Do you know him?
Why 2017 is all about the customer

Time to Win
Our new strategy in action

Blue sky ceiling
How are women faring in aviation?

Feeding frenzy
Behind the scenes with our Catering team

How pilots plan
The mechanics of routes explained
BSc (Hons) Aviation Management

1-Year Full-time Mode / 2-Year Part-time Mode
Programme Code: 173-19420 (FT), 173-29400 (PT)

Coventry Recent Achievements:
- Ranked 15 in the University League Table of The Guardian University Guide 2017
- Ranked 22 in Aeronautical & Manufacturing Engineering, The Complete University Guide 2017

A Specifically Designed Top-up Degree for HD/AD Holders in:
- Airport Operations and Aviation Logistics
- Aviation Studies
- Aircraft Maintenance Engineering
- Transport and Logistics Studies
- Global Logistics and Trade Finance
- Customer Services for Aviation & Passenger Transport

*Other relevant disciplines will also be considered via case based.

Well Designed Curriculum:
- Airline Operations and Scheduling
- Aircraft Maintenance Management
- Aviation Safety, Security & Emergency Planning
- Project Management
- Transport and Logistics Management
- Aviation Strategy and Planning
- Global Logistics and Supply Chain Management
- Language proficiency and communication modules for further improvement of students’ transferrable skills

Information Seminar
Date: 21 April 2017 (Friday)
Time: 7:00pm – 8:30pm
Venue: B5-207, Level 5 (via Lift 9, Blue Zone), Academic 1, City University of Hong Kong, Tat Chee Avenue, Kowloon Tong
Online reservation: www.scope.edu/seminar/173-19420

Application Fee (HK $160) waver for on-site programme application

This programme is an exempted course under the Non-local Higher and Professional Education (Regulation) Ordinance (reference number 451731). It is a matter of discretion for individual employers to recognize any qualification to which this programme may lead.
The Journey

WELCOME to the new magazine (which replaces CX World) for our people and friends of Cathay Pacific and Cathay Dragon. It’s a difficult time to be launching a new magazine, but given the urgent need to communicate and engage like never before, we still wanted to get this edition out. It’s my role — and that of all the leadership team — to ensure you are clear about our direction of travel. And this magazine signals a new approach to communicating across the organisation.

The Journey is a result of what many of you have asked for. It represents the journey of our airlines and our people moving towards a better future. It also gives us the chance to listen, share opinions and towards a better future. It also gives us the chance to communicate across the organisation.

I appreciate the 30% management people-cost reduction announcement may have come as a surprise. But to renew Cathay we simply have to take action. And we must adapt faster than we do at the moment. These tough changes will help to deliver our new transformation programme.

“Time to Win” is designed to convey the urgency of our situation and describes a new strategy to succeed. We will all need to adapt the way we do things and embrace the opportunities this new direction will bring.

I know this will be a difficult time and the months ahead challenging. We have not been through this scale of transformation for more than 20 years. We will do all we can to communicate what we are doing and make the transition a success.

I’m proud of the many things we have achieved. I have no doubt that we will be very successful in forging the new direction we need and embrace the opportunities that lie ahead.
“IT WAS A VERY DIFFICULT YEAR for our core airline businesses, which reflects the increasingly challenging environment in which we operate,” said Chairman John Slosar, as the Cathay Pacific Group announced a loss of HK$575 million in its 2016 annual results. The results saw a sharp swing from the previous year, with profits falling by 110% from the HK$6 billion earnings posted in 2015. The airlines made a loss of HK$3.3 billion as yields and revenues plunged.

One of the few positive figures was the HK$2.8 billion contribution from subsidiaries and associate companies – up by almost 15% on the previous year.

John explained that “intense and increasing competition” were the biggest factors affecting the results last year, impacting the passenger and cargo businesses in equal measure. The focus of both internal and external results briefings was as much about what will happen next as what happened in 2016.

With the challenges continuing in 2017, the airlines have embarked on a three-year corporate transformation programme designed to achieve returns above the cost of capital.

“The goal is for us to become more agile and competitive in order to take advantage of changing market trends and customer preferences,” John said, stressing that the core of the transformation plan is “a focus on our customers, improving our competitiveness in the marketplace and becoming more efficient in everything we do”.

At the same time, the Group will continue to invest “where it really counts - on the customer experience”.

IT’S THE HARDEST decision we have had to make, making cuts to management layers and employees to address our structural challenges, even as we grow by recruiting pilots and cabin crew. However, there is no escaping the fact that our structures, built over 70 years of growth, have to change significantly if we are to succeed with Time to Win and transform the business.

We have always said that structure follows strategy. Instead of making incremental changes, the 30% people-cost figure will force us to completely reorganise. It will also force us to review what roles are crucial in the fast-changing industry environment while ensuring we have the right skillsets in order to compete.

It will bring what we need; more singular accountabilities, faster decision-making, smarter ways of working, and make us all closer to our customers.

