



THE 18TH ANNUAL
**AIRLINE
STRATEGY
AWARDS**

14 JULY 2019

BRIEFING DOCUMENT



Introduction

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

First held in 2002, as the industry struggled to emerge from crisis, the Airline Strategy Awards recognize the crucial role that management talent plays in shaping future success. They are open to any 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 Farnborough 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 in Washington DC, linking in with the celebration of a Century of Powered Flight.

In 2005, the event returned to London, to Middle Temple Hall, another key piece of London's legal history, on the bank of the River Thames.

From 2006 to 2013, the event was back within the impressive setting of the Great Hall Lincoln's Inn and returned in 2014 to Middle Temple Hall. For 2018, the event took place in the Prince Consort Rooms, the HAC and will return for 2019.

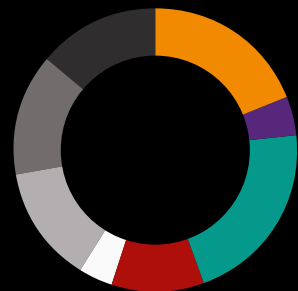
Who's invited?

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 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.

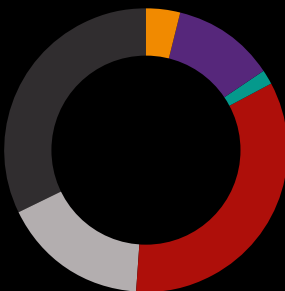
Highlights from the 2018 event

Type of organisation



- Airline19%
- Airport.....4%
- Association21%
- Consulting11%
- Finance/ leasing..... 4%
- Media13%
- OEM/ supplier.....14%
- Other14%

Job role



- Associate/analyst..... 4%
- CEO/ Chief/Board /CCO/chair12%
- CEO/ Chief/ Board / CCO/chair2%
- Director/Head of/VP /principle.....33%
- Manager /executive17%
- Other32%





Who attended in 2018?

Airlines

AAPA	ALTA - Latin American and Caribbean Airline Association	ex-Virgin Atlantic Airways	SkyCargo
Aegean Air	Austrian Airlines	Flyadeal	SpiceJet
Aer Lingus	Azul	IAG	Star Alliance
Aeromexico	BMI Regional	IATA	Swiss
Air Canada	easyJet	Norwegian.com	TAP Air Portugal
Air Canada	Ethiopian Airlines	Qatar Airways	TuiFly
Air NewZealand	ex-Royal Brunei Airlines	SAS	Wizz Air
AirlinesUK		Saudia	
All Nippon Airways		Singapore Airlines	

Airports

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

Media

Access Group
African Aviation
Bloomberg
Reuters

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

80:20 Communications	CTAIRA	Irelandia	Routesonline
AerCap	Doganis Associates	JLS Consulting	RPK Capital Management
Aerocomm	Doric	Junction Communications	Shannon Group plc
Air Lease Corporation	Dunleavy White	Korn Ferry	SkyWorks Capital
Airbus	Embraer	Lease Corporation International	SmartKargo
Airline Management Group	Farnborough International	Leidar	Standard Chartered
Airline/Aircraft Projects Inc.	GC Aviation Partners	Maple Leaf Sports & Entertainment	SuperJet International
AirlinePros	Global Eagle	McKinsey & Company	Teal Group
Amedeo	Gravity	MUFG Bank Ltd	Thales Cyber & Consulting
Aviationwise	GTLK Europe	Natixis	Triumph Group
Bell Pottinger	HCL	Navblue	Troy Avi
BKH Aviation	HEICO	NyRAS Capital	Volantio
BOC Aviation	Heidrick & Struggles	Ohio State University	Wings Capital Partners
Bombardier	HHK Partners	Oliver Wyman	Zodiac Aero
CFM	ICF	P&W Commercial Engines	
Consultant	IFT Consulting	Panasonic	
Crabtree Capital	Innovative Software s.à r.l.	Routes	

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 recognizes 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 chief executive and management team that have demonstrated excellence in leading a low-fare or ultra-low-fare carrier. This includes airlines that predominantly operate in one geographic region, offering low-fare, short-haul services and also the growing number of longer-haul operators that are adopting the (ultra) low-fare model.

Among the key criteria are market stimulation through low fares, maintaining a tight grip on costs and production integrity, and taking innovative approaches to growing ancillary revenue streams.

Finance

For the management team that has demonstrated excellence in any aspect of airline finance over the past year. This includes, but is not restricted to, recognition for a wide variety of potential accomplishments including major financial transactions, mergers & acquisitions, innovative asset or corporate financing strategies, financial restructuring programs, and cost reduction initiatives.

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.

2019 Award categories

Marketing

For the management team that has demonstrated excellence in any aspect of airline marketing over the past year. This includes excellence and innovation in areas including, but not restricted to, marketing strategy, new product development, branding, digital marketing, advertising and promotion, customer relationship management, ancillary revenue generation, sales, and distribution.

