



THE 18TH  
ANNUAL

# AIRLINE STRATEGY AWARDS

14 JULY 2019

## AWARD SPONSOR PACK

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# Introduction

The Airline Strategy Awards are unique in the air-transport industry, launched by Flight Airline Business to recognise excellence in boardroom leadership.

First held in 2002 as the industry struggled to emerge from crisis, The Airline Strategy Awards recognise the crucial role that management talent plays in shaping future success. Organised in association with Korn Ferry, the world's largest human-capital solutions provider, the awards are open to senior executives or airline teams that have demonstrated excellence over the last year in setting out strategy in their area and seeing it through to success.

The inaugural event, in July 2002, took place on the eve of the The Farnborough International Airshow, in the magnificent setting of the Great Hall of Lincoln's Inn, home to London's oldest legal community.

In 2003, the Awards moved to the IATA AGM, Washington DC, linking in with the celebration of a century of powered flight.

In 2004, the event returned to London at Middle Temple Hall, another magnificent piece of London's legal history, on the bank of the River Thames.

From 2006 to 2013, the event was back within the magnificent setting of the Great Hall Lincoln's Inn and returned in 2014 to Middle Temple Hall. In 2018 the Awards moved to the Prince Consort Rooms, HAC, and returns there in 2019.



# Attendance

The guest list for the Airline Strategy Awards has always been composed of a highly select group of individuals to reflect the senior readership level that Flight Airline Business has within the air-transport industry. Numbers are strictly controlled with over 200 guests attending the 2018 event.

The list naturally focuses on the airline boardroom, but there is a strong mix of other influential professionals, including academics, journalists, financiers and analysts. Spouses are also invited to help ensure a relaxed and social environment in which this senior group of peers can network.

Type of organisation



- Airline.....19%
- Airport.....4%
- Association.....21%
- Consulting.....11%
- Finance/ leasing ....4%
- Media.....13%
- OEM/ supplier ...14%
- Other.....14%

Job role



- CEO / MD / chief / board /CCO / chair / head of / principle / partner.....40 %
- Director / VP /
- chairman ..... 34 %
- Manager / executive .....12%
- Other ..... 14%







## Attending companies in 2018

### ➤ Airlines

Aegean Air	Austrian Airlines	Qatar Airways	Swiss International Airlines
Aer Lingus	Azul	SAS	TAP Air Portugal
Aeromexico	BMI Regional	Saudia Airlines	TuiFly
Air Canada	easyJet	Singapore Airlines	Wizz Air
Air NewZealand	Ethiopian Airlines	SkyCargo	
AirlinesUK	Flyadeal	SpiceJet	
All Nippon Airways	Norwegian Airlines	Star Alliance	

### ➤ Airports

Birmingham Airport
Milan Bergamo Airport
RABA
Swissport International Limited
Tampa International Airport

### ➤ Media

80:20 Communications
Access Group
Aerocomm
African Aviation
Bloomberg
Gravity
Reuters
Routes

### ➤ OEM/suppliers/finance/leasing/consulting/associations/other

AAPA	CTAIRA	Innovative Software s.à r.l.	Panasonic
AerCap	Doganis Associates	Irelandia Aviation	RPK Capital Management
Air Lease Corporation	Doric	JLS Consulting	Shannon Group plc
Airbus	Dunleavy White	Junction Communications	SkyWorks Capital
Airline Management Group	Embraer	Korn Ferry	SmartKargo
Airline/Aircraft Projects Inc.	Farnborough International	Lease Corporation International	Standard Chartered
AirlinePros	GC Aviation Partners	Leidar	SuperJet International
ALTA LatAm & Caribbean Airline Association	Global Eagle	Maple Leaf Sports & Entertainment	Teal Group
Amedeo	GTLK Europe	McKinsey & Company	Thales Cyber & Consulting
Aviationwise	HCL	MUFG Bank Ltd	Triumph Group
Bell Pottinger	HEICO	Natixis	Troy Avi
BKH Aviation	Heidrick & Struggles	Navblue	Volantio
BOC Aviation	HHK Partners	NyRAS Capital	Wings Capital Partners
Bombardier	IAG	Ohio State University	Zodiac Aero
CFM	IATA	Oliver Wyman	
Crabtree Capital	ICF	P&W Commercial Engines	
	IFT Consulting		

# 2019 Award categories

The Airline Strategy Awards cover the main functions that make up a successful airline leadership team, from the Chief Executive down. The judges will look for individuals or executive teams, who have demonstrated memorable and measureable achievements in these areas over the past year.