Major organisational design change is new for us. Many airlines in recent years have tackled similar challenges as competition has grown, revenue generation has got harder and operating models rendered obsolete. The likes of Qantas and British Airways have been on similar journeys and some of the US airlines have undergone huge change – to their significant benefit.

I appreciate this will be an anxious time and we are committed to going through this change process in as fair and consistent a way as possible. We will communicate when we have more to share.

There is no escaping the difficulties over the months ahead. In times of change we need to focus on the future. The future will be brighter and a more rewarding one for our people. We are rebuilding on the solid foundation of a strong brand, well managed operations and a competitive network and fleet strategy.

We will continue to strengthen the positive aspects of our company culture and make our airlines a better place to work. So I ask you to all pull together to ensure that we come out of this period stronger and more united than ever.
As our investment in new aircraft continues with the growth of our A350 fleet, we’re saying goodbye to the last of our four-engine passenger jets, the A340-300. The aircraft joined the Cathay Pacific fleet in 1996 and a total of 11 are being retired. On 10 April, the last to leave the fleet, B-HXJ, will make its final flight to Tarbes, France, where it will be decommissioned and recycled in an environmentally responsible way.

Photo: Thomas Kwan
A new page for communications

THE COVER OF THIS, the first issue of The Journey, is different from anything we’ve ever seen before in a Cathay internal publication.

There are actually four different covers, and each is a shot of a real Cathay customer taken in The Pier Business Class Lounge at Hong Kong International Airport on 20 February. The information put the customer at the heart of everything we do in our airlines, and that includes in the way we communicate both externally and internally,” said Tom.

Tom talks more about the link between our people and our customers in a feature on page 24, “We’re all on the frontline”. And each issue will feature two pages dedicated to feedback.

We will focus more on communicating in a clearer and more transparent way below each cover reflects what we should – but may not yet – know about our customers.

The Journey publisher and Director People, Tom Owen, explained that there was a clear purpose in putting the customer at the front and centre of the new publication.

“One of the key focuses of our new strategy, Time to Win, is to from Cathay Pacific and Cathay Dragon customers about different aspects of our airlines – both positive and negative.

Tom added: “As we launch Time to Win and begin a three-year transformation programme, we will put a much stronger focus on communicating in a clearer and more transparent way with our people.

“The launch of The Journey is part of this change and will play an important role in not only informing and educating our people, but also ensuring we are aligned behind our new strategic direction. ‘A big thank-you to our small publishing team for helping to get The Journey heading in the right direction.”

Cathay Dragon seeks new crew

400 apply for new flight attendant jobs as airline network grows

Cathay Dragon is on a growth curve in 2017, with the launch of Kuala Lumpur services leading a drive to recruit more cabin crew.

The first Cathay Dragon flight to Kuala Lumpur International Airport took off on 1 March, operating as a twice-daily service initially. On 1 May the route will move up to four-times daily, operated by A330-300s recently transferred from Cathay Pacific.

To operate the additional flights the airline is looking to recruit a total of 264 new flight attendants this year.

A walk-in recruitment event was held at Cathay Dragon House from 11-13 February and attracted upwards of 400 young people looking to start a career with the airline.

“There were a number of high-quality candidates and we expect to be able to meet our needs for the next induction training classes,” said Sabrina Chum, Manager Career & Performance Management.

Recruitment will continue through 2017, with the focus mainly on Hong Kong.

Sabrina added: “We launched a cabin crew base in Beijing last year but there is currently no plan to recruit more crew overseas.”
NEWS & INSIGHT

SUBSIDIARY NEWS

CPCS makes record number of meals during New Year rush
Cathay Pacific Catering Services (CPCS) made a record number of meals at its Hong Kong base on 26 January, coinciding with the Lunar New Year travel rush. CPCS prepared 99,315 meals for its airline clients that day. The subsidiary’s new facility – the world’s first fully water-cooled airline catering facility – will increase its meal capacity by 40%, to 140,000, when it opens this month.

CPSL enjoys record peak season as Hong Kong retains tag as busiest international cargo hub
The Cathay Pacific Cargo Terminal, operated by Cathay Pacific Services Limited, handled 1.8 million tonnes of freight last year, making a significant contribution to maintaining Hong Kong’s position as the world’s busiest cargo hub. The results were influenced by growth in air cargo in 2016 after a slow start, culminating in record volumes in the traditional winter peak.

Vogue Laundry to massively expand capacity at new plant
Vogue Laundry is in the process of moving to its new state-of-the-art premises in Hong Kong’s Yuen Long Industrial Park. Washing of Cathay Pacific laundry at the new plant will begin at the end of March, with final testing due for completion in April. Operations will move over in phases from the existing plant, in Tuen Mun, with an expected completion date of July. Capacity will be expanded to 180 tonnes of laundry per day, up from the current average of 71 tonnes per day at Tuen Mun.

