisation of air cargo is often a tied-in to the air passenger transport market, despite the fact that these are completely different markets. To that point, there has been discussion at the International Civil Aviation Organisation (ICAO) on adopting fast-track for air cargo liberalisation and we have seen some air services agreement be more liberalised for air freight, however work continues to be needed on that front.

Air cargo is dependent on having infrastructure that is responsive to its needs. This means having sufficient cargo apron areas, warehouses, the right loading equipment and qualified personnel. In addition, the air express business being articulated around night operations, it requires airports that do not have night-time curfews and liberal traffic rights to be able to build an economically sustainable network. Liberalisation should also be framed beyond the question of air traffic rights to also include ownership nationality requirements and the right to self-handle, which is particularly important to freighter operators.

Air cargo is also about intermodal supply chains. Since air cargo can’t walk off a plane, when thinking of an aviation supply chain we must also consider the road component of it. So the supply chain really needs to be examined from the shipper to the consigned include all intermediate stakeholders, including the air freight component.

However, despite flying on the most technologically advanced vehicles, air cargo remains challenged in moving to fully electronic documentation. Air cargo can
require up to 30 paper documents in order to fly and despite industry’s best efforts, over three-quarters of air freight today does not fly paperless.

One challenge with air cargo is increasingly its visibility so that governments and the civil society understand fully the contribution it makes to the economy. Raising such awareness can help air cargo gain increased social acceptability and help air cargo hubs to remain competitive. In that respect, there is a need to better communicate the role air cargo plays in the economy and shift the focus from speed to self-promotion.

Finally, all panellists agreed that air cargo needs to be more visible and encouraged the International Transport Forum to conduct more activities that can help raise and improve the sector’s visibility.

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**Speaker**

**Dorothee Bär**
Parliamentary State Secretary, Federal Ministry of Transport and Digital Infrastructure
Germany

Dorothee Bär was appointed Parliamentary State Secretary at the Federal Ministry of Transport and Digital Infrastructure in December 2013. Her responsibilities include being Federal Government Coordinator for Freight Transport and Logistics since January 2014. Prior to this, Bär was Deputy Secretary-General of the Christian Social Union of Bavaria (CSU) from 2009 to 2013. Since 2011, she was been Chair of CSUnet, having previously been Chair of the CSU Internet Council. Bär has been a member of the German parliament (Bundestag) since 2002.
James R. Billing is the leader of Boeing Commercial Airplanes’ Airline Market Analysis Group. His team is responsible for providing Boeing’s market outlook for the future of air transportation and the demand for commercial jet airplanes. The Market Analysis team consists of experts from a variety of fields including economics, airline strategy, network development, fleet planning, air cargo, aviation infrastructure, product development, and aftermarket services. Each year, Market Analysis publishes Boeing’s “Current Market Outlook”, a forecast of the future of air transportation developments, including an assessment of key industry trends, traffic growth, fleet development, and airplane delivery requirements. The group also prepares the biennial Boeing “World Air Cargo Forecast” which focuses on the future of the air cargo industry, provides a forecast of air cargo growth and the freighter fleet.

Glyn Hughes has overall responsibility to ensure the International Air Transport Association (IATA) delivers on the agenda agreed by the Cargo Committee to support the Air Cargo industry. Priority areas include safety, security, quality, special cargoes, operations, modernisation and industry sustainability. He became IATA’s Global Head of Cargo in June 2014, having joined IATA in 1991. He previously headed the IATA Cargo Agency and Cargo Accounts Settlement System (CASS) programs growing the CASS network to cover more than 80 operations in over 75 countries processing more than 18 million airway bills with a combined settlement value in excess of USD 30 billion. Hughes has been involved in air cargo for over 30 years, having started his career with British Caledonian in the UK.

Since 2008 Vladimir Zubkov has been Vice President of Volga-Dnepr Group of Companies, responsible for relations with international organisations and governments. His role involves maintaining relations with International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Airports Council International (ACI), International Air Cargo Association (TIACA) and UN. He led a multi-disciplinary team in the introduction of paperless environment for cargo transportation (e-freight and e-AWB) in Russia, bringing this to a successful conclusion in May 2012. He has also worked with Asia-Pacific Economic Cooperation (APEC) on development of e-commerce in the transportation sector. In 2011, Zubkov was listed in the Top 1 000 Russian managers.
Al Bedran was appointed Europe Region Transportation District Manager in 2013, having been Corporate Transportation Manager since 2010. Prior to this, in the US, since 2006 he has been Alabama District manager, then Kansas District Manager following various assignments. Bedran began his UPS career in 1979 as a part-time package handler in the North Florida District, USA. Following numerous district assignments he was promoted to Jacksonville Hub Sort manager in 1990. He completed a special assignment in Atlanta in the Corporate Hub and Feeder function before being named Central Florida District Hub Division manager in 1993.

Axel Threlfall is a lead anchor for Reuters Television, based in London. He also presents special reports for Reuters from events such as the World Economic Forum in Davos. Prior to joining Reuters, he spent four years as one of business news channel CNBC's main presenters in London. Before that, he was a news reporter and editor with The Wall Street Journal in New York and Bloomberg in London. He has also advised businesses and non-government organisations on their dealings with the international media. Threlfall is frequently asked to moderate events for international organisations, including the United Nations and the Organisations for Economic Co-operation and Development (OECD).
Jim Athanasiou, General Manager - Business Improvement, The St. Lawrence Seaway Management Corporation (SLSMC)

Manually securing cargo ships in locks with steel mooring lines is time consuming, labour intensive and potentially dangerous if a cable breaks. The St. Lawrence Seaway Management Corporation (SLSMC) in concert with its supplier, Cavotec, developed the first ever hands-free mooring solution for locks.

The SLSMC operates the Canadian sections of the St. Lawrence Seaway, a waterway that has 16 high-lift locks, 14 within the Canadian portion and two within the US portion. Transiting each lock traditionally requires using heavy steel mooring lines to tie up a ship to a series of bollards on the lock wall.

The SLSMC, together with its supplier Cavotec, developed an innovative solution to modernise lock transits. The Hands-Free Mooring (HFM) system employs vacuum pads mounted on vertical rails to secure the vessel during the lockage process, tracking the vessel as it is raised or lowered, while keeping it at a fixed distance from the lock wall. “Sometimes innovation is taking an application from one field and applying it in a completely different context” pointed out Jim Athanasiou, General Manager-Business Improvement for the St. Lawrence Seaway Management Corporation. The innovative application of the HFM system has led to concomitant innovations in vessel guidance into the locks and novel construction techniques to rapidly install the HFM system without disrupting services.

Quotes:

“The key to innovation is people”

“To drive innovation, you need room to breathe”

Hans Arby, CEO, UbiGo

UbiGo is a fully integrated mobility service for everyday travel. It aims to make everyday life easier for urban households and foster sustainable cities by offering a simple, flexible, reliable and affordable service as an alternative to car ownership. The service works like a flexible mobile phone subscription but for the use of mobility services rather than for data or calls. UbiGo combines public transport, car-sharing, rental car service, taxi and a bicycle
system – all in one smartphone app, all on one invoice, with support and incentives for sustainable transport choices. UbiGo leverages its procurement power to purchase services in volume, repackage and then deliver these in combined packages to subscribers. In this respect, UbiGo’s business model mimics other recent innovative service delivery platforms like Spotify’s for music.

The UbiGo service has been developed and tested in Gothenburg, Sweden’s second largest city. For half a year, 70 paying households used UbiGo. During the Living Lab period, over 12,000 transactions (day tickets, car or taxi reservations etc.) were made. The evaluation - based on surveys, interviews, travel diaries, focus groups and usage - was positive. None of the participating households stopped using the service and a clear majority wants to stay on as customers, their main reason being convenience. In terms of suppliers, however, UbiGo has faced difficulties negotiating reselling rights from public transport operators and this situation, left unchanged, will hobble efforts to move towards the more comprehensive roll-out of mobility as a service.

The business model is scalable and franchiseable. The test run not only targeted households, but businesses as well. “A service like UbiGo acts as ‘grease’ between the ambitions of large cities to limit the use of car and the need of households and companies to manage everyday life,” said Hans Arby, CEO of UbiGo. “UbiGo works it focusses on providing a better service than private car ownership can offer, not on convincing people cars are bad.”

Quotes:

“To change behaviors, you may use carrots and sticks but also grease to make it easier for the people to do the right thing”

“we need to repackage public transport”

“UbiGo is the ‘Spotify’ of mobility services”

Sarah Hunter, Head of Public Policy, Google [x]

Transport provides freedom, quality of life and opportunities and this explains the popularity and enduring attraction of cars. However, our relationship with cars is not without costs and environmental impacts. A car-focused lifestyle also results in significant and unacceptable loss of life and crippling injuries. Faced with this dual challenge, Google, as a technology company has been keen to see what scope there is for reducing environmental impacts and improving safety outcomes via the application of cutting edge technology.

Google’s approach has not been to minimise the potential for drivers to commit errors but rather to remove this possibility completely by obviating the need for drivers in a new
generation of fully self-driving cars. The development of the Google self-driving car has focused on prototyping models developed with established automotive OEM companies and then intensely testing these in real-world conditions.

