

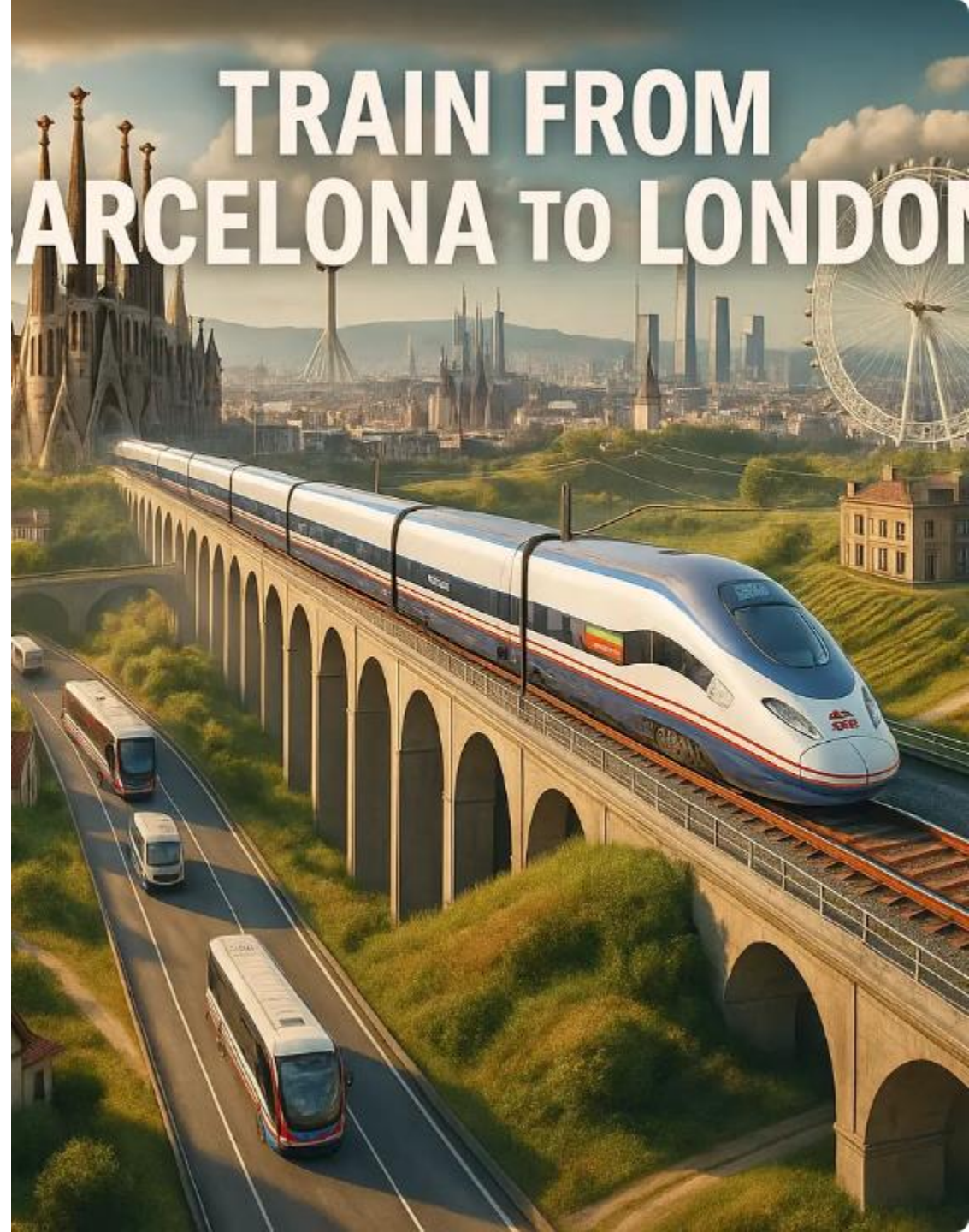
NEMU WEBINAR

Who is responsible for the seamless journey?

Lessons from the sky for ground mobility.

Grethe Skundberg

Investor and Non-Executive Director



THE USER REALITY CHECK

Barcelona → London → Oslo

Comparing a multi-leg itinerary across the sky versus the ground.

Ground Reality:

4 separate apps, 4 accounts, fragmented tickets, and 100% personal risk if a connection fails.

THE SKY (AMADEUS / GDS)

1 Single Search & 1 Booking Reference (PNR)

Instantly covers global multi-airline routing with automated protection.

THE GROUND (SILOED APPS)

Renfe + Eurostar + Vy / SJ

Manual transfers, zero cross-border sync, and zero disruption safety net.

The Takeaway: Technology isn't the barrier. Coordination and business models are.