NEW ROUTES

Christchurch joins network
Seasonal flights network start in December
The new seasonal service to Christchurch will capitalise on the growing leisure demand for New Zealand’s South Island during the southern hemisphere summer.

Airline Planning Manager Will Kerr-Muir said: “We’ve seen the leisure travel market growing recently. Christchurch is very popular with passengers from China, Hong Kong and Europe in the southern hemisphere summer. We’re also confident that the local team will pick up ‘friends and family’ traffic to Europe and Asia.”

Country Manager New Zealand & Pacific Islands Mark Pirihi added: “This is great news and something we have been talking about for a while now. The South Island in summer is beautiful and Christchurch is the gateway.

“The route will also be supported by cargo traffic out of the South Island, in particular seafood and, at the time of year the flight operates, cherries.”

The non-stop, three-times-weekly Airbus A350 service, announced in February, will run from 1 December 2017 until 28 February 2018, subject to approval.

Christchurch is served by Singapore Airlines and China Southern from Guangzhou.

CHRISTCHURCH FAST FACTS
Starts: 1 December 2017
Ends: 28 February
Frequency: 3 times weekly
(from HKG: Wed, Sun at 2045; Fri at 1450)
Flight No: CX123/126
Duration: 11 hours, 10 mins
Aircraft: Airbus A350

Cathay Dragon to run Komatsu spring charters
Cathay Dragon is to run a twice-weekly seasonal charter service to Komatsu in Japan between mid-April and the end of June, using an Airbus A320. Sales will be through selected travel agents in Hong Kong and there will be no cargo uplift. Komatsu has become an increasingly popular leisure destination.
Following the disappearance of Malaysia Airlines flight MH370 in 2014, and the fruitless search for it since, the International Civil Aviation Organization (ICAO) has now mandated airlines to establish an aircraft-tracking capability.

Cathay Pacific and Cathay Dragon, by order of the Hong Kong Civil Aviation Department (CAD), will have to track their flight positions every 15 minutes by 8 November 2018 and, under certain circumstances, every minute by 1 January 2021.

“We have a new flight-tracking system, Aircom Server, and we’re bringing it in well ahead of time because we want to do more than just tick boxes,” said General Manager Operations Mark Hoey. “Aside from fulfilling regulatory requirements and ensuring our aircraft are safely guided in the skies, the main reason for us to bring in Aircom Server is to enable proactive management of our fleet, with clear benefits to crew and customers.”

Aircom was originally purchased for decompressing ACARS (a data transfer system that enables pilots to send and receive short text messages) messages on the A350 fleet. Its functionality has since been extended beyond message decompression and location reporting.

Mark added: “With Aircom, we can work smartly to provide dynamic inflight support to our crew. We can be in full-time communication with them. Take weather disruptions, for instance: we can send our crew real-time alerts, and if needed, a new flight plan can be uploaded instantly. We can assess the health of our aircraft from the ground, help our crew to avoid weather, plan ahead for disruptions... Our passengers’ journeys, as a result, will be smoother and more comfortable. Other teams can also expedite disruption responses to maximise connectivity and minimise inconvenience to our customers.”

Aircom works by retrieving data from multiple paths using air-to-ground and ground-to-air networks via VHF, satellite, and HF communications that cover both the polar and oceanic areas – places that normal ground radar can’t reach.

Operations Development Manager Peter Gear explained how Aircom works: “The system consists of a server, and a software application that collates all the information from various sources to plot a real-time flight path. It functions similarly to Flightradar 24. However, Aircom is widely used within the airline industry and is tailored to interact and retrieve real-time data from the aircraft within our fleet – should the standard data feeds fail to operate.”

While the system undergoes user testing, Peter’s main job now is to look at reliability and the integrity of data that get fed into the system.

Mark concluded: “Tracking is only a small step towards the goal of proactive fleet management that will drive operational excellence and customer satisfaction. And in no way is Aircom or indeed flight tracking a standalone project. It will ultimately work in conjunction with our electronic flight bags, which will be rolled out to all our aircraft soon.”

**DEPLOYMENT TIMELINE**

- **Early 2016** Aircom Server goes live at Cathay to decompress ACARS messages from A350s
- **Aug 2016** Teams search for applications that fulfil operational demand to track aircraft in flight
- **31 Oct 2016** Hong Kong CAD issues an airworthiness notice to give details of mandatory action on flight tracking. Training sessions take place in IOC and Dispatch; service testing begins on Aircom Server flight-tracking feature
- **Jan-Feb 2017** Support team from IT builds updated infrastructure required to enable Aircom Server’s flight-tracking feature, supplying Cathay’s data to the new flight-tracking system
- **Mar-Dec 2017** User testing begins to ensure system reliability and data accuracy. This is expected to go on for a year, accounting for variations in seasonal operations, including seasonal terrestrial and space weather variations
- **Jan-Mar 2018** Cathay to write procedures on how to effectively use the tracking system, and how to manage events and system outages

**Mission control**

Operations Development Manager

Peter Gear
Major milestones down under
There were two big events for Line Maintenance teams in the Southwest Pacific last month, with the first Cathay Pacific A350 flight reaching Melbourne on 1 February and the world’s longest commercial flight landing in Auckland from Doha five days later. Cathay engineers handled the Qatar Airlines flight and cut a cake to mark the record.