Various models of these vehicles have been in operation for years and have been collecting valuable data. These tests have, and continue to, reinforce the proof of concept from a technical standpoint. Perhaps as important have been the changes that these vehicles portend for making life easier and more convenient for people. The receptiveness of people that have experienced these self-driving vehicles has been extremely positive and underscores the potential for these to offer freedom and improved quality of life. These tests show that the self-driving technology has the potential to be transformative – just as certain other technologies being trialled by Google [x], including unmanned automated flying vehicles for urban goods delivery.

Quotes:

“The Hollywood version of automation is not the truth”

“Self-driving car can offer freedom and quality that we have never thought before”

“We are not cannibalising exiting car markets but creating new ones”

“we don’t believe self-driving cars will be the only mobility solution on the road”

Philippe Crist, Administrator and Economist, International Transport Forum of the OECD

The ITF recently undertook a study examining the changes that might result from the large-scale uptake of a shared and self-driving fleet of vehicles in a mid-sized European city. The study explores two different self-driving vehicle concepts; “TaxiBots” that are self-driving cars that can be shared simultaneously by several passengers and “AutoVots” that pick-up and drop-off single passengers or parties sequentially. The ITF’s work found that the Taxibot system, in combination with high-capacity public transport, can provide nearly the same mobility as today with 90% fewer cars on average and 70% fewer cars than today at peak hours. This would have important implications the reallocation of urban space.

A key finding of the study is that the type of services explored would directly compete with taxi and public transport services – two highly regulated industries that may be at a loss to adapt under current regulatory frameworks. Though there is no reason that public transport or taxi operators could not operate the types of systems modelled, current legislation in most cases would prevent these actors from entering this market.
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Speaker

Hans Arby
CEO
UbiGo

Hans Arby is Chief Executive Officer of UbiGo, a subscription service providing everyday transport for households in Sweden, allowing them mobility without the need for a car. The service combines public transport, car-sharing, rental car service, taxi and a bicycle system.

Speaker

Jim Athanasiou
General Manager - Business Improvement
The St. Lawrence Seaway Management Corporation (SLSMC)

The SLSMC is responsible for operating and maintaining the water navigation infrastructure leading into the North American Great Lakes. Jim Athanasiou is responsible for identifying innovation and technologies that can be implemented to improve efficiencies across the business. Modernisation of the seaway locks, through the use of vacuum technology and remote operations, is under his leadership. Prior to joining the SLSMC, Athanasiou worked in the pulp and paper industry, and holds a Master's Degree in Business Administration.
Speaker

**Sarah Hunter**

Head of Public Policy

Google [x]

Sarah Hunter has been Head of Public Policy at Google [x] since August 2013. Google [x] is a team of inventors and engineers that applies audacious thinking and technology to big problems for positive social change. Hunter works closely with all of Google [x] product teams, from self-driving cars to life sciences to Unmanned Aerial Vehicles (UAVs) and balloon-powered internet (Project Loon). Prior to joining Google [x], she ran the Public Policy team for Google in the UK for four years. Before joining Google, Hunter worked as an advisor to the then UK Prime Minister Tony Blair on Media, Arts and Sport policy from 2001 to 2005. She has also worked as a media policy expert for a number of UK broadcasting companies, including the BBC (British Broadcasting Corporation).

Speaker

**Philippe Crist**

Economist

International Transport Forum

Philippe Crist is an Economist and Administrator at the International Transport Forum (ITF) at the Organisation for Economic Co-operation and Development (OECD). Crist is responsible for coordinating several international research initiatives amongst ITF members. Current projects focus on improving cycling safety, assessing GHG emission strategies in the transport sector, as well as investigating national transport asset and network management strategies. He serves on the advisory boards for several transport, climate change and urban policy research programmes.

Moderator

**Marc Juhel**

Port and Transport Advisory Services, United States

Marc Juhel became the World Bank's Sector Manager of Transport in the Bank’s Transport, Water and Information and Communication Technologies Department. His specific areas of expertise are the development planning of port facilities, the economic, financial and institutional aspects of transport systems administration and management, and the integration of national logistics functions within the international transport system, focussing in particular on transport and trade facilitation issues. While providing operational support to transport projects undertaken with World Bank financing, his duties entail a close follow-up on the managerial and technical developments in the transport industry, as well as in the field of supply chain management and related logistic activities.
Mitigating the transport-related climate change impacts of trade and tourism

Hall 1, Level +1

Thursday, May 28, 2015, 11:00 - 12:45

Transport makes worldwide trade and tourism possible. As global trade and tourism activity grows, so does the impact of transport. A shift towards transport solutions that reduce carbon emissions is politically and technologically difficult, but an important building block towards sustainable development. To facilitate the shift, governments have already made commitments on the public policy side through the Lima-Paris Action Agenda, but have not yet set firm targets. Industry has made it clear in the past that the commitments to reduce carbon emissions should not be a self-defeating exercise or unilateral action, without consideration of the importance of trade and tourism in the economy. Pursuing unilateral goals will move jobs to less restrictive locations around the globe and increase the cost and emissions through increased transport distance for raw materials and goods transport.

For transport, which is one of the key areas in the Lima-Paris Action Agenda, there are now 11 initiatives, covering each transport mode, and behind each initiative there is an industry champion representing the perspective of industry.

Despite initiatives underway progress has been slow and time is not our side. This was the message of UN Secretary General Ban Ki-moon, who urged that all accelerate efforts in finding green solutions that will lead to a sustainable transport future. The Secretary General of the ITF, Jose Viegas acknowledged this position and also stressed that the cost of ensuring the resilience of our infrastructure and operations through the more extreme weather conditions likely to be associated with climate change will be considerable. The potential cost of being slow is thus considerable.

Solutions that are economically viable and least politically challenging and can be deployed fastest should clearly be pursued as a priority. Clear examples include planning and logistic solutions such as the "SmartWays" program for clean and efficient trucking in the US, which has enabled improvements in fuel economy by introducing simple measures to improve aerodynamic characteristics. This has created a win-win situation, reducing the carbon emissions and the cost of the shippers at the same time.

Other more ambitious examples with a greater impact are emerging technological developments, such as cooperative ITS solutions, linking users, cars and infrastructure, which could allow substantial advances in efficient organization and correspondingly lower CO2 emissions. They bring about changes of existing business models, with impacts on social behavior, changing the structure of services and employment. A major part of the recipe for their successful deployment is cooperation between stakeholders, public and private.
In the presentations from industry leaders, it was made clear that technologies are ready and that the private sector is ready to achieve ambitious climate goals. A 50% CO2 emissions reduction by 2050 against the background of a doubling of the transport volumes was identified as achievable by Jean Dominique Senard of Michelin. A position supported by Sheila Watson of the GFEI.

Having a clear and ambitious target provides a clear idea on the possible price of CO2 emissions. Providing this clarity is a necessity for business planning and creates the motivation to seek new solutions. The private sector is ready to achieve ambitious climate goals but a number has to be agreed. In making this point industry leaders in a way threw the glove back to policy makers.

The industry leaders also made it clear that it is the public side that has to become an enabler of change. In pursuing an enabling environment Georg Kapsch of the Kapsch TrafficComm AG made it clear, that one of the major enabling points is the harmonization of legislation, with a focus on creating frameworks, rather than detailed laws. In his words: “What is right today may be wrong tomorrow – thus flexibility in the policies and solutions is necessary”.

The common themes of this session could be summarised as set clear and ambitious targets, do it in collaboration with other governments, industry and other stakeholders, think in terms of enabling frameworks rather than detailed prescriptive rules, and do it fast.

Ultimately, the key is achieving a change in the behaviour of people, change in the goods they buy and the transport solutions they use. This involves informing users on the impact of their choices and increasing the convenience of desirable solutions, and making undesirable solutions more expensive. The common conclusion was that we can have growth and sustainability at the same time and that the promises of the changes that are possible are realistic.

Quotes

“What is right today may be wrong tomorrow – thus flexibility in the policies and solutions is necessary”, Georg Kapsch, Kapsch TrafficComm AG

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Georg Kapsch became CEO of Kapsch TrafficCom AG in 2002 and has been CEO of Kapsch Group since 2001. From 2012 he has been President of the Federation of Austrian Industries, having been President of the Vienna Regional Group of the Federation between 2008 and 2012. Between 2003 and 2008 he was Vice President of the Austrian Electrotechnical Association. Between 2002 and 2012 Kapsch was Chairman of both the Austrian Electronic Association between and the Vienna University of Applied Sciences “Technikum Wien”.

In May 2012, Jean-Dominique Senard succeeded Michel Rollier as CEO of the Michelin Group, having been appointed Managing General Partner alongside Rollier in 2011. He joined Michelin in 2005 as Chief Financial Officer and a member of the Michelin Group Executive Council. As a member of Alcan’s Executive Committee, he was in charge of integrating Péchiney and served as Chairman of Péchiney SA. He was also head of Péchiney’s Primary Metal sector until 2004, having been Chief Financial Officer of Péchiney and a member of its Group Executive Council (1996-2001). He began his career in various financial and operational positions with Total and then Saint Gobain. Senard is a graduate of France’s HEC business school and also holds a Master’s Degree in Law.

