32ND IAAE NORTH AMERICA/EUROPE AIRPORT ISSUES CONFERENCE

VIENNA, AUSTRIA | OCTOBER 10–14, 2027

HOSTED BY VIENNA AIRPORT | ORGANIZED BY IAAE

WORKING DRAFT AGENDA — SUBJECT TO CHANGE

Conference Objective: To bring North American and European airport leaders together for a high-level exchange on the strategic, financial, regulatory, technological, and operational decisions shaping airports, with particular attention to shared challenges and differences between the two regions.

SUNDAY, OCTOBER 10

Early Arrivals, Professional Development and Networking

7:30 AM–1:00 PM | Delegate Arrival and Conference Registration

9:00 AM–1:00 PM | Complimentary Executive AI Workshop for Attendees
What Airport Executives Need to Know Now

An executive education workshop covering AI fundamentals, organizational readiness, governance, responsible adoption, and practical decisions airport leaders must make before implementation. The workshop will emphasize learning and readiness rather than detailed airport case studies.

Organized by IAAE and Presented in Partnership with Aviation Strategies International (ASI)

1-2 PM | Networking Lunch

2-3 PM | Airport Innovation Exchange: From AI Strategy to Operational Results

A facilitated exchange of real-world airport case studies on AI, automation, and digital transformation, emphasizing implementation barriers, measurable outcomes, and lessons

learned. This discussion will complement, rather than repeat, the morning executive workshop.

3:00–4:00 p.m. | Executive Peer Exchange: Preparing the Future-Ready Airport

An interactive discussion on leadership decisions, organizational change, succession planning, workforce shortages, new skills requirements, and strategic partnerships needed to prepare airports for the future.

5:00–6:00 PM | Airport Leadership Networking Reception

An informal gathering for early-arriving delegates, speakers, and airport executives to reconnect and begin building relationships ahead of the conference.

MONDAY, OCTOBER 11

IAAE Leadership and Welcome to Vienna

Theme: Governance, Culture and Relationship-Building

8:00 AM–4:00 PM | Delegate Arrival and Conference Registration

10:00 AM–12:00 PM | IAAE Board Meeting *(Closed)*

12:30–1:00 PM | City Tour Check-In *(Lunch provided)*

1:00–3:30 PM | Vienna City Tour

An opportunity for delegates to discover Vienna's history, architecture, and culture while connecting with fellow attendees.

5:00–6:30 PM | Official Welcome Reception

An opportunity to welcome delegates to Vienna, recognize the host airport and conference partners, and encourage networking among North American and European airport leaders.

7:00–9:00 PM | IAAE Board Dinner (*Closed)*
Sponsored by: Savannah/Hilton Head International Airport

TUESDAY, OCTOBER 12

The Future-Ready Airport and Transatlantic Competitiveness

8:00 AM–4:00 PM | Conference Registration

8:00–9:00 AM | Networking Breakfast
Sponsored by: Michael Baker International

9:00–9:20 AM | Official Opening Ceremony

Speakers:

- Heba Gouda, Vice President, Global Operations, AAAE
- Jorge Hernández — *IAAE Chair* & President and CEO, Aerostar Airport Holdings / Luis Muñoz Marín International Airport
- Julian Jäger — Member of the Executive Board, Flughafen Wien AG. Vienna

9:20–9:30 AM | Ambassador's Welcome
Welcome remarks by His Excellency, the U.S. Ambassador to Austria (TBC)

9:30–9:50 AM | Opening Keynote: The Future-Ready Airport — Leadership in an Uncertain World

How North American and European airport leaders can respond to geopolitical uncertainty, changing passenger demand, workforce pressures, infrastructure funding needs, and rapid technological transformation while sustaining competitiveness and resilience.

9:50–10:50 AM | CEO Leadership Dialogue: What Will Define the Most Competitive Airports of 2035?

Airport leaders from North America and Europe compare long-term strategy, airport governance, workforce transformation, investment priorities, airline connectivity, and the evolving role of airports in regional economies. Discussion will highlight where U.S., Canadian, and European approaches differ and what each region can learn from the other.

10:50–11:20 AM | Networking Break with Exhibitors

11:20 AM–12:30 PM | SESSION 1: Airport Capacity, Investment and Competitiveness

How North American and European airports can finance and deliver infrastructure to accommodate growth, improve connectivity, and remain competitive, including differences in airport funding, ownership, and regulatory frameworks.