Content is king
Studio CX now has a bigger and more diverse range of entertainment than ever

Our Airlines’ entertainment offering has been enhanced this spring, with more Western blockbuster films, TV shows and audio programmes.

It’s part of a move to “stay ahead of the airline’s diverse passenger base”, according to Simon Cuthbert, Product Manager – Entertainment & Media Sales.

He added: “This year we are increasing the amount of new media, such as podcasts, short films, feature documentaries and web series, while maintaining our strong core basics by expanding the amount of new-release films and TV boxsets available. The introduction of the Airbus A350 allows us to have more content on board than ever before, as well as live TV, which has proved very popular.”

From April, Airbus A350 services will include a live stream of Sport 24 – including events such as the NBA Finals, Rugby Sevens events and England’s Premier League football.

The number of spoken-word programmes has also increased, with big-name shows including Freakonomics Radio, the BBC’s Desert Island Discs and Awards, showcasing the likes of Johnnie To and Stephen Chow, added to the system.

Lastly, starting from April, the airline has expanded the number of dubbed languages available – for example, Spanish has been added to coincide with the Barcelona route launch on 2 July. Besides dubbing, more Spanish-language films have also been added in response to passenger demand.

Brand team issues new guidelines
The Brand team in Marketing is strengthening how our airlines communicate both internally and externally. It has created new guidelines including: Communication Design (for newsletters and business cards); Tone of Voice (a style guide for how we come across on page); and a Photography Roster, which includes a list of approved photographers. See Zone Highlights on IntraCX for more details.

New queuing system cuts confusion
Economy Class check-in queues at Hong Kong International Airport have been redesigned to be more efficient and straightforward. In response to customer insight, passengers no longer need to spend time looking for the right queue among the service desks. They will simply be diverted into two streams – those with and without boarding passes in hand.

The move has boosted use of self-service bag drop, tripling use since the queuing system was introduced.

Homecoming, starring Oscar Isaac and David Schwimmer. The latter is the result of a recent deal with premium podcast provider Gimlet Media.

In terms of movies, the airline has added more Western new releases from March. In April, this means an increasing number of award-winning movies screening on board, including Oscar winners La La Land, Manchester By the Sea and Moonlight.

Cathay Pacific is also recognising the best of Hong Kong cinema, with a handful of nominees from the 36th Hong Kong Film Awards, showcasing the likes of Johnnie To and Stephen Chow, added to the system.
PASSENGERS WON’T KNOW it when they board the first flight on 26 March to Tel Aviv, but the work to set up this new Cathay Pacific route has been carried out at breakneck speed. In just a few months a sales office has been opened in town close to the US Embassy, along with a temporary airport office at Ben Gurion International Airport.

Country Manager Israel Jonny Bailey says: “While we usually allow six months to set up a new route, we’ve gone online in just over four months, including recruiting a team of seven who are in place and raring to go.”

The team comprises three airport employees: Airport Services Manager Daniel Hoffenberg, Manager on Duty Tzviki Avramovich, and Customer Services Officer Keren Tobaly-Tahar, along with Sales and Marketing Manager Shai Lahav, Financial Services Manager Adee Shafran and People Executive Reut Gelman.

Jonny expects the service to be busy from the outset: “We’ve been surprised by the number of tickets already sold. More than half the bookings are from Israel. Most are booked to fly on from Hong Kong to other East Asian and Asia Pacific destinations.”

The route will benefit by Israel being part of China’s Belt and Road initiative, which should lead to growing business demand along with its leisure appeal. Jonny adds: “People also come here to party, enjoy the beach and see the religious and historical sites.”

There have been some logistical hurdles. “Israel has a unique position in the Middle East, and the airport manages security thoroughly,” he says. That meant work included sorting out crew roster patterns and getting the visas in time. “There are security and visa issues, but we are confident that we’ve overcome them. What’s important is that when passengers touch down they will feel the warmth of the Israeli people and enjoy one of the world’s most exciting cities.”

Alongside Hainan Airlines and Korean Air, Cathay Pacific is the third Asian carrier to enter the Israeli market. Jonny concludes: “Our position as the premium Asian carrier in Tel Aviv is a great advantage and we believe the route will go from strength to strength.”

Our position as the premium Asian carrier in Tel Aviv is a great advantage
Pacific bridge

Codeshares and more flights are strengthening Cathay Pacific’s links between Asia and Canada

By working with Air Canada, customers get more choice, flexibility and connectivity travelling between Canada and Hong Kong and then selected cities in Asia, as well as broadening our reach to all the major cities in Canada.