Pat Cox has been President of the European Parliament Former Members’ Association (2010-2014), President of the European Movement International (2005-2011), a former President of the European Parliament (2002-2004), and Member of the European Parliament (1989-2004). Between 1998 and 2002 he was President of the European Liberal Democrat and Reform Party (ELDR) Group European Parliament. Prior to this Cox was a current affairs television broadcaster for RTE, Ireland’s national broadcaster, from 1982 to 1986 and Secretary General Progressive Democrat Party (Ireland) between 1986 and 1989.
Enhancing transport system resilience and sustainability

Hall 1, Level +1

Thursday, May 28, 2015, 15:00 - 16:30

This session explored recent experiences with two major challenges to transport system operations: natural disasters, such as earthquakes and volcanoes, and manmade technological innovations, such as larger ships calling at ports. These challenges have the potential to disrupt transport systems and the lives of local residents and global residents alike. The session considered how the government and the private sector can best respond following major natural disasters as well as strategies for ensuring transport systems are more resilient to future natural disasters and technological innovations.

Natural disasters in New Zealand, Chile, Iceland and Japan in recent years have very prominently disrupted transport systems and lives on a local and global scale. The first hand experiences of the speakers demonstrated the difficulty of the critical immediate responses following these disasters when the basic capabilities of the transport system are severely reduced. While initial responses focus on emergency relief, speakers advised to also focus on restoring ‘normality’ to transport and people’s lives as soon as possible to ensure a strong social and economic recovery.

When planning for the next transport disruption there are often difficult cost trade-offs to be made, but speakers identified several opportunities to improve future resilience at relatively low cost. With climate change potentially increasing the frequency and severity of some natural disasters, and the volume of trade and travel increasing, a case can be made for investing in some degree of network redundancy (e.g. back up systems or network links). However, these investments should be carefully assessed as responding to the most vulnerable and important components of the transport system. This will depend very much on the local context of risk, geography and the nature of the economy.

Lower cost opportunities for improving resilience included clear and appropriate action plans (supported by simulations or ‘drills’) with clear communication systems and legal frameworks in place. In the case of air traffic disrupted by volcanic ash, building the scientific knowledge about ash levels for safe operation and then building appropriate monitoring systems will support future decision-making during such disruptions. Such measures aim to reduce the duration and severity of the impacts on transport users and economies generally. Another potential opportunity for increasing resilience of transport systems was the sharing of fleet among airline alliance partners, however, this was considered to not be feasible in the short term in most markets due to a lack of interoperability and potential market access limitations.

Increases in demand and supply of some transport services are putting pressure on the
resilience of supply chains. For instance, in aviation many major airports are operating close to capacity, meaning that even minor disruptions can ripple through to a large number of passengers and freight users very rapidly. In the sea freight sector, the rapid increase in the size of ships, and the scale of port facilities required to accommodate them, is putting increasing pressure on land-side transport networks. Larger peaks in demand from these large ships can negatively affect the reliability of adjoining rail and road networks if these are not sufficiently adapted to the evolving freight task. Building transport resilience for these freight supply chains requires careful strategic planning for the appropriate number, scale, location and supporting land-side infrastructure for ports in a city, country or region. This kind of planning can raise difficult decisions about port relocations or closures that can run counter to political aspirations for these assets.

The threat of climate change means that transport needs to play a central role in reducing its environmental impacts, but at the same time, the session concluded that transport systems need to improve resilience to these and other impacts. The high cost of supply chain disruptions in the last decade suggests that the trade-off between efficiency and redundancy needs to be recalibrated in favour of risk mitigation and resilience. Getting this trade-off right is of critical importance to social and economic development for local, national and global communities. The session heard from a number of speakers who suggested that this message is being heeded and turned into positive actions and policy to improve resilience to future disruptions.

(Provision summary)

**Staff Contact:**

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**Speaker**

Andrés Gómez-Lobo
Minister of Transport and Telecommunications
Chile

Andrés Gómez-Lobo is Chile’s Minister of Transport and Telecommunications. He was chief of staff of the Ministry of Transport between 2008 and 2010. As a consultant, Gómez-Lobo has advised public and private organizations on issues of infrastructure, natural resources, grants, public transport and telecommunications, including the World Bank, National Economic Prosecutor, Civil Aeronautics Board and Ministry of Public Works. He has served as Academic Director of the Masters in Public Policy and Academic Director of the Diploma in Territorial Policies, Urban and Environmental Faculty of Economics, University of Chile.
Violeta Bulc has been European Commissioner for Mobility and Transport since 2014, prior to which she served as Deputy Prime Minister, Minister Responsible for Development, Strategic Projects and Cohesion in the Government of Slovenia. From 2013 to 2014, Bulc was Chief of the Program Committee of the SMC Party, Slovenia. She was also CEO of Vibacom Ltd, Sustainable Strategies and Innovation Ecosystems from 2000 to 2014. Between 1999 and 2000 she was Vice-President of Telemach, a telecommunications provider.

Chong Meng Tan is the Group CEO of PSA International, one of the world’s largest port operators. Before taking up this position in 2011, Chong Meng Tan was Executive Vice President, Global Commercial, Shell Downstream, of the Royal Dutch Shell Group where he had spent over 20 years in an international management career spanning sales, marketing, trading, refinery operations, customer service, and mergers and acquisitions. Prior to Shell, he served for five years at Singapore’s Ministry of National Development. As well as his duties at PSA, Chong Meng Tan is currently a non-executive director of Singapore’s National University Health System; and a director of IE Singapore, the state agency which promotes the internationalisation of Singapore’s enterprises.

Peter Davie joined Lyttelton Port of Christchurch (LPC) as Chief Executive in 2003. Since his commencement, he has had a strong focus on relationships with customers and staff, and improving operating systems. He has been heavily involved in upgrading infrastructure and expanding container facilities. This has been critical since the 2011 and 2012 Canterbury earthquakes which damaged 75% of the Port’s wharves. The Company has since faced unprecedented challenges as it supports Christchurch City’s post-quake rebuild and Canterbury’s growing economy. His long term vision for the rebuild and enhancement of the Port will be the largest development in the Port’s history and one of the most significant recovery projects ever undertaken in New Zealand.
In January 2013, Frank Brenner was appointed Director General of EUROCONTROL, the European Organisation for the Safety of Air Navigation: an intergovernmental Organisation with 41 Member States. The Organisation aims to build a Single European Sky that will deliver the air traffic management performance required for the twenty-first century and beyond. Since taking up his functions at EUROCONTROL, Brenner has initiated the development of a Vision and Strategy, including supporting controllers with new technology to increase safety. Prior to joining EUROCONTROL as Deputy Director General in November 2012, Brenner was General Manager Operations for FABEC, the largest of the new Functional Airspace Blocks covering Belgium, France, Germany, Luxembourg, the Netherlands and Switzerland.

Joakim Reiter (Sweden) took up the position of Deputy Secretary-General on 1 April 2015. Immediately prior to joining UNCTAD, Reiter was the Deputy Director General at the Ministry of Foreign Affairs of Sweden, heading the Department for International Trade Policy. From 2011 to 2014, he held the position of Ambassador and Permanent Representative of Sweden to the World Trade Organization (WTO). Reiter was Minister Counsellor and Head of the Trade Section at the Representation of Sweden to the European Union in Belgium from 2008 to 2011. From 2004 to 2008, he served at the European Union Directorate General for Trade in the European Commission, where he was involved in a number of multilateral, regional and bilateral negotiations with countries at different levels of development. In 2006, he served as Vice-Chair of the Organisation for Economic Co-operation and Development (OECD) Working Party of the Trade Committee.
**Speaker**

**David Scowsill**  
President and CEO  
World Travel and Tourism Council (WTTC)

Prior to joining World Travel & Tourism Council as President and CEO in November 2010, Scowsill worked for six years in private equity and venture capital, completing deals in technology and travel sectors. He was chairman of PrivateFly and Yuuguu.com; vice-chairman World Hotels AG; non-executive director of On the Beach holidays and Venere.com. Scowsill was CEO of Opodo.com, a pan-European online travel company, from 2002 to 2004, building the business from start-up. He joined the board of Hilton International in 1997 as Senior Vice President of Sales, Marketing and IT. Scowsill was Regional General Manager Asia/Pacific at British Airways from 1993 to 1997. He established the joint service agreement and global alliance with Qantas.

**Moderator**

**Melinda Crane**  
Moderator  
Chief Political Correspondent, Deutsche Welle-TV

Dr. Melinda Crane is Chief Political Correspondent at Deutsche Welle-TV and hosts the talk shows "Quadriga" and "People and Politics" She was Senior Producer of "Global Players" on CNBC. She has moderated a wide variety of podium discussions and conferences for public organisations and private sector clients. Among her areas of expertise are transatlantic politics; women, family education issues; climate and environment; business and economics; new media and the internet. Dr. Crane holds a Juris Doctorate from Harvard Law School and a PhD in political economy from the Fletscher School of Law and Diplomacy.
Facilitating global trade and transport

Hall 2, Level +1

Thursday, May 28, 2015, 17:00 - 18:30

The panel explored issues related to trade and transport facilitation, what the role of trade agreements is, which non-physical barriers hinder most the development of trade and how to overcome them.

