



# 11 FACTORS AFFECTING THE AIR CARGO INDUSTRY IN 2024

Trends, challenges, and opportunities  
for air cargo businesses.





# Foreword

This point in the year is a natural time for looking forward, as we plan for the year ahead. It is also a good time to reflect on the events of the past year, and what we might learn from them, to incorporate the learnings into our planning.

At this juncture, available belly capacity is now **above pre-pandemic levels**, thanks to the return of passenger travel. Simmering geopolitical tensions are having **profound global effects**. Technologies such as Machine Learning (ML) and Artificial Intelligence (AI), Internet of Things (IoT), and Application Programming Interfaces (APIs) continue to be embraced **as the industry adapts and innovates**. And the need to have **new global standards** is being recognized with new use cases for ONE Record emerging and gaining pace.

After considerable research, in collaboration with dozens of industry experts, CHAMP has identified the **key factors that will shape the air cargo and logistics industry in the next year and beyond**.

These may vary in urgency and materialization depending on the nature, location, and functions of your business. But nevertheless, their impact will be felt by our industry and many others as well, and will transform the landscape in which we function.

It is crucial for businesses to **think strategically** about whether there are opportunities to be found, threats to be mitigated, or ripple effects to be considered in 2024.

Those who plan ahead, and adapt accordingly, are sure to be in a stronger position twelve months from now.

I hope this report serves you in your planning for the year ahead and helps prepare you for what may lie in store for us in 2024.

All the best,

**Chris McDermott**

Chief Executive Officer  
CHAMP Cargosystems





# 11 FACTORS AFFECTING THE AIR CARGO INDUSTRY IN 2024

## Technology Factors

- 1** Digitalization
- 2** ONE Record
- 3** Machine Learning & Artificial Intelligence
- 4** Open Systems & Ease of Integration
- 5** Real-Time Tracking & Visibility

## Market Factors

- 6** Consumer Confidence & Demand
- 7** Global e-commerce Demand
- 8** Sustainability & Net Zero Targets
- 9** Trade Shocks
- 10** Labor Changes & Shortages
- 11** Compliance & Regulation



# Executive Summary

The business environment in which we operate has changed rapidly in recent years, emphasizing the need to consider a wide range of factors, such as industry initiatives, technology trends, and world events, in our planning scenarios.

To help air cargo businesses keep abreast of the forces likely to shape the industry in 2024, CHAMP has conducted extensive research and has identified eleven factors that will affect the air cargo industry in the coming year. These can be consolidated into two main areas - technology factors, and market factors.

The development and emergence of new technologies has been a key theme of 2023 and will continue to define the air cargo industry in the coming years.

Some of the most influential technologies shaping the air cargo industry include the creation of a **digital ecosystem** through the **ONE Record initiative**, the use of **Machine Learning and Artificial Intelligence** to automate and improve performance, a preference for **open systems and easy integration using APIs**, and the availability of **real time information and visibility**.

Beyond technological advances, there are also numerous market factors that air cargo businesses will need to pay heed to in 2024. Some present unique opportunities and areas for growth, whilst others pose risks that may need mitigation strategies.

The market forces at play include **consumer confidence and demand**, a surging use of **e-commerce**, a need for more **sustainable business practices, trade shocks** as a result of international tensions, **changes in the labor market**, and increased **compliance and regulation**.

By investigating the scope and impact of these factors, we can all respond better to the changing environment in which we operate and prepare for a successful 2024.

# Technology Factors

## Section 1



# 1 Digitalization

Recent years have seen growing calls for the digital transformation of the air cargo industry, and 2024 brings renewed enthusiasm for digitalization.

Many businesses are eager to implement new digital technologies to reap the benefits of a streamlined business model, greater efficiencies, and digitize manual tasks.

The International Data Company reports that in 2022, companies invested USD\$1.85 trillion worldwide in digital transformation initiatives – a figure that is expected to reach USD \$3.4 trillion by 2026.

Research conducted by McKinsey also concluded that “the future will belong to companies that put technology at the center of their outlook, capabilities, and leadership mandate.”