What does it mean for passengers?

RC Booking is simpler and, when travelling on a single ticket, customers can check their bags through to their final destination and enjoy reciprocal mileage accrual and redemption benefits on the codeshare routes.

Why do we need to partner with another airline?

RC It’s about expanding our reach. Air Canada and Westjet have the domestic network in Canada and are able to feed customers to our Vancouver and Toronto flights. We have codeshares with both.

What other developments are taking place this year?

NH We’re thrilled the Airbus A350 will be flying to Vancouver and that frequency will grow from 14 to 17 flights a week. It will not only be the first A350 to the city but also Canada as a whole. After almost 34 years, it’s great to give our customers another reason to fly with us.

What is the customer profile on the Canada routes?

RC Eastern Canada is one of our most robust corporate markets, and Toronto is home to Canada’s largest Asian population. In the west, it’s predominantly individual travellers. A lot of people migrated there from Hong Kong, so lots of friends and family flights. The Vancouver-New York route continues to be a success too, in both directions.

Is traffic between Hong Kong and Canada still growing?

RC Yields are under pressure but loads are solid, strengthened by extra flights and additional summer flights. We also see a weaker Canadian dollar encouraging demand for inbound travel.

How are you responding to Hong Kong Airlines’ Vancouver launch?

RC Competition is already fierce. Its arrival means there will be 10 airlines and 104 flights weekly from Vancouver to Hong Kong, Mainland China and Taiwan; plenty of competition to keep the market vibrant. Naturally, we will be watching: we have a creative and competitive commercial team who will respond as the market dictates.
Our 2016 year in review

A summary of what happened last year at the Cathay Pacific Group

**Health of our business**

- Loss from our airlines: -$3,363m
- Profit from subsidiaries and associates: +$2,788m
- Loss attributable to shareholders: -$575m

**Passenger**

- 34.3 Million carried
- 84.5% Load factor
- $0.54 Yield

**Cargo**

- 1.85 Million tonnes
- 64.4% Load factor
- $1.59 Yield

**Expenditure**

- Fuel cost: $27,953m incl hedging losses
- Costs without fuel: $2.12 per ATK

**Fleet and network**

- Total destinations: 91
- 47 New destinations
- Aircraft utilisation: 12.2 hours per day
- CX 146
- KA
- 3 A340s retired
- 10 A350s joined
- 3 B747s retired

**Improved customer experience**

- More baggage allowance
- New lounges
- Cathay Dragon rebranding
- A350 enhancements
- Inflight Wi-fi
- New business and premium economy seats

**Interesting facts from 2016**

- Over 36 million meals
- Over 89 vehicles carried
- 70th anniversary
- 747 farewell over Victoria Harbour
Results show clear need for transformation

Martin Murray says we need to give investors confidence

Our 2016 annual results announcement highlights the extent of the challenges we face and brings them into clear focus. Not only did we post our first loss since 2008, when the global financial crisis led to a massive slump in business, but we also saw our revenue and yield on a sharp downward trend. We are living in a very different world from a decade ago, when the loss was driven by a cyclical downswing, and we need to react in a very different way.

In embarking on a three-year transformation programme we have set ourselves some clear targets. The overarching goal is to address the structural changes in our operating environment to make us more agile and competitive. This transformation will lay the foundations for making us a better-structured and better-sized company that is equipped for long-term success in this highly competitive environment.

One of our key financial objectives is to ensure a sustainable ROCE (return on capital employed) for our business. It needs to be back to a level above 7%. Then investors will feel confident about investing in our airline. The three-year transformation will help us to achieve this by reducing our cost base (excluding fuel), as well as building new revenue streams.

We must address the narrowing gap between our unit revenue and our unit costs (excluding fuel) that we have seen in recent years. We are reviewing our revenue management, distribution and pricing practices, as well as looking at ways to increase ancillary revenues. At the same time, we will reduce unit costs (excluding fuel) by building a leaner and more efficient organisation, and by using our assets more productively.

We know it won’t be an easy journey, but TIME TO WIN has given us the focus – and the impetus – to get our business back on track.

This transformation will lay the foundations for making us a better-structured and better-sized company.

OUTSIDE VIEW: THE CHINA CHALLENGE

The large growth in volume can sometimes overshadow other developments in Chinese aviation. China’s airlines have changed their network focus – and boosted quality too.

Chinese airlines certainly have a larger footprint. Five years ago, they flew to North America from four Chinese cities. In 2017, they plan to link North America with 16 Chinese cities. Services to Australia have grown from five to 15, while for Europe the growth has been from four to 13.

There has been surging demand underlying this international growth, but there are other factors too. The government has encouraged its airlines to “go out” and internationalise. There are more widebody aircraft and Chinese airport slots can be prioritised for international services.