Trade and freight transport performance is a strong determinant of national economic competitiveness. The quality of the logistics sector (customs procedures, tracking and tracing services, overall infrastructure and logistics competence) is positively associated with increases in trade. Taken together, the quality of logistics impact trade more significantly, by several magnitudes, than do distance or freight costs. If border administration and transport and communications infrastructure everywhere was raised to the level of the current top performers, the World Bank estimates global GDP would increase of some 5%. This is six times more than the estimate for the impact of complete import tariff elimination worldwide.

Barriers to trade exist in several stages of the supply chain. Significant non-physical barriers, such as delays at ports and borders, inefficient customs procedures, redundancy of clearance procedures and absence of standard documents all have a negative impact on global trade.

Governments play an essential role in improving trade logistics and competitiveness. Cross-border connectivity may need investment but trade facilitation does not always require investment in hard infrastructure. Standardisation of procedures across the supply chains can reduce trade costs effectively. Efficient border management is critical for eliminating avoidable delays and enhancing predictability in border clearance.

Trade agreements are of course an important element of trade facilitation. In the case of Tunisia, for example, agreements with Europe have been essential to the development of the country’s economy and this has been acknowledged by policy makers who are willing to reinforce this partnership. However, trade agreements alone do not work. It is necessary that all stakeholders, both public and private, collaborate towards a greater efficiency of the supply chain. For example, Canada’s Gateways initiatives are founded on domestic partnerships, international engagement and the alignment of transportation policies, regulations, operations and investments with evolving global supply chains and trade opportunities. Collaboration is also needed to better understand trade flows and their future: if the private sector is responsible for the transportation of goods, infrastructure and regulation planning require public sector involvement.

In developing economies, border crossings are widely acknowledged as one of the biggest challenges for international trade and logistics. The World Customs Organisation is working
towards setting global standards for customs administrations to secure and facilitate global trade. As border crossings can involve as many as 32 different regulatory agencies (in Cambodia), it is also of uttermost importance to reinforce collaboration between the different agencies. To this end, the WCO promotes the concept of “one-stop-shop”; that is the possibility to process all border-crossing formalities through a single declaration and inspection. However, this has proved very difficult in many countries because it requires a single administration taking over the legal responsibility of other regulatory agencies; this can only happen at a very political level.

Political awareness on these issues has been rising, especially in Asia. However, many countries find it difficult to implement regulatory changes because of the lack of political continuity. Investment in infrastructure can only be carried out if long-term prospects can be clearly assessed and unrest or unstable government may frighten logistics suppliers and force them to reroute, increasing costs and delays. Tunisia, for instance, went down 43 places in the LPI ranking of the World Bank between 2010 and 2015. The Banks’s Logistics Performance Indicator measures the perception of foreign shippers to a country’s logistics services. Now that the situation in Tunisia is stabilised, a key element in the government’s plan to improve the country’s logistics sector is the careful monitoring of performance indicators across all modes. The necessity to assess logistics performance and to follow-up on indicators of inadequate service, whether the World Bank LPI or local technical indicators, was highlighted by the panel.

The panel also raised the issue of how best logistics data can be shared. Many governments are now sharing data publicly to foster innovation, in particular from small companies and start-ups without much capital. Sharing private data may foster further innovation and be beneficial overall, provided the commercial interests of private companies are protected. There was no consensus, however, as to how to engage private companies in data sharing and whether this should be required through regulation.

Data harmonization is a key priority. Logistics relies on a large number of IT systems which, for the most part, are incompatible. Harmonisation is proving difficult because the incompatibilities result from the use of many different small companies to deliver logistics solutions. The panelists highlighted the need of a basic standardised framework under which all logistics applications could be developed. However, the historical approach to the definition of standards, relying on the private sector to define their own norms, e.g. ISO, seems to have peaked, possibly because transport systems need different standards to answer the very diverse questions that arise, the same way containers come in several sizes despite best efforts for standardisation.

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Mahmoud Ben Romdhane has been the Tunisia’s Minister of Transport since February 2015. Previously, Ben Romdhane taught economics for 22 years. He has widely published on education, emigration, political science, democracy, and the public sector.

Louis Lévesque was appointed Deputy Minister of Transport, Infrastructure and Communities in 2012. Previously, Lévesque was Deputy Minister of International Trade from 2008 to 2012, and was named as Canada’s G-20 Sherpa by the Prime Minister in 2010. He was Deputy Minister of Intergovernmental Affairs in the Privy Council Office from 2006 to 2008. From 2004 to 2006, he served as Associate Deputy Minister with Finance Canada, having served as Assistant Deputy Minister in the Federal-Provincial Relations and Social Policy Branch from 2002 to 2004.

Klaus Tilmes was appointed the Global Practice Director for the Trade and Competitiveness Practice of the World Bank Group, in 2014. Tilmes is responsible for such global themes as trade, business, climate, competitive industries and investment, climate for industry, innovation, technology and entrepreneurship. Prior to his current position, he was the Director of the Financial and Private Sector Development (FPD) Network from 2010 to 2014. He also served as Acting Vice President for the FPD Network from 2013 to 2014. In those roles, he championed the improvement of knowledge flows and connectivity, putting them at the core of FPD’s service to clients. Tilmes joined the World Bank in 1991 as an Economist in the Africa region.
Speaker

Gaozhang Zhu  
Director, Compliance and Facilitation Directorate  
World Customs Organization

Before joining the World Customs Organization (WCO) in 2011 as the Director of Compliance and Facilitation, Gaozhang Zhu occupied the post of Director General of the Department of International Cooperation at China Customs. From 1996 to 2000, he was the Customs Counsellor at the Permanent Mission of China to the European Union with responsibility for all Customs issues related to the WCO and the European Communities including the Commission. Zhu holds a Master's Degree in Public Administration from Qinghua University, China.

Speaker

Theo Zwygers  
Director Supply Chain  
LyondellBasell Industries

Since 2010 Theo Zwygers has been Supply Chain Director at LyondellBasell, a world leader in plastics, chemicals and refining with 55 manufacturing sites worldwide. During his career, Zwygers has worked in business development and commercial roles, has built plants in Asia, and has been responsible for supply chains in Asia, the Middle East, and the Americas.

Moderator

Pat Cox  
Moderator  
Journalist and former President of the European Parliament

Pat Cox has been President of the European Parliament Former Members’ Association (2010-2014), President of the European Movement International (2005-2011), a former President of the European Parliament (2002-2004), and Member of the European Parliament (1989-2004). Between 1998 and 2002 he was President of the European Liberal Democrat and Reform Party (ELDR) Group European Parliament. Prior to this Cox was a current affairs television broadcaster for RTE, Ireland’s national broadcaster, from 1982 to 1986 and Secretary General Progressive Democrat Party (Ireland) between 1986 and 1989.
Airlines, airports and air traffic control: Serving the ever-growing demand for international traffic

Hall 3, Level +1

Thursday, May 28, 2015, 17:00 - 18:30

This session explored the main challenges in dealing with the growing need of travellers and shippers to be globally connected. They discussed issues included aviation liberalisation, congestion (both on the ground and in the air) and the mitigation of environmental effects.

Demand for air transport has grown rapidly over the years. Aviation liberalisation has fuelled this development by encouraging competition and enabling new airline business models to emerge, such as the low-cost carriers. Some countries have embraced aviation liberalisation as a means to connect their economy with the rest of the world. (For example, Australia’s liberal approach towards foreign ownership of airlines serving the Australian domestic market has led to foreign investment which has benefitted Australian passengers. Also on an international level it has opened access for international services from foreign areas which has stimulated connectivity and economic growth.)

The centre of gravity of air transport demand is changing. New air routes are fast developing, on the back of new trade flows, and new aviation hubs have emerged. Against this background, some countries have fully integrated aviation into their economic development policies by establishing a policy and regulatory framework which is extremely supportive of aviation growth. As a result, some existing hubs are increasingly at risk of being by-passed as providers of direct global connectivity. This has led some of their governments to reconsider their policy towards liberalisation.

ACI Europe states that these developments show that air connectivity cannot be taken for granted and that governments clearly have a role to play to support the development of connectivity. However, it was emphasised that Open Skies policies have been essential to growing air connectivity and delivering increasing benefits to the travelling public and the wider economy and should remain a top priority. In addition, congestion, both at airports and in the air needs to be addressed as airspace remains very fragmented and inefficient. Hence, airport capacity often lacks where passengers need it the most.

