

# Leading a Global Airline

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**IK** KNIGHTHOOD  
GLOBAL

DEFINING STRATEGIES | OPTIMISING BUSINESSES | EMPOWERING PEOPLE



**Four decades of exciting global change  
working with leading brands**



**CHANGING SOCIAL  
DYNAMICS**



**ENVIRONMENTAL  
THREATS AND CLIMATE  
CHANGE**



**GLOBALISATION AND  
ECONOMIC SHIFTS**



**ACCELERATED  
TECHNOLOGICAL  
INNOVATION**

**Leading an airline is an immense privilege and honour**



Four decades of exciting global change  
working with leading brands







# Defining global milestones and issues

- | 9/11 and new threats of global terror
- | Pandemics – SARS, MERS... Covid 19
- | Global financial crisis
- | Climate change
- | Geopolitical upheaval and conflict





# Aviation's own unique challenges

- | Rise of low-cost carriers
- | Erosion of legacy carrier dominance
- | Consolidation and alliances
- | Next-generation aircraft
- | New mega-hubs and carriers
- | Capacity constraints
- | Restrictive regulatory structures
- | Oil price volatility



# Despite these challenges, the global airline industry offers economic benefits far beyond the airline business

Flexible and resilient

**Supports economic growth and diversification**

Generates \$2.7 trillion in worldwide economic activity

**Delivers 3.6% of global GDP**

65.5 million jobs supported by the airline transport industry

**Carries more than four billion passengers and 62 million tonnes of freight**

Generates new jobs and opportunities for skill development

**Strongly boosts tourism**

Creates an attractive business environment for foreign investment

**Drives modernisation and change across the entire economy**





# Airlines are proven drivers of economic growth

## **DIRECT:**

Revenues delivered by the airline

## **INDIRECT:**

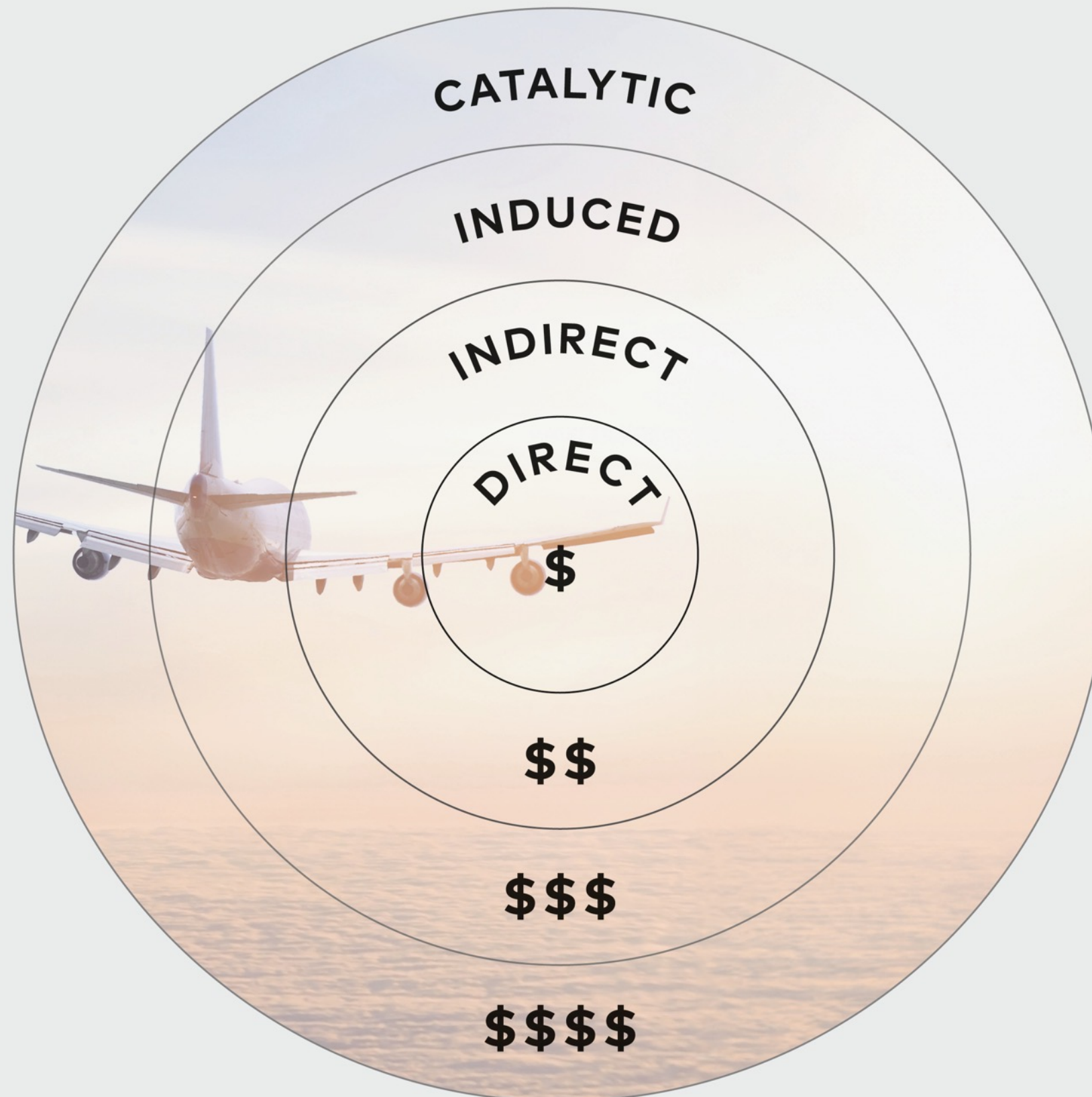
Revenues delivered by suppliers to the airline