Chinese airlines also have greater confidence to expand as they improve their onboard product – all-aisle access lie-flat is becoming common. Less visible but equally important components include distribution. Chinese airlines were some of the first to trial IATA’s New Distribution Capability while China Eastern has benefited in the North American market from the corporate sales network of partner Delta Air Lines.

International growth is becoming more prominent. In 2014, 27% of China Southern’s capacity was in international markets, but 34% in 2017. For China Eastern the change has been from 32% to 43%, while Air China has grown from 45% to 51%, thereby becoming the first Chinese airline with more international than domestic exposure.

This growth is not a challenge confined to competitors serving China: Chinese airlines are gradually becoming “sixth freedom” airlines, which means they can carry passengers not just to or from China but via China too. In 2016, the equivalent of one of the eight daily Chinese airline flights leaving Sydney carried a full load of transfer traffic.

No surprise that China can dominate thoughts, yet as significant as Chinese airline growth has been, resurgent North American carriers, growth by ANA and EVA, as well as low cost carriers, are also changing the Asian aviation landscape. An increasingly dynamic market requires a sharper focus.

Will Horton, Senior analyst, North Asia, CAPA
Pressure mounts from down under

Increasing prosperity in China is reshaping regional aviation, with the main players lining up for a piece of the action between China and Australia

**COMPETITION IN THE local aviation market will hot up this summer when Virgin Australia launches direct flights to Hong Kong.**

The feisty independent airline has not yet revealed which Aussie city will be the anchor for its flights, but Sydney, Melbourne and Brisbane – Cathay Pacific’s three most popular Australian ports – are on the shortlist.

Virgin’s push into Asia will see the airline roll out an Airbus A330 fitted with an all-new business class featuring wide seats, long fully flat beds, 16-inch video screens and direct aisle access.

It’s a sign that Virgin is serious about its efforts to “break the Cathay and Qantas duopoly”, in the words of airline CEO John Borghetti, himself a 36-year veteran of Qantas.

Virgin’s flights will also feed into routes to Mainland China on Hong Kong Airlines and Hainan Airlines, which are part-owned by Virgin stakeholder and Chinese aviation colossus HNA Group.

In addition Virgin will launch direct flights from Australia to a major Chinese city, also unnamed as we went to press.

It’s a sign of how the growth of the Chinese travel market is reshaping the aviation landscape – and adding increasing competition for both Cathay Pacific and Cathay Dragon.

An “open skies” pact signed by the Australian and Chinese governments has abolished capacity limits and sparked a surge in flights between the two countries, including the opening of new routes to China’s roster of secondary cities and regional hubs.

Sydney Airport, for example, now boasts seven airlines serving 14 Chinese cities with direct flights. But Aussie leisure and business travellers are not the main game here. Flying to China is actually all about bringing the growing Chinese middle-class market “down under”.

Some 1.2 million Chinese visited Australia last year, and their numbers – and appetites for everything from fine dining and duty-free shopping to outback adventures – keep growing.

Chinese passengers already make up the largest group of foreign in-bound passengers to Sydney Airport, and are expected to overtake New Zealand as Australia’s largest inbound tourism market by 2018.

This in turn is driving a “room boom” in Australia’s hotel industry, which has been especially lagging in the luxury segment.

Some 120 major hotel projects are already in the pipeline, from intimate boutique hotels to upscale five-star properties from the Ritz-Carlton, Westin and W brands, to boost overall accommodation stock by 30% by 2021.

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**COMPETITOR NEWS**

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<tr>
<th>Air Asia X goes stateside</th>
<th>Jet to start codeshares with Hong Kong Airlines</th>
<th>Singapore buys big from Boeing</th>
<th>Vietnam links Sydney with Hanoi</th>
<th>China Eastern adds Sydney to network from Wuhan</th>
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<td>Air Asia X is to launch its first service to the US, with a route to Honolulu from its base at Kuala Lumpur, via Osaka Kansai, from 26 June. The service will operate four times a week using Airbus A330s.</td>
<td>Jet Airways is to codeshare with Hong Kong Airlines on routes between their home countries and beyond, including Auckland, Bangkok, Denpasar, Hanoi, Okinawa and Tokyo.</td>
<td>Singapore Airlines, having announced a 1.7% increase in operating profits, has ordered 20 Boeing 777-9s and 19 787-10s, with options for a further six of each type.</td>
<td>Vietnam Airlines is developing its Australian network, connecting Sydney with Hanoi from 28 March with three-times-weekly Boeing 787-9 flights.</td>
<td>China Eastern has added a three-times-weekly route to Sydney from Wuhan. It will operate the route using Airbus A330-200s. The service is part of its joint venture with Qantas.</td>
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PARTNER NEWS

**oneworld looks back – and forward – at 18**

To mark the alliance’s 18th anniversary, oneworld CEO Rob Gurney (below) delivered a speech at the UK’s Aviation Club. In it, he addressed a question that’s been on the minds of many in the business – do alliances still have a place in the more complex, consolidated airline market?