## Executive Leadership

For the airline president/chief executive who has demonstrated outstanding strategic thinking and leadership over the past year.

**The Award recognises the achievement of the individual executive, rather than the airline, based on areas such as:-**

- Strong people/team leadership
- Success in business transformation and restructuring
- Establishing a clear corporate vision
- Setting an innovative strategic direction

Particular note will be taken of achievements that have strategic lessons/application for the wider industry.

## Sector Leadership

For the chief executive and management team demonstrating excellence leading a carrier providing strong transportation links within a market sector.

This category applies to all types of carriers - including scheduled, charter, passenger, cargo, and others - operating either independently or serving mainline network majors.

## Low-cost Leadership

For the management team that have demonstrated excellence in leading a low-cost carrier.

This category targets airlines that predominantly operate in one geographic region, offering low-fare, short-haul services, but can also include the growing number of longer-haul operators that are adopting a low-cost model.

Among the key criteria are exploiting the high growth rates on offer, maintaining a tight grip on costs and production integrity and taking innovative approaches to growing ancillary revenue streams.

# 2019 Award categories

## Finance

The nominee should demonstrate success in seeing through a major financial transaction, new strategy or cost initiative over the past year.

Areas range from financial restructuring programmes, new market launches and acquisitions, through to key transactions in leasing or debt financing. Achievements should demonstrate success in laying down and completing a sound financial plan, with note taken of broader implications for the industry as a whole.

## Marketing

The nominee should demonstrate excellence in setting and executing a marketing strategy or major innovation.

Judges will look for evidence of a focussed strategy which has helped to strengthen or reshape a carrier's market positioning.

Attention is given to the clarity of the strategy and/or level of innovation applied across the whole marketing mix from sales and distribution, through to the on-board product and managing the customer relationship.

## Network Strategy

For the management team that has demonstrated leadership in the design, development, implementation, and refinement of leading-edge concepts, methodologies, or systems in the area of network planning and revenue management in an airline context.

### Such innovations could relate to:

- Long-range network planning/development
- Near-term planning
- Aircraft scheduling
- Pricing, or yield management
- Or a combination of the above

## Flight Airline Business award

This special award is made by Flight Airline Business to recognise an individual making a lasting strategic contribution to the air transport business.

Unlike other awards, the final decision rests with the Flight Airline Business team and represents recognition of strong leadership and strategic thinking.



# 2019 Judging Panel



## Montie Brewer

Montie Brewer was chief executive of Air Canada between December 2004 and April 2009. Prior to Air Canada, he was senior vice-president planning at United Airlines. He has also held senior positions at Northwest Airlines, Republic Airlines, Braniff and TWA. He currently serves on the boards of Allegiant Travel Company, Finnair and Radixx International, and was formerly on the boards of Swiss and Aer Lingus.



## Alex De Gunten

Alex de Gunten is the business development officer of HEICO Aerospace Corp, based in Miami. From 2003 to 2013 he served as executive director of the Latin American and Caribbean Air Transport Association (ALTA), which he was instrumental in relaunching. De Gunten has also served in senior positions at Orbitz, RepWorld Holdings, LanChile and Canadian Airlines.



## Geoff Dixon

Geoff Dixon stepped down in November 2008 after eight years as managing director and chief executive of Qantas. He is currently on the boards of Australian companies Crown Resorts and Consolidated Media. He is also chairman of Australia's Garvan Medical Research Foundation. Dixon was chairman of Tourism Australia – the agency responsible for marketing the country as a destination – from 2009 to 2015.



## Professor Rigas Doganis

Rigas Doganis advises governments and airlines on air transport policy. Until 1997 he was head of the air transport department at Cranfield University. He became chairman of Olympic Airways in the mid-1990s, implementing a major restructuring programme. He sat on the board of Hyderabad International airport and spent nine years on the EasyJet board. He chairs the European Aviation Club in Brussels.



# 2019 Judging Panel



## Chris Tarry

Chris Tarry established independent consultancy and advisory business CTAIRA in 2002, providing advice to clients across the industry. Prior to that, he was one of the most highly rated aviation analysts during his near 20-year period in the London market. He writes a monthly column in Flight Airline Business and lectures at a number of universities, besides chairing, moderating and presenting at conferences around the world.