**“The future will belong to companies that put technology at the center of their outlook, capabilities, and leadership mandate.”**



It is clear that digital transformation is long overdue for the air cargo industry. Other industries can point the way to the enormous benefits on offer from digitalization, and we do not have to look very far to see what has been achieved on the passenger side of our business, with mobile check-in, e-gates and facial recognition. It is crucial that air cargo businesses truly digitalize at a pace and magnitude to seize the opportunities on offer because it will not be long before competing industries catch on.

Sea freight (or ocean freight) has long been a competitor of the air cargo industry due to its lower rates and better sustainability figures.

The key disadvantages of sea freight have historically included low visibility and predictability, slow shipping times, and cargo loss and damage. However, that is now changing.

One example is Maersk's digitalization partnership with Microsoft that is already providing Remote Container Management, allowing temperature and humidity data from hundreds of thousands of refrigerated shipping containers to be monitored in real time.

More initiatives will follow, allowing sea freight to improve its offering.

The air cargo industry needs to capitalize on its competitive advantages, such as being able to respond more quickly to e-commerce demand, by continuing to make air freight more attractive, reliable and transparent, thus mitigating a modal shift. This can only be achieved by embracing digitalization.





## 2 ONE Record

IATA's ONE Record initiative is also top of mind for numerous airlines, ground handlers, freight forwarders and software providers, as it aims to harmonize the industry through the creation of a new digital ecosystem that will bring with it standardization.

As a trailblazer of open and interconnected systems, CHAMP is committed to pioneering the implementation and adoption of ONE Record.

Through continuous innovation, identifying use cases and following through on production, CHAMP and the air cargo industry as a whole can enjoy a harmonized flow of information.

CHAMP sees ONE Record as the standard that will drive the full digitalization of air cargo and enable new services.

By adopting ONE Record, the air cargo community can remove the barriers inherent in the existing information exchange protocols and be able to augment shipment data, thus providing the opportunity to increase visibility and efficiency across the supply chain.

While the proposed deadline for industry adoption of ONE Record is not until January 2026, IATA advises that stakeholders should already be preparing.

After numerous pilot projects with customers to prove its feasibility, 2024 will see CHAMP go live at increased scale with its first ONE Record use cases. CHAMP's agile approach to this has an inbuilt process of continuous improvement.

CHAMP's customers will therefore experience the benefits of ONE Record much earlier than the 1 January 2026 deadline.

IATA have expressed their gratitude, stating that "CHAMP's commitment to harnessing the power of ONE Record is a testament to its dedication to advancing air cargo.

Its proactive approach to supporting and adopting this standard sets a benchmark for innovation and collaborative success in the industry."

**"CHAMP's commitment to harnessing the power of ONE Record is a testament to its dedication to advancing air cargo. Its proactive approach to supporting and adopting this standard sets a benchmark for innovation and collaborative success in the industry."**



### 3 Machine Learning & Artificial Intelligence

The use of Machine Learning (ML) and Artificial Intelligence (AI) has been a key theme throughout 2023 and is showing no signs of slowing down in 2024.

Artificial intelligence (AI) has been a prominent buzzword in 2023 as more technologies arrive on the market every day, and consumers and businesses alike are using AI on a daily basis. AI is undoubtedly a disruptive technology, and many companies are embracing it to improve demand planning, automation and cost reduction.



As part of our investment in Cargospot-Neo, CHAMP has embraced AI technology to provide competitive advantages and efficiencies for our customers.

Examples include:

- A new dynamic pricing feature that allows airlines to adjust rates according to demand and respond to real-time changes in capacity, thereby maximizing revenue opportunities.
- A new Personal Assistant that helps users to quickly get answers to any questions they may have, like the handling of dangerous goods.

CHAMP also believes in digitizing at the first point of contact to reap the benefits of digitalization. An example of this is a new product called [A2Z Scan](#), which uses ML/AI technology to quickly scan paper documents such as AWBs.

By adopting digital solutions such as the [A2Z Scan](#), air cargo businesses can reduce their cargo acceptance time to as little as 10 seconds by scanning documents that would otherwise need to be typed manually. This saves time, expense, and makes the processes much more efficient.

Businesses can also benefit from increased agility and the ability to respond to changing market needs and evolving technology trends quickly and in an affordable way.



## 4 Open Systems & Ease of Integration

One of the greatest aspects of today's modern technology is the way systems, services, and devices can connect and communicate with each other.