Discussion topics:

- Comparing U.S. airport financing and capital programs with European investment and ownership models
- Expansion planning, capacity constraints, and prioritizing capital investment
- Public-private partnerships, privatization approaches, and commercial revenue opportunities
- Regulatory, environmental, and procurement considerations affecting airport development on both sides of the Atlantic
- Lessons learned from major U.S. and European airport development projects

12:30–1:45 PM | Networking Lunch
Sponsored by: Jacksonville Aviation Authority

1:45–2:45 PM | SESSION 2: AI, Automation and the Intelligent Airport

A strategic, results-focused discussion of how airports can scale AI and automation beyond pilot projects, justify investment, measure operational outcomes, and integrate new tools into airport-wide decision-making. The session will build on, not repeat, Sunday's executive education and airport case studies.

Discussion topics:

- Scaling successful AI applications across airport operations
- Digital twins, predictive maintenance, data integration, and real-time decision support
- Robotics and automation: operational performance and service impacts
- Return on investment, procurement, and measurable performance outcomes
- AI governance, workforce impacts, and U.S.–European approaches to responsible deployment

2:45–3:15 PM | Networking Break

3:15–4:30 PM | FEATURED SESSION: Building Transatlantic Connectivity — Airline–Airport Partnerships, Route Development and Regional Growth

Potential featured case study: Philadelphia–Vienna connectivity (route status, airline participation, and commercial details to be verified before promotion).

A high-profile examination of how airports and airlines build and sustain transatlantic connectivity, including network planning, bilateral policy considerations, hub competition, passenger demand, and regional economic growth. The proposed Philadelphia–Vienna example will be used only if the route and participating partners are confirmed.

Discussion topics

- The strategy and business case behind new transatlantic routes.
- If confirmed, the Philadelphia–Vienna example: airline and airport roles in building demand and sustaining service.
- Route economics, connecting traffic, seasonality, bilateral aviation frameworks, and long-term sustainability.
- How airports and airlines coordinate marketing, tourism promotion and business travel development.
- The role of airport incentives, passenger experience, operational performance and infrastructure investment in route success.
- Lessons for other airports seeking new international connections.

4:30–5:30 PM | Transatlantic Aviation Networking Reception

An informal networking opportunity for airport executives, conference delegates, and invited industry partners to continue discussions and strengthen connections across the North American and European aviation communities.

7:30–9:30 PM | Gala Dinner

An evening bringing together airport executives, conference delegates, and industry partners to celebrate international collaboration and strengthen relationships across the North American and European aviation communities.
Sponsored and hosted by: Vienna Airport

WEDNESDAY, OCTOBER 13

Innovation, Resilience and Passenger Experience

8:00 AM–3:00 PM | Conference Registration

8:00–9:00 AM | Networking Breakfast

9:00–10:00 AM | SESSION 3: The Passenger of Tomorrow — Digital Trust, Biometrics and Seamless Travel

How North American and European airports can deliver secure, convenient, accessible passenger journeys while navigating different border processes, privacy rules, and approaches to digital identity.

Discussion topics:

- Biometrics and digital identity: U.S. and European deployment approaches
- EU Entry/Exit System (EES), ETIAS implementation status, and U.S. CBP/TSA passenger processing: implications for airports
- Privacy, consent, data protection, and passenger trust across jurisdictions
- Interoperability, airline–airport–government coordination, and frictionless connections
- Accessibility and inclusive passenger experiences

10:00–10:30 AM | Networking Coffee Break

10:30–11:30 AM | SESSION 4: Airport Security, Cyber Resilience and Emerging Threats

This session will examine the evolving security threats facing airports in North America and Europe, including cyberattacks, drone incursions, GPS interference, and geopolitical disruptions. Airport executives and security experts will discuss strategies to protect critical infrastructure, strengthen operational resilience, and improve crisis preparedness. The discussion will also compare U.S. and European security frameworks and explore opportunities for greater coordination, incident response, and business continuity.

