



THE 19TH ANNUAL
**AIRLINE
STRATEGY
AWARDS**

19 JULY 2020

BRIEFING DOCUMENT



Introduction

The Airline Strategy Awards are unique in the air-transport industry, launched by 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. 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 and 2019, the event took place in the Prince Consort Rooms, where it will return to in 2020.

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 2019 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.

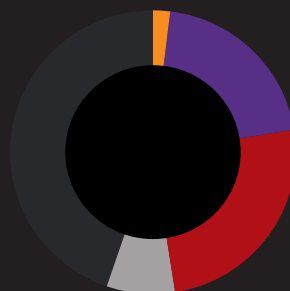
Highlights from the 2019 event

Type of organisation



- Airline21%
- Airport.....6%
- Association8%
- Consulting14%
- Finance/ leasing..... 8%
- OEM/ supplier.....16%
- Other27%

Job role



- Associate/analyst.....2%
- CEO/ Chief/Board /CCO/chair21%
- Director/Head of/VP /principle.....25%
- Manager /executive8%
- Other.....45%





Who attended in 2019?

Airlines

Air Canada

AirBaltic

British Airways

Delta Air Lines

EasyJet

Emirates

Finnair

IAG

Jetstar Group

Kenya Airways

Lufthansa

Norwegian

South African Airways

Swissport UK & Ireland

TUI fly Deutschland

Virgin Atlantic Airways Ltd

WestJet

Airports

Aviardo Partners

Centrus Aviation Capital

Fredericton Int. Airport

London City Airport

London Stansted Airport

Tampa International Airport

AGK Sourcing Consultancy Limited
(Heathrow Airport)

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

Accenture

Access Group

Aerobility

African Aviation Services

Air Transport Action Group

Airbus

Aircraft Interiors Expo

Airline Management Group

Airline/Aircraft Projects Inc.

AIRLINEPROS INC

AirlinePros Inc.

Airlines UK

Amadeus

Amedeo

Aviationwise Ltd

Bain & Company

Baldwin Editorial

BAR UK

BBAM

BKH Aviation Ltd

Blackstock Consulting

Boeing

Boston Consulting Group

Brand Finance

CFM International

Chapman Freeborn Airchartering
Ltd

Cirium

Collins Aerospace

Commsoft OASES

Crabtree Capital

CTAIRA

DDCL

Dunleavy White

DVW Media

EQUUS Global Aviation LLC

ERA

falko regional aircraft

Franke & Co

GE Aviation

Global Eagle

Gravity Global

GTLK EUROPE DAC

Hillbrook Partners

IAG

IATA

ICF

JLS Consulting

Johnson Matthey

Junction Communications

JWMConsulting

Kazmunaygas

Knighthood Capital

Korn Ferry

Latitude Aviation

Lease Corporation International

Leidar

OdgersBerndtson

Oliver Wyman

Panasonic

Pembroke and Rye

Reed Exhibitions

Reuters

RPK Capital

RShah Advisory LLC

Saudia Cargo

SkyOps Consulting Limited

SmartKargo

Snowfall Ltd

Standard Chartered Bank

Star Alliance

Stobart Group

Through The Looking Glass Ltd

Travelport

TYM Aviation Inc.

Visit Japan

Volantio

XXL Solutions

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. Here are the categories from The Airline Strategy Awards in 2019.



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 Airclaims and also had a short spell with Aviation Week magazine.

2019 Winners



Executive Leadership

Carsten Spohr
Chief Executive
Lufthansa Group



Sector Leadership

Martin Gauss
Chief Executive
airBaltic



Low-Cost Leadership

The Leadership Team
Jetstar Group



Marketing

WestJet



Digital Innovation

easyJet



The Airline Business Award

Bill Franke
Founder and Managing Partner
Indigo Partners



Finance

Delta Air Lines



Diversity in Leadership

Air Canada



THE DIGITAL
PRINT REPLICA
OF THE 2019
WINNER
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What our guests have to say.....

// As always, a most interesting and useful evening catching up with many others. An impressive range of winners. I hope airlines in East Asia will feature again soon.

CBE

// This is the best Awards dinner that I have ever attended. I had a truly wonderful time.

Cirium

// Congratulations on another outstanding Airline Strategy Awards Dinner. Well-deserved winners and excellent evening over all.

Airline Management Group

// Well organised, great networking, interesting, and overall well done. Bravo!

Fredericton International Airport Authority

// As usual, it was a most enjoyable evening filled with much chatter and gossip and laughter.

Lease Corporation International

// Brilliantly executed and quite interesting for networking. Thank you again to you all.

EQUUS Global Aviation, LLC

// It is such a convivial and enjoyable event to meet up with old friends who really know our industry.

Airbus

// Really enjoyed the evening. I was particularly impressed with the dinner. It was a great combination from my point of view & great quality too...delicious!

JLS Consulting

// Congratulations on yet another hugely successful and thoroughly enjoyable event.

Junction Communications

// Kudos for orchestrating such a great evening. The night was not only highly beneficial to TPA, but also a lot of fun.

Tampa International Airport

// Thrilled by attending your fantastic event again. It is very fascinating to meet new people from various parts of the whole value chain in the industry each year and you really are very good in mixing the attendants.

JWM Consulting

// Overall the event was awesome. We enjoyed the event.

Volantio



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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