Different interests and priorities among the several stakeholders within the sector make it difficult to reach consensus on these issues. The International Civil Aviation Organisation (ICAO) emphasises the need for a more holistic approach and proper user consultation on national and regional initiatives. Forecasting demand is crucial for airport planning and air traffic management, yet the dynamics of airline networks generates uncertainties with
regard to investments. Satellite-based navigational systems and advanced digital communications promise to increase airspace capacity, thus resulting in more efficient and environmentally friendlier operating procedures without compromising safety. Yet, these improvements come at a cost which is to be shared among the different stakeholders. Increased collaboration is needed to overcome the last-mover incentive of investing in the new technologies. The ICAO investment incentive scheme is one of the measures to facilitate this, but more collaboration between governments remains essential to increase the interoperability in air traffic control services.

Risks associated with investments in airport capacity expansion have also increased as new airline business models and short-term airline partnership have emerged which enable airlines to switch operations between airports more quickly. Airports planners can deal with this by building in modular construction and flexibility and peer into the future using a scenario approach, such as the Airports Commission of the United Kingdom has done recently.

All in all, the panelists agreed that serving the needs of the travelling public whilst maintaining the highest level of safety and protecting the environment is a challenge that requires the collaboration and coordinated action of numerous stakeholders, including airlines, airports, air navigation service providers and aviation regulators. The ongoing growth in air travel drives the need to modernise airport and air traffic control infrastructure.

Quotes:

“60% of open skies agreements do not provide any business opportunities for airlines”. Toru Hasegawa

"Rapid air transport links are the reason why Apple and Dell have got globalised value chains”. Brian Pearce

"We can’t ignore the people aspect of aviation"...That’s another challenge we face on the infrastructure side, the human equation”. James Billing

“Air transport is one of the most rapidly growing sectors in the world”. Brian Pearce

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Warren Truss has been Australia’s Deputy Prime Minister and Minister for Infrastructure and Regional Development since 2013. From 2006 to 2007, Truss served as Minister for Trade, having been Minister for Transport and Regional Services from 2005 to 2006. He has repeatedly been the elected representative for Wide Bay, Queensland since 1990.

James Billing is the leader of Boeing Commercial Airplanes’ Airline Market Analysis Group. His team is responsible for providing Boeing’s market outlook for the future of air transportation and the demand for commercial jet airplanes. The Market Analysis team consists of experts from a variety of fields including economics, airline strategy, network development, fleet planning, air cargo, aviation infrastructure, product development, and aftermarket services. Each year, Market Analysis publishes Boeing’s “Current Market Outlook”, a forecast of the future of air transportation developments, including an assessment of key industry trends, traffic growth, fleet development, and airplane delivery requirements. The group also prepares the biennial Boeing “World Air Cargo Forecast” which focuses on the future of the air cargo industry, provides a forecast of air cargo growth and the freighter fleet.

Adrian Littlewood was appointed Auckland Airport’s chief executive in 2012. He leads the senior management team and is responsible for setting the strategic direction and working with the Board to drive travel, trade and tourism growth. During his time as the company’s general manager retail and commercial, Littlewood led strong growth and development of non-aeronautical revenue lines. He has undertaken a number of strategy, marketing, management and corporate law roles during his career in New Zealand and the UK. He is the Chair of the New Zealand Airports Association, a director of North Queensland Airports Limited and the co-chair of the Australia New Zealand Leadership Forum.
Olivier Jankovec became Director General of the European Region of the Airports Council International (ACI EUROPE) in 2006. The organisation represents more than 460 airports in 45 European countries. Member airports handle 90% of commercial traffic in Europe and welcome nearly one and half billion passengers each year. Olivier has 21 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 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.

Brian Pearce has been the International Air Transport Association (IATA) Chief Economist for the past 11 years. His role is to direct research into policy and economic issues affecting the industry worldwide. He is also Visiting Professor at Cranfield University, UK, President of IATA’s pension foundation and is on their senior leadership team. Pearce also sits on the UK Airports Commission expert panel and Air New Zealand’s sustainability panel. Previously he was Director of the Centre for Sustainable Investment at Forum for the Future, Head of Global Economic Research at SBC Warburg, and was Chief Economist at Ernst & Young’s ITEM Club.

Toru Hasegawa was appointed at a Deputy Director, Economic Development, Air Transport Bureau of the International Civil Aviation Organization (ICAO) in January 2015. He has been working in ICAO since 2000, where he served as Chief, Revenue and Product Management Section, an Assistant to Director, Air Transport Bureau, as well as an Economist in charge of economic policy and infrastructure management. Prior to joining ICAO, he worked at Northwest Airlines and the Nomura Research Institute in Japan. He holds a Doctoral Degree in economics from Tokyo University with specialisation in industrial organisation and applied economics of pricing theories. He has published eight books (in Japanese) on airline pricing and economics.
Elisif Elvinsdotter is a Swedish TV and radio journalist with broad experience from some of Sweden’s top news and current affairs programmes. She has been the anchor for Sweden’s no. 1 investigative programme, Uppdrag Granskning, as well as the host of both commercial TV4 and public SVT’s morning show. Since 2009 she has worked as a professional moderator, specialising in transport and business issues. In 2011 she was given an honorary award for “Best moderator” in Sweden. Her clients include EY, VTI and a number of governmental departments and institutions.
Women shaping mobility for a connected world

MPA 4, Level 0

Friday, May 29, 2015, 07:30 - 09:00

Transport and mobility are central to trade facilitation, sustainable development and economic growth. Developing all available human capital and leveraging all talent is vital to enhancing the transportation industry’s competitiveness and supply chain performance. Yet, participation of women in the transport sector is still very low; women account for only 17.5% of the workforce in EU urban public transport and hold less than 10% of technical and operational jobs.

More women means bringing more talent to transport and a broader view conducive to innovation and moving into the future. Women’s skills and perceptions are key to addressing different gender requirements in access to transport and mobility, responsiveness of transport systems to the needs and preferences of women, including safety and security.

This networking breakfast session featured the importance of integrating the perspective of women in the design of transport policies and initiatives. It highlighted innovative projects enabling inclusive and sustainable growth of transport, while enhancing greater gender equality in the sector.

Why does “Mobility for a connected world” imply a need for more women in the sector? What are the examples of some successful initiatives that demonstrate this? What is transport-specific about the gender issues? What are the catalysts for change in order for transport to be become more inclusive and gender balanced? How can international organisations, such as the International Transport Forum, support this aim? These questions were at the heart of the debate that brought together a number of remarkable women and men leaders who are inspiring change and innovation in the transport sector. The speakers and discussion leaders included transport Ministers, policy makers, business, entrepreneurs, civil society and academia, among them:

- Mr. Simon Bridges, Minister of Transport, New Zealand
- Ms. Lisa Raitt, Minister of Transport, Canada (via video message)
- Ms. Susan Kurland, Assistant Secretary for Aviation and International Affairs, U.S. Department of Transportation, United States
- Ms. Robin Chase, Founder Zipcar, Veniam
- Ms. Mary Crass, Head of Policy and Summit Preparation, ITF
- Ms. Ann Frye, Director, Ann Frye Ltd
- Ms. Fabienne Herlaut, Senior Advisor Ernst & Young
- Ms. Jessica Jung, Director, Corporate Social Responsibility, Bombardier Transportation
GmbH
- Ms. Silvia Maffii, Managing Director, TRT transporti e territorio, Transport Planning, Polytechnic of Milan, the CIVITAS project “Gender Equality and Mobility”

Related information

http://www.oecd.org/gender/
www.dot.gov/APECWomen
Planning and Designing Transport Systems to Ensure Safe Travel for Women, ITF Discussion Paper 2014
Gender and Transport, ITF Discussion Paper 2011
International Conference on Women’s Issues in Transportation (WIIT), 2014
“Gender equality and mobility: mind the gap!”, CIVITAS Policy Paper

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Speaker

Simon Bridges
Minister of Transport
New Zealand

Simon Bridges is New Zealand’s Minister of Transport and Minister of Energy and Resources. He is Associate Minister for Climate Change Issues and Associate Minister of Justice. Bridges represents the electorate of Tauranga and is Deputy Leader of the House in the current government. Prior to standing for Parliament and election in 2008, Bridges worked as a Senior Crown Prosecutor. Since election, he has been a member of the Law and Order Select Committee, the Auckland Governance Select Committee, and the Maori Affairs Select Committee.
Speaker

Susan Kurland
Assistant Secretary for Aviation and International Affairs
U.S. Department of Transportation

As part of the Secretary of Transportation’s senior team, Susan Kurland directs economic and competition policy affecting the air transport industry and oversees the Department’s international activities. Her responsibilities include directing the Department’s participation in international aviation negotiations throughout the world. She also serves as the Department decision maker in proceedings involving the allocation of international aviation route authority, licensing of air carriers, providing air services to rural communities, and grants of antitrust immunity for international aviation alliance activities. In addition, Kurland leads the Department’s efforts on international co-operation, export promotion and trade advocacy in transportation.

Speaker

Robin Chase
Founder
Zipcar, Veniam

Robin Chase is a transportation entrepreneur. She is founder and former CEO of Zipcar, the largest carsharing company in the world; and founder and Chairman of Veniam, a vehicle communications company building the networking fabric for the Internet of Moving Things. She is on the Boards of the Massachusetts Department of Transportation, the World Resources Institute. She also served on the National Advisory Council for Innovation & Entrepreneurship for the US Department of Commerce, the Intelligent Transportations Systems Program Advisory Committee for the US Department of Transportation, and the OECD’s International Transport Forum Advisory Board.