“The simple answer is that global alliances need to innovate and adapt if they are to remain relevant. oneworld has, of course, innovated and adapted over its 18-year life but, let’s be frank, to nowhere near the same extent as our airlines, the industry overall or the marketplace.

“As oneworld looks to the future we need to ensure we offer a customer value proposition relevant for the 21st century, with simplicity of execution and delivery for our member airlines. For our existing member airlines, our priority is on identifying how we can add more value.

As for customers, the marketplace is becoming increasingly segmented. So we need to consider how we develop alliance propositions that are relevant, attractive and compelling to all these increasing segments.

“Most of our member airlines have undergone fundamental restructuring. We’ve seen consolidation, cross investment and the formation of synthetic joint ventures and businesses, aligning economic interests of alliance partners and enabling efficiencies and delivering significant consumer benefits that would otherwise not be possible. Within oneworld, British Airways has merged with Iberia, American with US Airways, LAN with TAM. Qatar Airways now holds 20% of IAG and 10% of Latam.

“Single carriers simply cannot offer a sufficiently comprehensive network to meet the needs of their customer franchises. Joint ventures tend to be geographically focused, and cross-equity partnerships are generally bilateral. Only multilateral alliances are truly global in nature and scope.”

**JAL expands codeshare deal with China Airlines**

Japan Airlines announced in February that it is extending the scope of its codeshare agreement with China Airlines to cover both airlines’ services between Japan and Taiwan. They had previously operated codeshares between Tokyo Haneda and Taipei Songshan.

This extension of the codeshare agreement means that 240 flights per week are now covered by it, up from the existing 28.

**Qantas upgrades seats and entertainment**

Qantas has unveiled the Premium Economy seats that will feature in its Boeing 787-9s, which enter service in October. The prime benefits are 10% extra width, a recline function that moves multiple sections of the seat in train with the recline, and 25% bigger screens. Before then, the airline’s domestic passengers will be among the first to access Netflix, Spotify and Foxtel free on aircraft fitted with new Wi-Fi functionality that is being rolled out over the next 18 months. All Boeing 737s and Airbus A330s will be Wi-Fi-enabled from mid-2017.

**TRENDS**

**I, check-in**

Departing passengers at a number of airports around the world are now being greeted by check-in robots.

The aim is to better serve the travelling public and alleviate some of the pressure on check-in staff. The robots vary in nature from automated bag movers to humanoid creations able to carry out a number of diverse functions.

Haneda Airport in Tokyo last year conducted trials of a Hitachi robot able to answer questions about airport services in English and Japanese. The humanoid machine can spot people who look like they need help, and approach them on its own initiative.

Meanwhile, Geneva Airport has a robot that issues baggage tags and then autonomously and securely moves luggage to the handling area. Once collected, the bags are locked in a compartment within the machine. And at Schiphol in Amsterdam, an ET-lookalike going by the name of Spencer not only checks people in but also escorts them to the boarding gate.
In January, we unveiled our ambitious 2017 strategy Time to Win. So what have been the first actions at project level? ALEX McGOWAN reports on progress.

**Transformation in action**

In January, we unveiled our ambitious 2017 strategy Time to Win. So what have been the first actions at project level? ALEX McGOWAN reports on progress.

To understand people at an individual level, you first have to look at patterns of behaviour and different segments of the travelling population.

The Insights function will focus on the Customer Centric area of the strategy. They will work closely with the Digital team (working under Strategy & IT). Data scientists who sit within this team will create algorithms to look for patterns of customer behaviour and analyse insights. While much of their work will involve looking at what matters to Cathay customers at all stages of the journey, they will also work with the business to identify common problems and look for enterprise solutions.

We’ve all got ideas about how to improve the customer experience. But we need to be scientific: test our hypotheses with real customers through properly structured conversations – and make decisions based on evidence, not subjective tastes.

**A new team dedicated to mining new customer insights and data**

The cover of this magazine features real customers asking us a big question: do you know me?

A new Insights team is being created later this year and will answer it by getting to know our customers – who they are and what they want from us.

Because the team will oversee the entire project cycle we will see quicker decision-making, better prioritisation of projects and a much more rigorous focus on the customer.

**A faster, better way of making big decisions**

The Productivity and Value Focused pillar stresses the importance of working smarter and making better use of our people’s time.

On 27 February, the Enterprise Portfolio Management Office (EPMO) began work.

The EPMO is a new department created to govern all aspects of all Cathay Pacific projects – including how they are resourced and by whom.

We’ve been a bit fragmented in the way we manage projects. There was a distinction between IT and non-IT-related projects – and in 2017, that no longer makes sense. They are now centralised under one function and one General Manager, Alex Shum.