Application Programming Interfaces (APIs) have been widely used in other industries for almost two decades now and have been pioneered by CHAMP in air cargo for the last five years. APIs allow applications to quickly connect, reducing integration costs and time.

As the most open and interconnected IT partner in the air cargo industry, CHAMP has always embraced partnerships and integration with relevant businesses in the industry – to great effect.

**The development of APIs has been instrumental in collaboration in the technology industry and has allowed many initiatives, such as:**



Facilitating collaboration



Increasing speed to market



Reducing integration costs



Avoiding duplicate applications



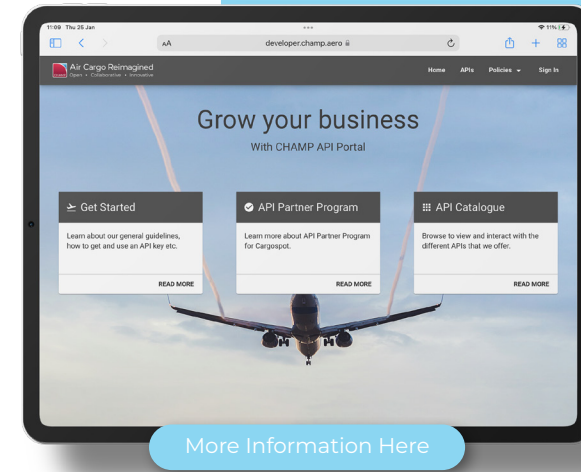
Achieving rapid growth



The air cargo industry can leverage the use of APIs to provide key decision makers with real time data, track shipments more precisely, respond to changes such as fluctuating costs and demand, and countless other potential use cases. APIs are also the basis of the ONE Record initiative.

CHAMP invested in a high-quality global infrastructure, utilizing industry-leading technologies such as Google’s Apigee API gateway, and now processes over 250 million API calls annually.

With CHAMP’s APIs, companies can leverage their existing investments by seamlessly connecting to CRM or finance systems, or in new areas like autonomous warehouse vehicles. CHAMP has the widest range of APIs available in the market today and publishes them to encourage innovation with customers and partners.



**CHAMP** invested in a high-quality global infrastructure, utilizing industry-leading technologies such as Google’s Apigee API gateway, and now processes over 250 million API calls annually.





## 5 Real-Time Tracking & Visibility

We are operating in an increasingly fast-moving world, powered by innovative technologies and the constant flow of information and data. This has created a demand for real-time updates, increased visibility, and enhanced connectivity.

For many years now e-commerce has provided customers with a door-to-door style information flow and real-time tracking. E-commerce customers can see when their parcel is packaged and loaded, whether it is held up in customs, and even track their parcel on a map as it is driven in the delivery van right to their door.

The air cargo industry has yet to offer this level of tracking and visibility, which will ultimately be driven by ONE Record. Ahead of that, the demand for it is growing and it is likely that the demand will increase throughout 2024.

To address this gap, CHAMP and a key longstanding client co-created [Shipply.Vision](#), which allows customers to track events for a shipment from the very first segment when a trucker picks up freight at origin (first-mile), through to the last segment when a trucker picks up freight and delivers it to consignee (last-mile). This means you can quickly enhance your customers' experience from booking to tracking and visibility with CHAMP's open and flexible solution.





CHAMP is also breaking new ground in the use of Internet-of-Things (IoT) devices in Air Cargo. IoT-enabled labels have now reached a price point to make their use economically viable.

These devices are Bluetooth enabled, which also brings down the cost of the infrastructure to track movements, when compared to RFID equivalents. This means that cargo can be labeled once and has the ability to be tracked on its entire journey. CHAMP is also working with device manufacturers to ensure that the data from IoT-enabled labels comply with ONE Record data standards.

Beyond the customer side, an increased flow of information would be welcome along the entire logistics supply chain. For example, the ability to monitor temperature control, shock levels, humidity, and other factors would be invaluable for numerous parties.

To respond to this need, CHAMP has created its Control Tower, to give customers up-to-date and reliable information about these and other factors that may impact their cargo. This creates significant operational efficiencies for shippers, consignees, airlines, insurance companies, freight forwarders, ground handlers, and recipients.

A background image featuring a candlestick chart with various colored bars (green, red, blue) on a grid. The chart is partially obscured by a large, diagonal, semi-transparent teal shape that covers the right side of the page.