Such recognition will focus on evidence of a focused and differentiated marketing strategy which has helped to strengthen or reshape a carrier's overall market positioning with strong commercial and financial results.

Digital Innovation

For the airline management team that has demonstrated innovation in the development and deployment of digital technology.

This includes recognising airlines making significant investment into identifying and cultivating ideas delivering innovation, and where their digital technology strategy is benefiting the passenger experience. Such recognition will focus on where the specific deployment of technology is having industry-wide implications.

The Airline Business Award

This special award is made by Airline Business to recognize an individual making a lasting strategic contribution to the air transport business. Unlike the other awards, the final decision rests with the Airline Business team and represents recognition of strong leadership and strategic thinking.

Diversity in Leadership

This special award is made by Airline Business and Korn Ferry's Civil Aviation Practice to recognize an airline organisation that has advanced diversity, in the broadest sense of the word, in its leadership.

The winner is chosen based on achievement in areas such as increasing the diversity of a leadership team; promoting and advancing the careers of diverse leaders; and creating organisational conditions that contribute to attracting and retaining diverse leaders and professionals.



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.



Barbara Cassani

Barbara Cassani began her career in management consulting in the USA and UK then held a variety of roles at British Airways, culminating in the start-up of its low-cost subsidiary Go in 1997. Cassani established the successful London 2012 Olympic bid as chairman then vice-chairman and was awarded an honorary CBE. She has served on various corporate and non-profit boards, including Marks & Spencer, a European hotel group and several European airlines.



Christina Cassotis

Christina Cassotis has been chief executive at Allegheny County Airport Authority in Pittsburgh, since January 2015 and director of S&T Bank since 2017. Prior to this, Cassotis worked for consultancy ICF SH&E where she held various positions including managing officer for airport services. Previously, she was deputy director of communications at Massachusetts Port Authority. She holds an MBA from the MIT Sloan School of Management and a BA from the University of Massachusetts.



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.

2019 Judging panel



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.



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 Airline Business and lectures at a number of universities, besides chairing, moderating and presenting at conferences around the world.



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 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



Airline Business Award

Aengus Kelly
Chief Executive
AerCap



Finance

TAP Air Portugal and Azul



Marketing

Air New Zealand



Digital Innovation

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.....

// Thanks very much and congratulations again on a great event. I hope to be back next year!."

Global Eagle

// Thank you so much for having me at your dinner on Sunday. 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

// Many thanks indeed for a memorable Strats yesterday evening. 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 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

// Thanks very much for another great evening. 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."

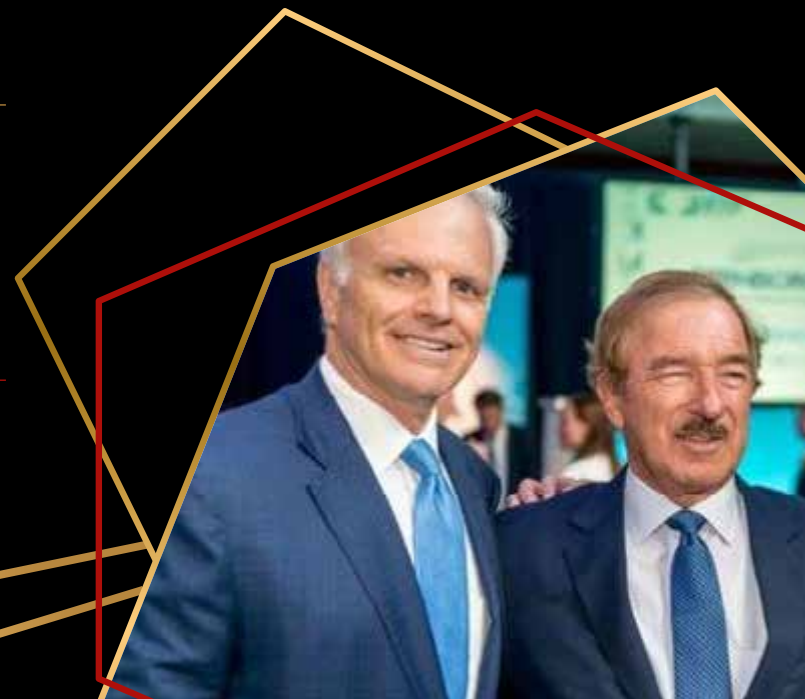
SAS

// The Airline Strategy Awards are always a great occasion to network with key individuals in the global commercial aviation sector, but always in a convivial and relaxed atmosphere of friendship."

Access Group

// Thank you so much for your splendid hospitality last night. It was great to catch up with many industry friends. I think the new venue was a great choice – the food was excellent, and the outdoor / indoor space (with aircon!) was perfect. I am very familiar with Armoury House as I served in the HAC regiment some years ago and have played cricket on the grounds many times. My experiences in the drill hall were at times less comfortable than last night!"

Aviationwise



ABOUT AIRLINE BUSINESS MAGAZINE:

STRATEGY FOR AIRLINE BOARDROOMS WORLDWIDE



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 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.

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

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