Speaker

Jessica Jung
Director, Corporate Social Responsibility
Bombardier Transportation

Jessica Jung is Director Corporate Social Responsibility (CSR) at Bombardier Transportation. She is responsible for driving and communicating initiatives that Bombardier has put in place to position the company as a responsible corporate citizen and employer of choice. She is leading the paradigm shift in responsible citizenship, moving from philanthropy to creating shared value. In view of the demographic changes, gender diversity plays a key role on the CSR agenda. Before accepting the CSR role, Jung worked in Human Resources where she designed and implemented the Global Graduate Program, a development program for future leadership talent. Prior to joining Bombardier, she worked for Sony Europe where she assumed various roles as a professional in the Human Resources Development area.
Speaker

Fabienne Herlaut
Senior Advisor
Ernst & Young

Herlaut is a senior advisor for Ernst and Young in Paris, supporting innovation for its advisory practice. She has been selected by BPI, the French State Bank, to conduct the “Diagnostic 360” programme which aims to accelerate growth for French small and medium size companies. In 2011, Herlaut created Ecomobilité Ventures, a 30 million euro, multi-corporate venture fund, associating SNCF (the French state rail operator), Orange, Total, Air Liquid and Michelin. The fund invests in early stage, sustainable mobility projects. The fund made 6 investments in Europe and the US between 2007 and 2011. Previously, Herlaut was a member of the executive committee and Head of Corporate Strategy and Sustainable Development at SNCF.

Moderator

Mary Crass
Head of Policy and Summit Preparation
International Transport Forum

Mary Crass is Head of Policy and Summit Preparation for the International Transport Forum. She is responsible for the development of the programme and overall preparation of the annual International Transport Forum Summit. She has also been in charge of the organisation’s work on sustainable urban travel, accessible transport and social inclusion, and crime and terrorism in transport. Prior to joining the OECD, Crass worked as a private consultant focusing on transport and environment issues for, among others, the UN Environment Programme, the European Commission and OECD, as well as private enterprise. She was previously with a US-based environmental consulting firm specialising in environmental technical assistance work in developing countries and economies in transition.
What the rise of the sharing economy means for transport

Hall 3, Level +1

Friday, May 29, 2015, 09:00 - 10:30

This session addressed the challenges and opportunities that the sharing economy creates for society. Sharing transport is disrupting traditional business models – including transport. Its fast growth is rooted in three things: an ability to leverage spare capacity and expand systems without large investment requirements, the exponential effect of collaborative experimentation and learning, and the ubiquitous nature of distributed capacity. The coordination in real time of all these elements has been enabled by the rapid expansion of mobile internet technology.

The presence of spare capacity is a reality in the transport sector. A typical car lies unused for approximately 23 hours a day. This represents a tremendous investment in overcapacity – both for car owners and for the public authorities that provide and maintain public infrastructure. Over-capacity is not confined to cars – there are many other private goods that remain unused most of the time; second homes, office space, Wi-Fi bandwidth, etc. This unused potential is at the heart of the emerging “sharing economy” which uses network technologies to enable individuals or companies to monetise the spare capacity inherent in many material goods.

The transport market has seen the emergence of new types of services that complement those of today and offer new ways to tackle the externalities of growing urban populations. All players in the system may need to adjust to provide citizens affordable mobility. With around 2 million users worldwide, car and ride-sharing are still marginal but the arrival of major car manufacturers in the market and the rapid growth of new service providers signals the growing importance of these services. The influx of new, well-capitalised entrants, may signal a fundamental change in the mobility ecosystem.

While sharing improves resource allocation and meets consumer demand, it also raises questions about service standards, risk allocation and the regulatory framework in general. Many institutions and incumbent urban transport providers stress that all players in the system should comply with existing regulation, intended to protect customers and society. Legislation may need to be improved to meet the new challenges and societal changes but incumbents maintain it should not be circumvented.

On the other hand, entrepreneurs in the sharing economy state that society evolves at a speed that regulation is not able to meet. This can be asignificant obstacle to innovation, to which existing legislation is oblivious. An intense dialog between stakeholders and regulators is going to be required to resolve all the issues raised in relation to the sustainability of the transport sector, efficiency, equity of access and ensuring the
Protection of customer privacy and safety.

Quotes

"Uber and other services like Zipcar and Blablacar are part of a new mobility ecosystem" David Plouffe

"Cars are today one of the least used assets in our society, being averagely used 50 minutes per day. A huge CO2 reduction might be obtained from a wiser and more efficient use of these resources" David Plouffe

"Everyone must follow the rules. We may need to discuss them, but we have to respect them first" de Pretto

"The shared economy is based on three miracles: the ability to leverage spare capacity, the exponential effect of shared learning and the omnipresence of resources" Robin Chase

"The Blablacar system has saved about 1 million tons of CO2 emissions in two years" Frédéric Mazzella

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Speaker

Frédéric Mazzella
CEO
BlaBlaCar

Frédéric Mazzella is the Founder and CEO of BlaBlaCar, the leading European ridesharing community that connects drivers with empty seats and people traveling the same way, so they can share their cost. Frédéric originally imagined a new transport network, built on people, when he could not get home one Christmas, several years ago. He had no car. The trains were full. The roads, too, were full of people driving alone in their car. It occurred to him that he should try to find a driver going his way and offer to share fuel costs... BlaBlaCar was born. Today, with more than 20 million members worldwide and several millions people transported per month, BlaBlaCar is making road travel social, money-saving and more sustainable. Mazzella leads BlaBlaCar’s vision, focusing on the excellence of the product, brand communication and interactions with the ridesharing community.
Speaker

David Plouffe
Senior Vice President of Policy and Strategy
Uber

David Plouffe joined Uber as Senior Vice President of Policy and Strategy in September 2014. Prior to this he served as Senior Advisor to President Obama from 2011 to 2013 and is widely referred to as the “architect” of President Obama’s two presidential campaign victories. Plouffe has managed campaigns at all levels of politics and has served as a consultant to leading companies. Plouffe currently serves on the Board of the Barack Obama Foundation. He has won plaudits for the use of technology and pioneering new applications.

Speaker

Mika Rytkönen
Director of Industry and Government Relations
HERE, Nokia

Mika Rytkönen has been Director of Industry and Government Relations, at HERE, Nokia since January 2015, working on relationship management for various associations and government entities in the EU. Prior to this, he was a Member of the Supervisory Board of ERTICO and Director of Business Development and Industry and Government Relations at HERE from 2010 to 2015.

Speaker

Robin Chase
Founder
Zipcar, Veniam

Robin Chase is a transportation entrepreneur. She is founder and former CEO of Zipcar, the largest carsharing company in the world; and founder and Chairman of Veniam, a vehicle communications company building the networking fabric for the Internet of Moving Things. She is on the Boards of the Massachusetts Department of Transportation, the World Resources Institute. She also served on the National Advisory Council for Innovation & Entrepreneurship for the US Department of Commerce, the Intelligent Transportations Systems Program Advisory Committee for the US Department of Transportation, and the OECD’s International Transport Forum Advisory Board.
Umberto de Pretto took up office as Secretary General of the International Road Transport Union (IRU) in June 2013. He joined the IRU in 1995 as Head of Economic Affairs. He then became Policy Coordinator and Head of Strategy, and was appointed Deputy Secretary General in 2002. His vision looking forward to 2020 is that the IRU will lead the road transport industry in embracing innovation and making sure that the industry is ready for the challenges and opportunities ahead. De Pretto was previously Deputy Director of the International Chamber of Commerce (ICC), responsible for International Commercial Practices and Techniques in Paris, France. Prior to this he worked as a Legislative Assistant for Ministers and Members of the Canadian Parliament having graduated from Ottawa’s Carleton University in Political Science, Economics and International Relations.

Matt Frei leads ITN’s Channel 4 coverage of the Americas and is also part of the presenting team across Channel 4’s news and current affairs portfolio, including the award-winning Dispatches programme. Previously, Frei anchored the BBC World News America bulletin and was also Washington Correspondent. He presented a weekly radio show called Americana, and in 20 years at the corporation reported from Bonn, Rome, Bosnia, Kosovo, North Africa, Hong Kong and Singapore.
Cruise shipping: Maximising the potential for local development

MPA 3, Level 0

Friday, May 29, 2015, 09:00 - 10:30

This session discussed how cruise shipping can be a force for local development, including how ports and cities can extract local economic value from cruise shipping, and how negative effects can be limited.

Cruise shipping can create local economic value, but much depends on local circumstances. For example, there is a difference between ports of call and turn-around ports, where cruise passengers start or end their cruise trip. According to Roberto Perocchio, director of Venice Passenger Terminal, Venice is a good example of a place where economic value is created through cruise tourism, not only because of spending of cruise passengers, but also because of the wider economic benefits that it generates, in terms of tourism, logistics, ship repair and shipbuilding. At the same time there is trade off between spending on board and spending in the local destinations: cruise lines will attempt to extract most of the cruise spending, so ports and destinations need strategies to increase local spending by cruise passengers.