# Market Factors

## **Section 2**

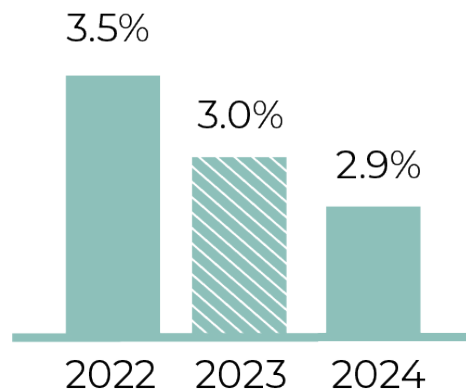


## 6 Consumer Confidence & Demand

The economic outlook remains uncertain, with many economists pointing to the high debt levels of many countries and individuals as a sign that a market correction is overdue.

The International Monetary Fund has also reported a slowdown in growth, saying the “baseline forecast is for global growth to slow from 3.5 percent in 2022 to 3.0 percent in 2023 and 2.9 percent in 2024, well below the historical (2000–19) average of 3.8 percent.”

Baseline forecast for global growth:



However, the cost-of-living crisis and high levels of inflation encountered in 2023 seem to be easing and with it consumer confidence is starting to improve.

The air cargo industry has long been considered a barometer of consumer confidence: if air cargo is thriving, then many goods are being bought and shipped which indicates high consumer confidence.

A recent report from Airbus showed demand for 40,850 new passenger and freight aircraft over the period of 2023-2042, which speaks to the strength of the air cargo and aviation industry.



40,850 new passenger and freight aircraft over the period of 2023-2042

Overall, it would be prudent for businesses to focus on efficiency gains and identify processes that can be streamlined to reduce manual labor tasks and make use of increased automation.





In selecting an IT partner, it is important to choose one with an “open” systems approach, to easily connect with other solutions and platforms.

As well as being the only company to offer truly “open” systems, CHAMP is the only provider that offers Cargo Management, Communications & Connectivity, Customs and Insights solutions.

All applications run on CHAMP’s Neo platform, which is fully API-enabled and leverages AI and Machine Learning technologies. This ensures a seamless integration across and beyond the CHAMP portfolio – without breaking the bank.

**CHAMP**  
Insights

**CHAMP**  
Cargo Management

**CHAMP**  
eCargo

By being deliberate about where resources are spent, businesses across the air cargo industry can navigate any economic outlook with minimal disruption.





# 7 Global e-commerce Demand

Global e-commerce has been a rapidly growing industry for many years now, estimated to be worth 6.3 trillion USD in 2023 by Forbes.



[Graph courtesy of Forbes Advisor](#)

The widespread availability of technology and the easing of the buyer’s journey has also contributed to e-commerce demand, as consumers feel more comfortable than ever buying goods online.

Global e-commerce giant Shopify reports that the largest global categories are:

Fashion



Electronics



Toys, hobby, and DIY



Beauty, health, personal, and household care



Food



Traditionally, e-commerce was used for the purchasing and delivery of niche and unique goods that were often not readily available in-store.

While e-commerce has steadily become more ingrained in consumers purchasing behaviour, the pandemic changed everything. Suddenly, e-commerce was quickly adopted for the purchase of everyday goods and “retail store” items at a scale never seen before.





CHAMP has also developed a new service to support businesses looking to streamline their eCommerce compliance obligations, called [Traxon Global eCommerce](#) (TGE).

TGE is purpose-built to address the requirements of cargo pre-load security filings and pre-arrival filings for e-commerce.

Serving as a centralized repository for shipment data, TGE ensures compliance with EU-ICS2 standards, and others as they evolve, for both pre-load and pre-arrival declarations. It efficiently consolidates information from the sender and generates outputs in formats specified by relevant governmental agencies.

TGE streamlines communication between the customer's organization and authorities, offering real-time visibility through a comprehensive dashboard. It offers airlines the ability to provide new airport-to-airport e-commerce services to shippers.





## 8 Sustainability & Net Zero Targets

Sustainability is a significant priority for many businesses, governments, and consumers, and the urgency is only increasing with time.

We have seen greater societal awareness about CO2 emissions, with the aviation and air cargo industry having to do its part to lower emissions.

