



THE
17TH
ANNUAL
**AIRLINE
STRATEGY
AWARDS**

15 JULY 2018

AWARD SPONSOR PACK



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. 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 air show 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 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. For 2018 the event will take place in the Prince Consort Rooms, HAC.

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 Flight Airline Business has within the air-transport industry. Numbers are strictly controlled with over 200 guests attending the 2017 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 2017 event

➤ Type of organisation



● Airline.....19%	● Finance/ leasing4%
● Airport.....4%	● Media.....13%
● Association.....21%	● OEM/ supplier...14%
● Consulting.....11%	● Other.....14%

➤ Job role



● Associate/analyst ..4%	● Director/Head of/VP /principle33%
● CEO/ Chief/Board /CCO/chair.....12%	● Manager /executive.....17%
● CEO/ Chief/ Board / CCO/chair.....2%	● Other.....32%





Who attends?

➤ Airlines

Aeroflot	KLM
Air Canada	Lufthansa
Alitalia	Oneworld
All Nippon Airways	Qantas
Aurigny Air Services	SAS
British Airways	SkyTeam
Delta Air Lines	Star Alliance
EasyJet	Swiss
Etihad Airways	TAAG
FastJet.com	TAP Portugal
Finnair	Wizz Air

➤ Airports

Glasgow Prestwick Airport
Montpellier Mediterranee Airport
RABA
San Diego International Airport
Tampa International Airport

➤ Media

80:20 Communications
Access Group
Black Sheep PR
Financial Times
FlightGlobal
Reuters

➤ OEM/Suppliers/finance/leasing/consulting/associations/other

A4E	BKH Aviation	Gravity	Reed Exhibitions
Aerocomm	Boeing	HEICO	Routes/ UBM
African Aviation Services	Boeing Capital Corporation	IATA	Seabury
Air Transport Action Group	Brand Finance	ICF SH&E	Shannon Group
Airbus	Cabot Aviation	InterVISTAS Consulting	SITA
Airbus Group	CFM International	Jackson Square Aviation Ireland	SmartKargo
Airline Management Group	Commsoft	JLS Consulting	Through The Looking Glass
Airline/Aircraft Projects	Crabtree Capital	Junction Communications	Travelport
AirlinePros	Credit Suisse	Korn Ferry	Troy Avi
Amedeo	CTAIRA	Leidar	TUI Aviation
Amadeus	Doric	Navblue	
APG France	Farnborough International	NyRAS Capital	
Avi8Air	Finnair	PAC	
Aviationwise	Flight Ascend Consultancy	Panasonic Avionics	
BAE Systems	Flight Stats	PrivatePlane	
Bell Pottinger	GC Aviation Partners	Prologis	

2018 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.

2018 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.



2017 Judging Pannel



Montie Brewer

Montie Brewer was president and chief executive of Air Canada between December 2004 and April 2009, having joined the airline in April 2002 as executive vice president commercial. Prior to Air Canada, he was senior vice president planning at United Airlines. While at United he was president of United Shuttle and acted as a key negotiator in the founding of Star Alliance. Montie has also held senior positions at Northwest Airlines, Republic Airlines, Braniff and TWA. He currently serves on the airline boards of Allegiant Travel Company, Swiss International Air Lines and Aer Lingus, and serves as a member of the US Federal Aviation Administration management advisory council.



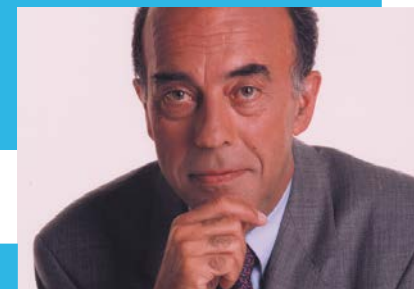
Alex De Gunten

Alex de Gunten is the Business Development Officer of the Flight Support Group at global spares specialist HEICO. From 2003-2013 Alex served as Executive Director of the Latin American & Caribbean Air Transport Association ALTA, which he was instrumental in re-launching. He remains as Advisor to the association's executive committee. Previously, Alex served as Managing Director International of Orbitz, CEO of RepWorld Holdings, Vice President International LanChile, and Director General for Latin America for Canadian Airlines International. He has a Master's in Business Administration with a major in International Business at Queen's University in Ontario, Canada and a Bachelor of Chemical Engineering from McGill University in Quebec, Canada.