## **INDUCED:**

The spending of direct and indirect employees

## **CATALYTIC:**

Impacts on other industries





# Leading for success

Vision. Ambition. Mandate.

Governance and accountability

Safety

Collaboration

People at the Core

Technology driven innovation

The right infrastructure and assets



Vision



**Exceed the global standard**

Ambition



**Make Safety a Priority**

Mandate



**Drive GDP through jobs,  
tourism and economic  
contribution**





# Aviation is a long game...

## **Strong foundations:**

- Right business model and agreed plan**
- Governance and accountability to shareholder**
- Strong reporting**
- Positive relationships with financial institutions and banks**
- Trust and transparency**
- Strong safety culture**

## **Plan for the long-term:**

- Network**
- Fleet**
- Cost management**

## **Challenge is to unlock the benefits of scale with a focus on:**

- People**
- Partnership and consolidation**
- Technology**





**Collaboration is the  
key to success**



# Collaboration is the key to success

Economies of scale

Wider market access and greater reach

Navigate multiple and complex jurisdictions

Increased revenue

Enhanced decision making

More customer choice

Critical to grow and stay competitive



**Co-operation and consolidation are key to create scale**



**Private public sector partnerships**



**Government buy-in fundamental**



**Agreed and consistent international governance for commercial airline partnerships**



# The right assets and infrastructure

## Building the right fleet for current and future needs

Safe, fuel efficient and optimized for maintenance

Planned to meet the shape and size of an evolving network

Appropriate for the hub it serves and needs of the market

## Infrastructure to support the airline

Administration

Training, development and ongoing education

Maintenance

## Infrastructure for the customer

Sales points

Lounges and airport facilities





## Underpinned by continuous investment in technology

- Use AI and big data to inform better decision making and tailor service offer**
- Blockchain and IATA's new distribution paradigm will change interaction with customers and distributors**
- Interaction with other travel and tourism organisations and data in the cloud**
- Evolution of aircraft and engine technology will reduce costs, enhance efficiency and minimize environmental impacts**