As an air cargo industry, we need to ask ourselves, “how can we adopt more environmentally sustainable practices in 2024 and beyond?” To promote sustainability, IATA has set a target for the aviation industry to achieve net-zero emissions by 2050.

To achieve this, there will need to be a concerted effort and industry alignment to develop and adhere to more sustainable initiatives.

One such development that CHAMP is implementing is a CO2 calculator within [Cargospot](#) to bring more visibility and awareness of the cargo’s carbon footprint. Such a tool would be extremely useful in tracking and reducing emissions and thus mitigating environmental impact.

CHAMP also provides a [Weight and Balance](#) service to help aircrafts optimize fuel burn which can reduce an aircraft’s carbon emissions – not to mention increase efficiency and lower costs.

Recent years have seen more awareness around offsetting carbon emissions with great investment from numerous parties along the logistics supply chain.

Manufacturers are producing aircraft with greater efficiencies, airports have made huge investments into more sustainable practices, numerous ground handlers have switched to electric vehicles, and the adoption of sustainable aviation fuel (SAF) is well and truly underway.

While there is no silver-bullet fix, there are several changes that businesses can begin to implement for a smaller carbon footprint and more sustainable operations.

“How can we adopt more environmentally sustainable practices in 2024 and beyond?”



## CHAMP's Sustainability Initiatives

As a leading IT provider in the air cargo industry, CHAMP is also doing its part to practice and promote sustainability from the inside out.

CHAMP is part of the SITA group which is in the process of setting stringent standards to achieve our corporate goal to be Net Zero by 2050 with the Science Based Target initiative's (SBTi) Net-Zero Standard 1.5°C scenario covering all greenhouse gas emissions sources.

All of CHAMP's technologies within our data centers are powered by the EU green grid which runs on 100% hydroelectric electricity, a sustainable and renewable source. We are also working on reducing the CO2 emissions across our global offices and adopting more sustainable everyday practices.

One of the many initiatives we support is the TIACA Sustainability Awards which CHAMP has sponsored for the past five years. Through this, CHAMP hopes to encourage more companies – from start-ups to airlines, and everyone in between – to innovate and develop new initiatives to make our industry greener.

By looking internally and providing solutions externally, the air cargo industry can work together to mitigate environmental impact and operate more sustainably.





## 9 Trade Shocks

No industry is immune from the effects of geopolitical conflict, and the past few years have seen concerning escalations in Russia/Ukraine and Israel/Palestine. While we might hope for resolution, it is wise for businesses to plan for continued disturbance.

The air cargo industry has the challenge of operating globally and across numerous countries, which has created a few unique complexities. The creation of no-fly zones means more travel time, more fuel burn, more fuel needed on board, and less capacity for air cargo. This ultimately increases costs across the supply chain and affects the efficiency and movement of goods worldwide.

We are also witnessing the implications of US/China trade dispute which has a ripple effect on global trade and affects the trajectory of surrounding economies. However, it's important to note that these effects aren't necessarily as negative as supply chain disruption or unpredictable price fluctuations.

Many ASEAN countries have seen an increase in economic opportunities from the China Plus 1 strategy that a number of companies have implemented to be less reliant on China.

Other impacts of geopolitical and actual conflicts include embargoes, the rerouting of cargo and extended delivery times.

The interruption to shipping in the Red Sea because of the ongoing conflict in the Middle East has caused many companies to reroute cargo around Africa rather than through the Suez Canal. This has led to a significant increase in rates and shipping times and is likely to result in more demand for air cargo.





## 10 Labor Changes & Shortages

Like many industries, air cargo and aviation were significantly impacted by Covid-19 regulations, lockdowns, and subsequent economic downturn.

This led to redundancies and layoffs to reduce headcount and overheads. However, the industry is now struggling to recover talent. A BBC UK report on the air cargo industry's labor shortage confirmed that "According to IATA, the cargo handling industry lost thousands of workers during the pandemic. Consequently, there is now a "severe shortage" of skilled ground handlers to move goods."

Several years on, the impact of Covid on people's career planning has proved to be profound. There has been a huge shift away from manual labor and a push for greater work-life balance, with a preference for flexible and remote working. Demographics are also changing, as we see populations ageing and predicted to decline in major economies.