Geoff Dixon

Geoff Dixon stepped down in November 2008 after eight years as Managing Director and Chief Executive of Qantas. He currently sits on the Boards of publicly listed Australian companies, Crown Limited, Consolidated Media Holdings Limited and Facilitate Digital. He is Chairman of the Australian Government agency responsible for the international and domestic marketing of Australia as a destination for leisure and business travel – Tourism Australia and Chairman of the Garvan Medical Research Foundation.



Professor Rigas Doganis

Professor 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 was until 2006 a non-executive director of South African Airways and sits on the board of Hyderabad International Airport. Until recently, Doganis was a member of the EasyJet board and continues to chair the board's safety sub-committee. Doganis is author of several books on air transport, the latest being *The Airline Business*, a new edition of which appeared early in 2006.

2017 Judging Pannel



Chris Tarry

Chris Tarry, one of the most highly rated aviation analysts in the London market, established independent consultancy CTAIRA in 2002. Prior to that, he headed airline analysis at Commerz-bank. Previously he headed European transport research at Dresdner Kleinworth Benson, leading a number of major international share issues. He writes a monthly column in Airline Business and also lectures at the UK's London School of Economics and Cranfield University, as well as holding a Senior Visiting Fellowship at the University of Surrey.



Ray Webster

Ray Webster was the Chief Executive of EasyJet during its first 10 years, standing down in 2005. He currently sits on the Boards of Kuoni Travel Holding, listed in Zurich, and Pegasus Airlines, a low-cost airline based in Istanbul. He also sits on the Advisory Board of the Sloan Management Program at Stanford University, California. He consults to the airline and travel industry, focusing on the low cost sector. Prior to joining EasyJet, he had an extended career with Air New Zealand in a range of commercial and technical roles, holding the post of Director of Strategy at time of departure.



Michael Bell

Michael Bell is a Senior Client Partner in the Global Industrial Practice of Korn Ferry, based out of the Miami office. Michael was previously with a global recruiting firm, where he founded and co-led the Global Aviation, Aerospace & Defense Practice. He provides top-level executive search and leadership advisory services to a broad range of clients in the aerospace, airline, and airport sectors. Earlier in his career, Michael enjoyed seven years at McKinsey & Company with a specific focus on the firm's Organizational Performance Practice. Prior to McKinsey, he worked at the Rotman School of Management of the University of Toronto, where he worked with the dean, the faculty and the Dean's Advisory Council on a broad range of development areas, including strategic planning, program development, and fundraising, as well as business, community and alumni relations



Max Kingsley-Jones

Max Kingsley-Jones, who is executive director content at FlightGlobal, was appointed editor of Airline Business in December 2010, having previously spent 14 years with Flight International magazine where he was ultimately deputy editor. Prior to joining Flight in May 1996 as commercial aviation editor he spent 10 years working in various roles at UK aviation consultancy Airclaims, which later became Ascend and is now he consultancy arm of FlightGlobal. He also had a short spell with Aviation Week magazine as London bureau chief.

2017 Winners



Executive Leadership

Alan Joyce
Chief Executive
Qantas Group



Sector Leadership

Vitaly Savetiev
Chief Executive
Aeroflot



Low-Cost Leadership

Jozsef Varadi
Chief Executive
Wizz Air



Flight Airline Business Award

Fernando Pinto
Chief Executive
TAP Portugal



Finance

Air Canada



Marketing

KLM



Network Strategy

easyjet



THE DIGITAL
PRINT REPLICA
OF THE 2017
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

// I was incredibly impressed by the level of seniority in the attendees, the relaxed atmosphere and convivial ease of networking. The Awards themselves gave incredible insight to us as a start-up airline on critical matters to airline success, and comments alone from the wide cross section of industry experts were worth the attendance alone. An incredible venue, a jam packed room, full of high calibre industry professionals, along with fabulous food and wine make the event a winning formulae! We'll be back!"

Powd' Air

// One of the premiere 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. Add this to the historic ambience of the lower Temple and you have a setting that sets it apart from any other awards ceremony. The agenda fits the occasion, no needless speeches or distractions from the main awards ceremony. A truly first class event, attended by the who's who of aviation."

GC Aviation Partners Limited (GCAP)

// 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

// Another excellent event. As usual, a superb dinner and an entertaining and informative introduction. I appreciated very much the allocation of my seating with very interesting discussions across the industry."

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

// Our CEO, Achma Asokan, enjoyed the recent Airline Strategy Awards 2017 dinner in London. The Middle Temple venue was unique and the food, organization and delivery were superb. More importantly, 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. This year was no exception."

Airlinepros



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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