Cruise lines also have a wider corporate responsibility, which in some cases led to programmes that benefit local communities; e.g. Australia’s Foreign Office has recently signed a Memorandum of Understanding with Carnival Corporation in an effort to stimulate local economic development in Vanuatu.

Cruise shipping provides revenues and jobs for local communities but they also require peak logistics that need to be managed in a sustainable way. Cruise ships have low drafts compared to other ships so they are often more able to call at old city terminals that are not deep enough for commercial ships anymore. So cruise shipping can justify the renewal of urban waterfronts and can justify other investments, in transportation for instance which can ease congestion at the same time. From an environmental perspective there can be issues: cruise ships often need to dock as close as possible to the city centre and this generates issues with air emissions and other environmental effects.

Cruise shipping can have impacts on local congestion. This is often the case because cruise terminals are located close to city centres. This requires solutions. Carla Salvado, president of MedCruise, identified three solutions: investment in an outer port or pier outside of the core of the city, use of the port next door, or a transparent and public berthing policy, creating some kind of an appointment system that reduces congestion. Lon Kishiyama, international director of the US Maritime Administration, in that respect pointed to the port tunnel in Miami, created with the support of the federal government to ease urban congestion.
One of the characteristics of the cruise industry is its concentrated nature: the largest three cruise companies dominate the market, e.g. they account for 96% of the cruise passenger numbers in Boston. This has both advantages and disadvantages. These cruise companies have huge leverage over cruise ports, and make or break them, according to Michael Vanderbeek, chair of the Cruise Committee of the American Association of Port Authorities (AAPA). Cruise ships are mobile assets and infrastructure for cruise at ports is not mobile and requires large investments, so cruise ports need to be careful and optimise existing infrastructure before launching big new investment projects. An advantage of the concentration of the cruise market is that there is a clear differentiation between brands within the companies, e.g. different brands for different age groups, which could help ports to benefit from different demographic groups.

Ship size in cruise shipping has grown significantly over the last decades. It is not clear if this trend will continue. Michael Vanderbeek believes that there will be more differentiated cruise offers that could result in a re-emergence of smaller cruise ships.

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Speaker

Lon Kishiyama
Director, Office of International Activities
U.S. Department of Transportation

Lon Kishiyama is responsible for the Maritime Administration’s participation in international activities concerned with marine transportation. His office routinely works with foreign economic and political entities in facilitating decisions that may affect U.S. marine transportation interests, including multilateral and bilateral activities. In conjunction with the United States Trade Representative and other government agencies, Kishiyama’s office also frequently partners with the U.S. teams negotiating Free Trade Agreements with other countries. He previously served as the Acting Director and Deputy Director of the Office of Policy and Plans at the Maritime Administration.
Speaker

**Roberto Perocchio**  
Managing Director  
**Venice Passenger Terminal**

Roberto Perocchio has been Managing Director of Venezia Terminal Passeggeri (Venice Passenger Terminal), Italy, since 2005. He also manages three companies specialised in the management of marinas and tourist villages, such as Marina del Cavallino, and is currently President of ASSOMARINAS. Prior to this, he was President of Venice Yacht Pier between 2008 and 2012. Between 2010 and 2011, Perocchio was Director of EU Relations/Adriatic Sea of MEDCRUISE.

Speaker

**Carla Salvado**  
President, MedCruise and Cruise Manager  
**Port of Barcelona**

Carla Salvado is Cruise and Marketing Manager at the Barcelona Port Authority, Spain. Previously, she was Secretary General of MedCruise (the Association for Mediterranean Cruise Ports) for three years, and is currently President of the Association. Prior to this, Salvado worked for six years as Marketing Director for Odisea 2000, a management company for the Port of Barcelona’s retail centre. Salvado studied Economics and Business Management at the Pompeu Fabra University.

Speaker

**Michael Vanderbeek**  
Cruise Committee Chair  
**American Association of Port Authorities**

Michael Vanderbeek is Chair of the Cruise Committee of the American Association of Port Authorities (AAPA) and Deputy Port Director for the Massachusetts Port Authority (Massport). Prior to joining Massport, Vanderbeek served as Director of Business Development for the world’s second busiest cruise port – South Florida’s Port Everglades. He also previously served as Manager of Strategic Planning for the second busiest container port in North America – the Port of Long Beach. Vanderbeek is an active member of the OECD Port Cities Working Group as well as the AAPA Maritime Economic Development Committee and has presented at numerous maritime and urban planning conferences including Seatrade Global (Cruise Shipping Miami).
Anthony May is Emeritus Professor of Transport Engineering at the University of Leeds. He has been Director of the Institute for Transport Studies and Pro-Vice Chancellor. May was awarded the Order of the British Empire (OBE) for services to transport engineering in 2004 and was elected as a fellow of the Royal Academy of Engineering in 1995. From 1985 to 2001, he combined research and teaching at Leeds with consulting as Director of Transport Policy for MVA Ltd. From 1967 to 1977 he was responsible, with the Greater London Council, for policy on highways, traffic management and land use planning.
Transport and regional development: 
Taking trade and tourism beyond urban centres

Hall 1, Level +1 
Friday, May 29, 2015, 11:00 - 12:45

In the early 1990s, Norway looked more closely at the combination of roads, natural landscape and tourism as a means of boosting regional development in the rural areas of Norway. The National Tourist Routes attraction is an example of how transport planning can increase trade and tourism in the regions. The attraction consists of 18 selected stretches of road from north to south, which pass through some of the country’s most beautiful natural landscapes. Along each stretch, Norway is building viewing points and rest areas featuring new, modern architecture. Development work is expected to last until 2023, by which time around 250 different constructions will have been constructed. The National Tourist Routes attraction is under government development and ownership to ensure long-term quality and consistency.

JR Kyushu was part of Japan’s national railway company, based on Kyushu Island. Operating within a severe business environment, characterized by shrinking population and car-centered societies, JR Kyushu adopted a strategy, whereby it kept the railway business as its core, but moved into other businesses to achieve synergistic benefits, while developing together with the region. Luxury cruise train “Seven Stars in Kyushu” is the culmination of this strategy. The Japanese government has highly praised JR Kyushu’s initiative to contribute to the region and revitalize local economy and plans to publicly list JR Kyushu.

The emergence of polycentric metropolitan areas requires new institutional arrangements and efficient mobility solutions for the connections between the different sub-centres of these areas. Mobility in outer parts of metropolitan areas in different European countries is challenging. New solutions for mobility in outer parts of metropolitan areas are emerging, such as IT-based demand-response transport services (e.g. Danish coordinated model for Demand Responsive Transport system) and community-based initiatives (e.g. Blauen ride-sharing system initiated with Carpostal; peer to peer e-carsharing in Austria in small municipality). The lessons learnt from these experiences in terms of governance, organization and business case show that coordination between local authorities is very important to reduce cost and meet demand more efficiently. Key to success is organizing the complementarity between “traditional” public transport and new mobility services in order to provide a complete mobility offer. It is necessary to develop mobility solutions adapted to populations’ needs.

Chile’s geographical features (desert, huge mountains, islands, archipelagos) make the
country difficult to connect. However, Chile has ensured the connectivity of the whole country through regional subsidies for public transport. These subsidies are supported by a specific law and cover different types of subsidies: tariff rebate in order to make public transport more affordable, special subsidies to services that connect isolated areas, rural connectivity, subsidies to busing (school buses), different modes of transportation and subsidies to finance new infrastructure. An important feature of these subsidies is that they are “competitive funds”, allocated to the best offered project. There has been progress, for example the service Puerto Yungay-Pto Natales. In this part of the country, the continent gets fragmented and many areas are isolated. The connectivity encourages the local production and also facilitates tourism. However, it is very difficult to assess these services, incorporating the tourism aspect.

Cycling tourism is a booming business. Its economic impact matches the impact of cruise (ship) tourism (i.e. 44 billion € per year), but goes directly to SMEs and therefore generates more tax income, as well as jobs. Bike tourism has grown by 20% in recent years, yet public support is needed. Authorities and operators have to make a stronger effort to promote the European cycling networks, such as the Iron Curtain Trail, in combination with all cross-border rail services, including high-speed and night trains. Intermodality presupposes the option of taking one’s bicycle along on high-speed and international trains.

Quotes

“For mass transit, there is no other way than public transportation, but then indeed when we enter into some diluted places where density is lower, then a combination with these new shared mobility modes is really the way to do it”. Alain Flausch

“Subsidies can get out of hand quickly, particularly when you have a lot of political pressure. So, it is important to have formal laws and regulations to determine their scope”. Andrés Gómez-Lobo

"Subsidised public transport services to provide access to remote communities definitely have an impact on development. It’s not now, it’s not in five years, but definitely in twenty years’ time”. Andrés Gómez-Lobo

“The more bicycles are on the road, the safer it will be”. Michael Cramer

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Andrés Gómez-Lobo is Chile’s Minister of Transport and Telecommunications. He was chief of staff of the Ministry of Transport between 2008 and 2010. As a consultant, Gómez-Lobo has advised public and private organizations on issues of infrastructure, natural resources, grants, public transport and telecommunications, including the World Bank, National Economic Prosecutor, Civil Aeronautics Board and Ministry of Public Works. He has served as Academic Director of the Masters in Public Policy and Academic Director of the Diploma in Territorial Policies, Urban and Environmental Faculty of Economics, University of Chile.