AVIATION BLUEPRINT 01

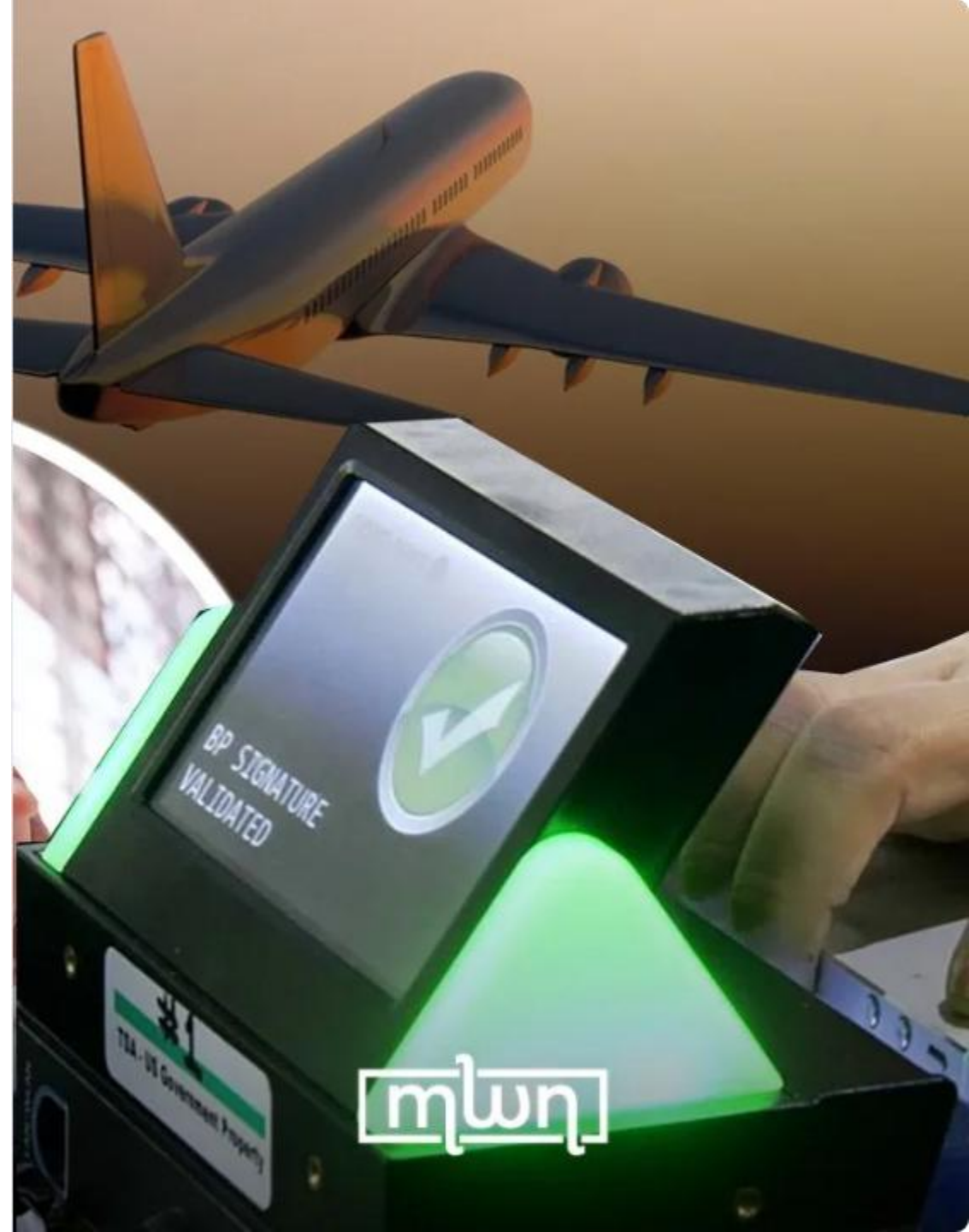
Global Distribution Systems & Interlining

Global Distribution Systems (GDS)

Standardized multi-carrier inventory sharing across the world.

Passenger Name Record (PNR)

One universal identifier ties the entire multi-leg journey together.





AVIATION BLUEPRINT 02

Frictionless physical transfers

Through-checked baggage

Luggage transfers seamlessly between planes without passenger intervention.

Synchronized airside infrastructure

Gates, security, and handlers operate on shared real-time schedules.

LESSON 01

Aviation didn't wait for regulators to mandate interoperability.

THE SKY

Global Distribution Systems (GDS) & New Distribution Capability (NDC).

THE MECHANISM

A common API language for competing actors to share inventory.

THE GROUND

Multimodal Digital Mobility Services (MDMS) as a voluntary industry blueprint.

LESSON 02

Guarantee the journey, not the leg.

THE ANCHOR

Passenger Name Record (PNR) ties the entire cross-border journey together.

THE SAFETY NET

Interlining agreements dictate exactly who pays when disruptions occur.

THE REQUIREMENT

Real-time data sharing across company lines to forecast delays.



LESSON 03

Operating in the dark vs. collaborative action

Airport Collaborative Decision Making (A-CDM):
Turnarounds driven by shared data.

THE FIX

Synchronizing public infrastructure with private
operators? Share instead of compete?

Friction kills green choices.

Complexity drives passengers back to the easiest (fossil) option.

Seamless booking is a prerequisite for sustainable behavior.

THE CONCLUSION

The customer is not our system integrator.

Should we stop protecting operational data as trade secrets?



AVIATION'S OWNERSHIP MINDSET

Who built Amadeus in 1987?

Aviation didn't wait for a government mandate or EU directive. Competing airlines took the responsibility themselves.

CHALLENGE

FOUNDING AIRLINE PARTNERS



Lufthansa



SAS

The Lesson for Ground Mobility: Build ecosystem.