In their Future of Work Report, the DHL Trend Radar reports that "from truck drivers and warehouse workers to supply chain planners and data scientists, the industry is already grappling with a growing labor shortage and a war for talent."

This is echoed by the World Economic Forums' Future of Jobs Report 2023 that cites some of the most in-demand professions ranging from software developers and systems analysts to heavy truck and lorry drivers.

### The Next Generation of Air Cargo Leaders

It is interesting to note that for the first time in history, digital natives are beginning to outnumber those raised before the internet.

This means employers will need to be proactive about attracting and retaining young talent and nurturing the next generation of air cargo professionals.

A huge part of this involves investing in modernizing and digitalization. The generation of digital natives now entering the workforce have higher expectations around technology, efficiency, and automation. Research from Zapier showed that 1 in 6 young workers have already quit a job because their employers did not invest in the necessary technology.

This is backed up by Dell's report on Generation Z work trends, which claims 80% of Generation Z workers actively want to work with companies that embrace cutting edge technology.



**By making next-generation technology easy to use and intuitive, businesses in the logistics and air cargo industry can easily digitize whilst reducing complexity and manual tasks.**

Businesses who harness the capabilities of intuitive systems, gamified learning, and machine learning will be more attractive to capable young talent than those who rely on manual processes and analogue workflows.

However, the need to embrace young talent will need to be balanced with the expertise of older professionals who have decades of industry experience.

To achieve this, CHAMP has developed a number of intuitive, and easily adoptable products and services that are loved by digital natives and decades-long professionals alike.

For example, [CHAMP Academy](#) is a state-of-the-art online learning platform available on all devices including desktop, tablet, and mobile. It helps businesses to maximize the benefits they receive from CHAMP products, gets new hires up to speed with our software quickly, and can make the transition to new technologies easier for the less tech-savvy.

CHAMP also incorporates AI and ML technologies throughout numerous products and services, including its Cargospot and Traxon products. These are designed to automate workflows and enhance your team's productivity, so you can give capacity back to your staff.

By making next-generation technology easy to use and intuitive, businesses in the logistics and air cargo industry can easily digitize whilst reducing complexity and manual tasks.





## 11 Compliance & Regulation

As the international flow of goods has developed in recent years, countries are responding with regulatory changes for increased visibility and security.

We are seeing governments wanting more granular information about goods entering and exiting their countries, for various reasons including taxation and security.

With the release of Import Control System 2 (ICS2), the EU was one of the first authorities to make sending the Harmonized Commodity (HS/HCC) codes a mandatory requirement. This makes e-commerce filing on a parcel level mandatory for all goods entering the EU territory and includes Norway and Switzerland.

Similarly, the UAE's National Advance Information Center (NAIC) recently developed the Advance Cargo Information program which requires the mandatory advance filing of HS codes for all goods being imported to, exported from, and transiting through the UAE.

And just as the US introduced their Air Cargo Advance Screening (ACAS) program in 2018, the EU PRECISE and UAE NAIC programs have been requested to enforce not only ACI (pre-arrival) but also PLACI (pre-load) filing when shipping goods to those countries.

It's also highly likely that both Canada and the UK will follow with their PACT and PREDICT programs in 2024.

In the years that follow, it is possible that other countries and regions will follow suit, which means the air cargo industry will need to comply with changing regulations.

The increased regulation and compliance can become complex for airlines, who might face penalties or impoundment for misfiling. CHAMP has responded to the changes in regulation quickly and efficiently through [Traxon Global Customs](#) (TGC) for pre-arrival and [Traxon Global Security](#) (TGS) for pre-load, and [Traxon Global eCommerce](#) (TGE), to ensure fulfillment of the most recent legislations for e-commerce.

CHAMP currently offers the broadest range of coverage of countries worldwide, making its Traxon products the most efficient solution to adapt to changing regulations.



## Conclusion

While no-one knows for certain what the future may hold, it is still important to plan and strategize using the information we do have available.

CHAMP is committed to thought leadership and innovation in the air cargo industry and will continue to report on breaking news and emerging trends through our online blogs, publications, and social media presence.

If you'd like to keep up with CHAMP and stay tuned for more information, you can follow us on LinkedIn or Facebook. Should you or your business be interested in any of the products or services we have outlined, please reach out to [info@champ.aero](mailto:info@champ.aero).