John-Ragnar Aarset has been State Secretary at the Norwegian Ministry of Transport and Communications since 2013. The political post as state secretary in Norway’s government ministries was gradually introduced from 1947. The state secretaries and the political advisers are the political collaborators of the prime minister and the ministers. Prior to this Aarset was first then second Deputy Representative to Parliament for Buskerud between 2001 and 2009. Since 2000 he has been Chairman and member of The Decision Committee, The Norwegian Young Conservatives.

As a Member of the European Parliament, Michael Cramer works mainly on European Union (EU) transport policy. After ten years as transport policy spokesperson for the Green group, he was elected chairman of the Committee on Transport and Tourism (TRAN) in July 2014. He initiated the "Iron Curtain Trail" project. This project transfers the concept of a "bike ride through history" from the "Berlin Wall Trail" to the European level. The "Iron Curtain Trail" stretches for approximately 10 000 km from the Barents Sea on the Norwegian-Russian border all the way down to the Black Sea, crossing 20 countries, 15 of which are today member states of the European Union. The project is co-funded by the EU as a model for sustainable cultural tourism. Cramer is also a Member of the European Parliament’s delegation to the Former Yugoslav Republic of Macedonia and chairs the parliamentary platform "Rail Forum Europe".
Alain Flausch was elected Secretary General of the International Association of Public Transport (UITP) in 2011. He has been the Association’s President from 2009 to 2011 and was President and member of different UITP Committees and Commission from 2004 to 2009. From 2000 to 2011, as CEO of the STIB, the Brussels public transport operator, Flausch led the STIB through an in-depth cultural change. Before 2000, Flausch was active as top manager in the television and chemical industries.

Mamoru Tsutaka was appointed Director, General Manager of Oita Regional Office of the Kyushu Railway Company in 2012. Prior to this, he was General Manager of Track and Facilities Department from 2009 to 2012. His previous roles include General Manager of Miyazaki General Railway Operations Department and General Manager of Shinkansen Railway Operation Department. Tsutaka holds a Master’s Degree from Kyushu University’s Faculty of Engineering.

Matt Frei leads ITN’s Channel 4 coverage of the Americas and is also part of the presenting team across Channel 4’s news and current affairs portfolio, including the award-winning Dispatches programme. Previously, Frei anchored the BBC World News America bulletin and was also Washington Correspondent. He presented a weekly radio show called Americana, and in 20 years at the corporation reported from Bonn, Rome, Bosnia, Kosovo, North Africa, Hong Kong and Singapore.
Do mega-ships need mega-ports?

MPA 3, Level 0

Friday, May 29, 2015, 12:45 - 14:15

Please note that lunch will be provided in the room for those attending this session.

Increasing vessel size has been a dominant feature of the maritime transport sector over the last decades, driven by the search of economies of scale by shipping companies. During the last decade, the average capacity of container ships has doubled; the largest container ships now carry over 19,000 TEUs (twenty foot equivalent units), and 22,000 TEU-ships are expected to come into operation in the near future. While increases in the size of ships have helped to reduce maritime transport costs and thus enhance trade, larger ships require adaptations in port terminals and have impacts on maritime transport port networks and port hinterland transport. As many container lines have ordered new mega-ships in order to remain competitive, the impacts of mega-ships will intensify at a rapid pace in the near future.

Considering the emergence of mega-ships, this session will consider:

- What are the benefits of mega-ships? Do they outweigh the adjustment costs and societal costs?
- What are the attributes of the ports that will handle mega-ships of the future?
- What are policy responses to address the impacts of mega-ships?

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Martin Matthews became Chief Executive for the New Zealand Ministry of Transport in 2008. He brings extensive experience in government, public policy and monitoring, having spent 10 years as Chief Executive at the Ministry for Culture and Heritage immediately before joining the Ministry of Transport. At the Ministry for Culture and Heritage, Matthews was responsible for overseeing the funding and accountability for 18 Crown entities, Crown companies and Non-Governmental Organisations. He was also responsible for leading a series of nationally significant initiatives, including the Tomb of the Unknown Warrior, the New Zealand Memorial in London, the development of Te Ara (the online encyclopedia of New Zealand) and the transition to digital free-to-air broadcasting.

Ronald Widdows has served as Chairman of the World Shipping Council since 2008. His 40-plus year career has been primarily in the container shipping sector with responsibilities that included global container shipping, end-to-end supply chain management, marine terminal operations, international and domestic intermodal rail operations, and alliance/consortium agreement management. He is the Principal of Ronald Dean Widdows and Associates Pte Ltd. which provides consulting and advisory services covering the maritime industry with particular focus on liner shipping and related businesses. Widdows is the former Group President and CEO of Neptune Orient Lines, the parent of APL. He also held the position of CEO, Rickmers Holding from 2012 to 2014. He is a former Chairman of the Transpacific Stabilization Agreement – a research and discussion group of major container shipping lines offering ocean and inland transportation, logistics and supply chain services from Asia to the US.

Prior to joining Eurogate Container Terminal Hamburg, Gunther Bonz served as State Secretary of the City of Hamburg until 2008.
Since 2003 Magnus Kårestedt has run the Port of Gothenburg, Scandinavia’s largest port with 60% of Sweden’s container trading. In recent years, the port has undergone significant development schemes to maintain its strong position with a tripling of today’s capacity underway. Investments have been made in order to create growth for Gothenburg as an attractive destination and a natural hub for cargo handling in Northern Europe. The port continues to develop improved infrastructure within and outside the port to attract larger volumes. Kårestedt believes in a huge rise in the area of cruise and passenger traffic, as Gothenburg is increasingly portrayed as an attractive – and often also exotic – destination.

Noel Hacegaba has served as Chief Commercial Officer and Managing Director of Commercial Operations for the Port of Long Beach, California, USA since 2014. Long Beach is the second largest seaport in the USA. Hacegaba is responsible for port operations, business development, customer service and security and is the senior executive in charge of commercial operations. Prior to his current role, Dr. Hacegaba managed the daily business activities of the Port, including four bureaus and 17 divisions, as the Deputy Executive Director and Chief Operating Officer. Before that, he served the Long Beach Harbor Commission as its Executive Officer and managed the daily activities of the Harbor Commission and its staff, including all administrative and communications functions. He also made recommendations on public policy, coordinated international trade missions and represented the Harbor Commission before all elected officials and Port stakeholders.

Wolfgang Hurtienne was appointed Managing Director of Hamburg Port Authority (HPA) in August 2009. Since the reorganisation of HPA began in 2008, has been a member of the management board and is currently responsible for the Strategy Division. Prior to this he had been head of the Port Planning and Development Division for many years. During this time, projects such as the Altenwerder port expansion, large restructuring projects and the current expansion measures for intensifying the usage of the Port of Hamburg have taken place. Hurtienne is Chairman of the Port Planning and Development Committee of the International Association of Ports and Harbours (IAPH), Tokyo, and a member of the German Academy for Urban and Regional Spatial Planning.
Lulun Ni joined Shanghai International Port Group (SIPG) in early 2014 as its Vice President after serving more than eight years as a full member of its board of directors. Prior to joining SIPG, Ni had served as the Deputy General Manager of China Merchants Holdings (International) Co. Ltd. in Hong Kong for more than eight years. From 2004, he was the Deputy General Manager of the Business Development at China Merchants Group in Hong Kong. In 1991, he was made an Associate Professor at the School of Management in Shanghai Fudan University.

Burkhard Lemper is Director and Head of the Maritime Economics and Transport Department at the Institute of Shipping Economics and Logistics (ISL), Bremen, Germany, and professor at Bremen University of Applied Sciences. ISL is one of Europe's leading institutes in the area of maritime research, consulting and knowledge transfer. Lemper has managed a wide variety of projects for the maritime industry, especially for port authorities, ship yards and shipping companies. He has worked on studies dealing with developments in the European and worldwide transport markets, especially container transport, port development projects and feasibility studies including cost-benefit analyses. He has published especially on maritime sector issues. Other aspects of his research are cargo flow and market analysis, simulation of cargo flows and transport modeling.

Anthony May is Emeritus Professor of Transport Engineering at the University of Leeds. He has been Director of the Institute for Transport Studies and Pro-Vice Chancellor. May was awarded the Order of the British Empire (OBE) for services to transport engineering in 2004 and was elected as a fellow of the Royal Academy of Engineering in 1995. From 1985 to 2001, he combined research and teaching at Leeds with consulting as Director of Transport Policy for MVA Ltd. From 1967 to 1977 he was responsible, with the Greater London Council, for policy on highways, traffic management and land use planning.