Discussion topics:

- Cybersecurity and Critical Infrastructure: Protecting airport operational technology (OT), IT networks, and critical systems against cyberattacks and operational disruption.
- Emerging and Hybrid Threats: Addressing unauthorized drone activity, GPS interference and jamming, and threats to airport operations and airspace security.
- Geopolitical Risks and Security Coordination: Strengthening cooperation among airports, airlines, government security agencies, and regulators in responding to evolving threats.
- U.S.–Europe Security and Cyber Resilience: Comparing regulatory approaches, cybersecurity requirements, incident response, and business continuity strategies.
- Crisis Preparedness and Operational Recovery: Strengthening workforce readiness, emergency exercises, interagency coordination, and recovery planning.

11:30 AM–12:00 PM | Airport Case Study: Managing Disruption and Protecting Critical Infrastructure

A practical, evidence-based case study of one airport's response to a major disruption, emphasizing decision timelines, interagency coordination, recovery costs, and measurable lessons. Unlike Session 4's broad threat discussion, this presentation will follow one real incident from preparation through recovery.

- **20 minutes: Airport case study — the disruption, response, lessons learned, and recovery.**
- **10 minutes: Moderated questions and discussion.**

12:00–1:30 PM | Networking Lunch

1:30–2:15 PM | SESSION 5: Airport Retail and Commercial Development — Creating Value Beyond the Passenger Journey

A transatlantic discussion on how airports can strengthen non-aeronautical revenue and create engaging passenger experiences through retail, food and beverage, duty-free, services, and commercial partnerships. Airport and industry leaders will explore changing traveler expectations, the role of data and technology, and practical strategies for balancing commercial performance with the passenger experience.

Discussion topics:

- Retail, food and beverage, and duty-free strategies to increase non-aeronautical revenue
- Using passenger data and technology to personalize the shopping experience
- Airport–retailer partnerships, concession models, and commercial performance
- Balancing revenue growth with passenger satisfaction

2:15–3:00 PM | SESSION 6: Sustainable Airports — From Commitments to Investment Decisions

How North American and European airports can turn sustainability goals into financially viable investment choices while balancing energy security, regulatory requirements, climate adaptation, operational efficiency, and growth.

Discussion topics:

- Airport electrification, energy security, and resilient power infrastructure
- Climate adaptation and infrastructure resilience: practical investment priorities
- Financing decarbonization and evaluating return on sustainability investments
- Comparing European environmental requirements and U.S. airport sustainability approaches
- Balancing environmental outcomes, operating costs, airline needs, and airport growth

3:00–3:30 PM | Networking Break

3:30–4:15 PM | SESSION 7: The Aviation Workforce of Tomorrow — Talent, Technology and Leadership

A transatlantic discussion on how airports can recruit, develop, and retain the workforce needed for the next decade. North American and European airport leaders will compare strategies for addressing labor shortages, building leadership pipelines, preparing employees for AI and automation, and maintaining operational performance through workforce change.

Discussion topics: workforce recruitment and retention; leadership development and succession planning; reskilling for AI, automation, and digital airport operations; partnerships with universities and training providers; and U.S.–European approaches to workforce planning and employee development.

4:15-5:00 PM | Transatlantic Airport Exchange: Executive Roundtables

Facilitated, small-group peer exchanges focused on actionable cross-Atlantic lessons rather than repeating the plenary presentations. Each table will compare North American and European approaches and identify one transferable practice.

Potential roundtable themes:

- Financing growth: practical lessons from U.S. and European capital programs
- Airline–airport partnerships: practical approaches to strengthening connectivity and service resilience
- Security readiness: cross-border coordination and disruption response
- Digital borders: passenger identity, privacy, and seamless connections
- Energy investment: balancing sustainability, resilience, and costs

6:30–8:30 PM | U.S. Ambassador's Networking Reception

An exclusive evening reception hosted by the U.S. Ambassador to Austria at the Ambassador's Residence in Vienna, bringing together conference delegates, airport executives, diplomatic representatives, and invited industry stakeholders. The reception will provide an opportunity to strengthen U.S.–European aviation relationships, continue discussions from the conference, and build valuable international partnerships.
Hosted by: The U.S. Ambassador to Austria, (TBC)
Sponsored by: Birmingham Airport Authority, Alabama

THURSDAY, OCTOBER 14

Vienna Airport Technical Tour

Theme: Behind the Scenes at a Leading European Hub

8:00–8:30 AM | Breakfast and Departure Briefing

8:30–9:00 AM | Group Transfer to Vienna Airport

9:00–12 PM | Vienna Airport Tour