## Contact Us

 [Facebook](#)

 [LinkedIn](#)

 [Email](#)

 [Champ.aero](#)

**THANK YOU!**



# References

Accelerating Digitalization Critical Actions to Strengthen the Resilience of the Maritime Supply Chain Mobility and Transport Connectivity Series. (2020). [online] World Bank. Available at:

<https://thedocs.worldbank.org/en/doc/773741610730436879-0190022021/original/AcceleratingDigitalizationAcrossTheMaritimeSupplyChain.pdf>

Airbus. (2023). Global Market Forecast 2023. [online] Available at:

<https://www.airbus.com/sites/g/files/jlcbta136/files/2023-06/Airbus%20Global%20Market%20Forecast%202023-2042%20Presentation.pdf>

Baluch, A. (2023). 38 eCommerce statistics of 2023 – Forbes advisor. [online] Forbes. Available at:

<https://www.forbes.com/advisor/business/ecommerce-statistics/>

Baraniuk, C. (2022). The staff shortage slowing down air cargo and bags. BBC News. [online] 23 Jun. Available at:

<https://www.bbc.co.uk/news/business-61808753>

Bernhardt, G. (2022). Global Ecommerce Sales (2020–2025). [online] Shopify. Available at:

<https://www.shopify.com/blog/global-ecommerce-sales>

DELL. (n.d.). Gen Z: The future has arrived. [online] Available at:

<https://www.dell.com/en-us/dt/perspectives/gen-z.htm>

DHL. (2020). Future of Work in Logistics. [online] Available at:

[https://www.dhl.com/global-en/home/insights-and-innovation/thought-leadership/trend-reports/future-of-work.html#parsysPath\\_text\\_generic\\_102499784](https://www.dhl.com/global-en/home/insights-and-innovation/thought-leadership/trend-reports/future-of-work.html#parsysPath_text_generic_102499784)

Haan, K. (2023). 24 Top AI Statistics & Trends In 2023 – Forbes Advisor. [online] www.forbes.com. Available at:

<https://www.forbes.com/advisor/business/ai-statistics/>

IDC: The premier global market intelligence company. (2022). IDC Spending Guide Sees Worldwide Digital Transformation Investments Reaching \$3.4 Trillion in 2026. [online] Available at:

<https://www.idc.com/getdoc.jsp?containerId=prUS49797222>

IMARC | Impactful Insights. (n.d.). Air Freight Market Size, Share, Update Analysis 2024-2032. [online] Available at:

<https://www.imarcgroup.com/air-freight-market#:~:text=The%20global%20air%20freight%20market%20size%20reached%20US%24>

International Monetary Fund (2023). World Economic Outlook, October 2023: Navigating Global Divergences. [online] IMF. Available at:

<https://www.imf.org/en/Publications/WEO/Issues/2023/10/10/world-economic-outlook-october-2023>

McKinsey Global Institute. (2019). Twenty-five years of digitization: Ten insights into how to play it right | McKinsey & Company. [online] Available at:

[https://www.mckinsey.com/~/\\_media/mckinsey/business%20functions/mckinsey%20digital/our%20insights/twenty-five%20years%20of%20digitization%20ten%20insights%20into%20how%20to%20play%20it%20right/mgi-briefing-note-twenty-five-years-of-digitization-may-2019.pdf](https://www.mckinsey.com/~/_media/mckinsey/business%20functions/mckinsey%20digital/our%20insights/twenty-five%20years%20of%20digitization%20ten%20insights%20into%20how%20to%20play%20it%20right/mgi-briefing-note-twenty-five-years-of-digitization-may-2019.pdf)



# References

Mordor Intelligence. (n.d.). Global Air Freight Market | 2021 - 26 | Industry Share, Size, Growth - Mordor Intelligence. [online] Available at:

<https://www.mordorintelligence.com/industry-reports/global-air-freight-market>

TIACA Summary on the General Air Cargo Market. (2023). [online] Xeneta. Available at:

<https://tiaca.org/wp-content/uploads/2023/11/TIACA-Summary-October-2023.pdf>

Zapier (2020). Misunderstood generations: what Millennials and Gen Z actually think about work. [online] Zapier. Available at:

<https://zapier.com/blog/digital-natives-report/>

We'd also like to thank Henk Mulder from IATA for his expertise and contribution to this report.