**But only people can deliver an authentic and differentiated experience**

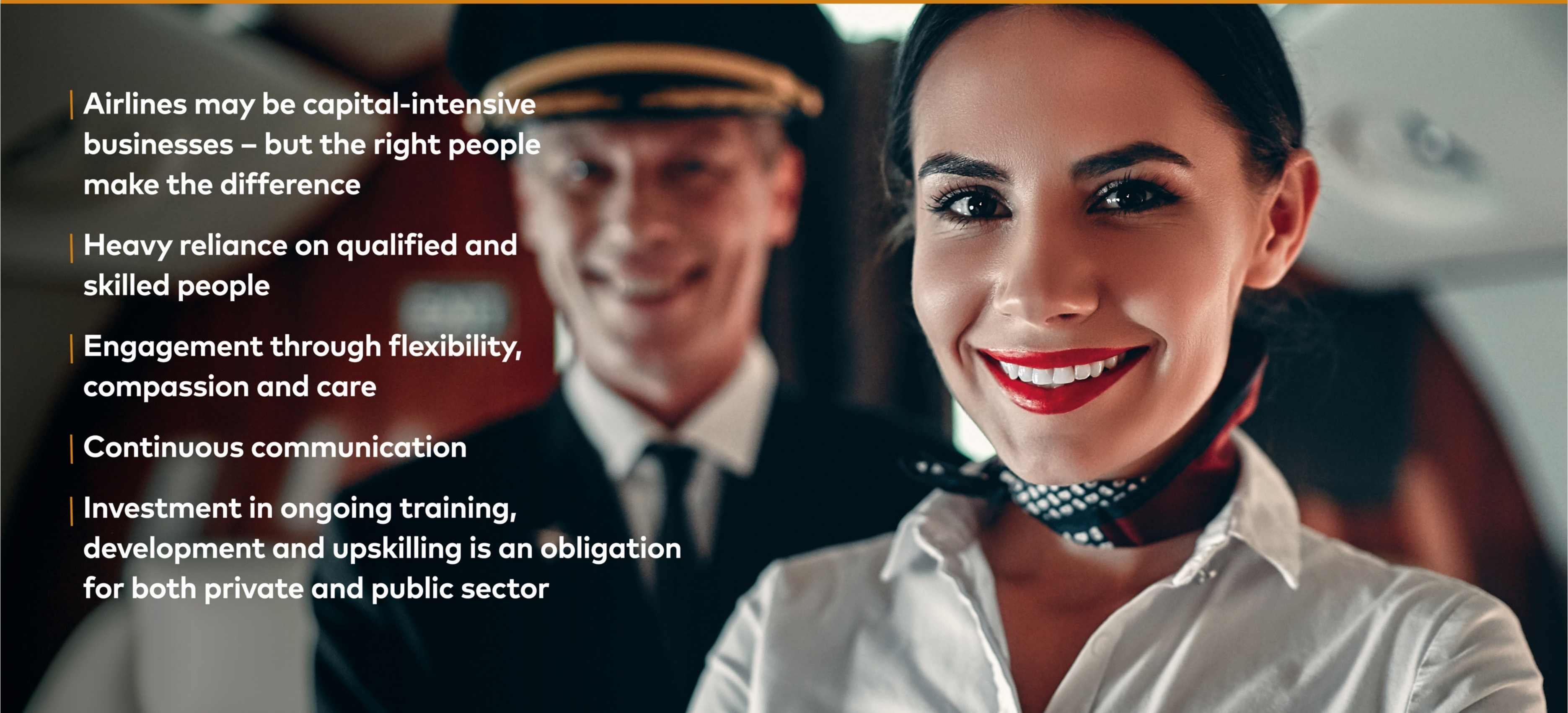
**| Airlines may be capital-intensive businesses – but the right people make the difference**

**| Heavy reliance on qualified and skilled people**

**| Engagement through flexibility, compassion and care**

**| Continuous communication**

**| Investment in ongoing training, development and upskilling is an obligation for both private and public sector**





# Case study – Navigating diversity and embracing differences in a multicultural workforce



**Significant investment in training and development for the local workforce**

Pilot training  
Engineering apprenticeships  
Revenue Accounting

**Centres of Excellence**

**Complex multicultural workplace  
– more than 140 nationalities**

**Embrace and leverage cultural differences and tolerance**

**Unique solution to unique dilemma**

**All-women contact centre**



## To the customer at the heart of our business

Customers are at the heart of the business

Service has become commoditised but must recognise and meet the needs of ever discerning customers

Customers still need value for money and an element of surprise and innovation





## Always subject to turbulence of change

Emergence of new economic super powers

Changing global trade patterns and new mega economies

Accelerating technologies

New fuels, AI and social media

New market dynamics and consumer trends

New sales and distribution models

Extreme disruptors such as weather events, wars and pandemics

And the climate change imperative

**CHANGE**



## The big new challenge

- | One of the first industries to take collective position on environment led by IATA and ATAG – Net Zero by 2050
- | Aviation's efforts to improve environmental performance are not fully recognised
- | But new climate change targets and legislation will force more rigorous changes
- | Fuel efficiency, sustainable alternative fuels, electric or hybrid aircraft
- | Commitment to reskilling and upskilling for the green economy
- | Customers will choose airlines which are environmentally sustainable





**And ever changing market dynamics and rules..**

# **Challenging new competitive landscape on the doorstep in the Middle East**

- Indian aviation has consolidated and announced huge investment**
- Saudi Arabia is an emerging giant with ambitious plans**
- Bold Turkish Airlines**
- Low-cost airlines are now embedded into the local industry**
- New pricing models**
- China back on track after Pandemic**
- Opportunity in Africa still to be explored**





**But.. the airline  
business is a  
long game..**

**Stick to the plan and stay true  
to the mandate**

**Commitment counts**

**Common vision and language**

**Continuous investment and  
engagement with people**

**Build up the industry to create jobs  
for the future is a priority**

**Collaboration and partnerships are essential**



**Thank You.**



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