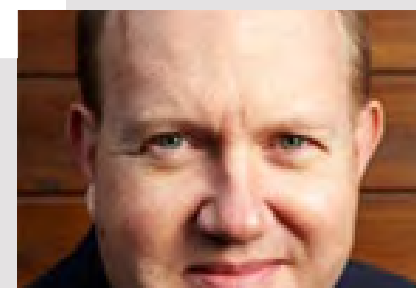
## Ray Webster

Ray Webster was chief executive of EasyJet during its first 10 years, standing down in 2005. He currently sits on the advisory board of the Sloan Management Program at Stanford University. He also consults on the low-cost sector. Prior to his time at EasyJet, he had an extended career with Air New Zealand, where he ultimately became director of corporate strategy.



## Michael Bell

Michael Bell is a Senior Client Partner and Leader of the Civil Aviation Practice at Korn Ferry International, based in Miami. Bell brings a quarter century of experience serving airlines, airports and other civil aviation companies on their executive recruitment and human capital requirements. He has worked in every continent and in 70 countries around the globe.



## Max Kingsley-Jones

Max Kingsley-Jones is executive director content at FlightGlobal. He was appointed as editor of Flight Airline Business in December 2010, having spent 14 years with Flight International, where he ultimately became deputy editor. Kingsley-Jones previously spent a decade working at Flight Ascend Consultancy and also had a short spell with Aviation Week magazine.



# 2018 Winners



## Executive Leadership

**Calin Rovinescu**  
President and Chief  
Executive  
**Air Canada**



## Sector Leadership

**Dimitrios Gerogiannis**  
Chief Executive  
**Aegean Airlines**



## Low-Cost Leadership

**Ajay Singh**  
Chairman and  
Managing Director  
**SpiceJet**



## Flight Airline Business Award

**Aengus Kelly**  
Chief Executive  
**AerCap**



## Finance

**TAP Air Portugal  
and Azul**



## Marketing

**Air New Zealand**



## Network Strategy

**Singapore Airlines**



THE DIGITAL  
PRINT REPLICA  
OF THE 2018  
WINNER  
BROCHURE  
IS AVAILABLE  
TO VIEW BY  
CLICKING ON THE  
COVER IMAGE

# What our guests have to say.....

**//** A great turnout and, as usual, a very impressive line-up of 'big beast' CEOs."

80:20

**//** Once again, it was a splendid event, extremely well organised (by Chloe) with excellent food and Company. The new location was a perfect setting for such an event."

Innovative Software

**//** Great networking and superbly organised as always, and a refreshing venue in every respect! "

Pembroke and Rye

**//** The Airline Strategy Awards continue to deliver a high level audience of aviation professionals due to the prestigious award categories and quality of the London venue. The networking at this event is one of the best I attend all year. Congratulations to the Flight Airline Business team."

Access Group

**//** What's impressive is that you maintain the quality of the event year after year – it's always an enjoyable evening."

nyras

**//** As usual, a superb arrangement which you can be very proud of, and a great opportunity to meet old friends and new interesting members of the value chain. It was also nice to see the impressive Honourable Artillery Company. Thanks again for being able to join you and enjoy the rest of the summer."

SAS

**//** We mark our calendars annually for the event as an opportunity for us to rekindle relationships with clients and friends (old and new) from across Europe and the world."

Airlinepros

**//** It's great to catch up with many industry friends. The new venue was a great choice – excellent food, outdoor / indoor space was perfect."

Aviationwise

**//** One of the première events of the aviation calendar. It's amazing how mature this event has become over the years, especially the high-calibre industry professionals who line up to attend. A truly first class event, attended by the who's who of aviation"

GC Aviation Partners Limited



# ABOUT FLIGHT AIRLINE BUSINESS MAGAZINE:

## STRATEGY FOR AIRLINE BOARDROOMS WORLDWIDE



Flight Airline Business magazine has established itself over three decades as an essential read for senior airline management, with a reputation for providing high quality industry insight, analysis and intelligence.

Since 1985 when Flight Airline Business made its debut in airline boardrooms, the magazine has forged a high quality reputation of reporting in-depth on the strategic and economic drivers of the airline business.

Flight Airline Business deals with management issues, including corporate strategy, alliances, marketing, cost control, yields, financial performance and labour.

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