**A stronger and more competitive online retail travel platform**

If you’re looking to buy and customise a holiday online – something more and more of us are doing, of course – you have so far been looked after by two departments: Digital Retail (ECX) and Cathay Holidays (CHL). They’re now integrated: 21 CHL employees have moved to ECX. Bringing the two teams together in one will ensure that they will focus solely on the customer.

It’s a leaner, faster system for us and

These are the four pillars from our strategy, Time to Win:

- **Pillar 1:** Customer Centric
- **Pillar 2:** Operational Excellence
- **Pillar 3:** Productivity and Value Focused
- **Pillar 4:** High Performance Culture
We need to have the agility to bring to market those things customers value – and quicker

a much better online experience for our customers: more convenient, more personalised and more consistent from the very first interaction.

Leaner working

You will have heard a lot of talk about lean ways of working. These are about enabling every one of us to work better and faster, and to respond to the growing bank of insights we will be collecting from our customers.

The aviation market has changed. It is now faster paced and more fiercely competitive than ever. We need to have the agility to bring to market those things customers value – and quicker.

In order for that to happen we all need to move quicker and more efficiently too. Lean presents every one of us with the opportunity to cut the wasted time and resources in how we work so that we can better serve the customer, be they internal or external ones on board our aircraft.

We have established the Lean Academy to look at all the work we do in every department and find ways of doing things better. This is not another top-down initiative. The best people to identify waste and duplication in their work areas are the very people who do the job. Who else could be better qualified to identify the bottlenecks and frustrations that prevent you from doing your job better?

The Lean Academy is already hosting open days and getting suggestions on where people can improve their work areas and workflows.

Already the team has been fielding suggestions from people across the business, and many will be acted on. Take part and get involved. This is everyone’s opportunity to contribute to making Time to Win a success.

For a company that once achieved global domination and started the personal computing revolution it was a pretty stark headline: “Microsoft could be obsolete by 2017”. The accompanying story, based on a report from the respected research and advisory consultant Gartner, was only one of many that pointed to the software giant’s “loss of relevance” in a world of mobile mania and cloud-based solutions.

At the recent Cathay leadership conference that unveiled Time to Win, Microsoft Asia’s Senior Director of Communications, Andrew Pickup, explained how the IT giant has achieved a spectacular corporate transformation. It began with being crystal clear to both internal and external stakeholders, on the company’s overall mission – “to empower every person and organisation on the planet to achieve more”. It also communicated its corporate strategy, long-term technology ambitions and aim to create a more open, inclusive and customer-focused corporate culture.

Central to the turnaround was aligning the firm’s engineering effort to its commercial and strategic aims. Sounds simple, but it’s easy for “us and them” attitudes to grow, especially when a former undisputed leader in its industry is very publicly under-performing.

Organisational design, training, readiness and a relentless focus on customer “outcomes” all helped: but the decisive change was “cultural”. For example, the company scrapped an unpopular performance system and instead focused on changing hearts and minds.

Microsoft treated all four groups with equal respect, devising communication strategies and content for each.

It’s 2017, and the company certainly isn’t obsolete. Far from it: it’s now more vital, focused and relevant than ever before. A recent headline in Forbes: “Microsoft, from irrelevant to innovator in record time”.

Microsoft’s transformation story

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Alex McGowan
General Manager Strategic Transformation
**MEMBER’S VIEW**

Daniel Yu, Marco Polo Club member, thinks that service is the key component of the Cathay Pacific brand

**How often do you fly?**
I fly a lot, sometimes twice a week. Around 65% of my flights are intra-Asia for work on the Cathay Pacific and Cathay Dragon networks. The other 35% are long haul to Europe and the Americas, and around three quarters of these are personal trips – Vancouver is my hometown, for example.

As with most companies, business-travel budgets are under pressure, so much of my short-haul flying is in Economy, but most long haul is in Business Class.

**What do you like most about the Cathay brand?**
I like that it’s international and it has a regional take with Cathay Dragon, so you can get to these tier-two and -three cities as well as the big international destinations served by the big premium Cathay Pacific. I know that there has been a big focus on the Life Well Travelled slogan. There’s still a question of what that actually means, but maybe that’s deliberate. Maybe it means different things to different people.

But the most important thing for me is the service. After all, many aircraft look pretty similar inside. I’ve had a number of things that make travel memorable: a birthday card on my birthday, the bottle of Evian in Business, and when I’m in Economy the cabin manager coming down the plane to greet me. That has a lot of value for me; even in Economy I’m recognised.

**AIRPORT VOICES**

More customer feedback

Carlos Alberto Gomez
Flying home to Miami

I like everything about the Cathay brand: the service is good, the staff are so polite, and the most important thing is the bags come so fast, so after a long flight I can get to bed.

Mr and Mrs Coppinger
Flying back to Bismarck, Australia

We like the convenience offered by the non-stop flights to Hong Kong. We’ve flown Cathay for years. On the rare occasions we’ve had any problems, the staff have all been super-nice.

**WHAT’S THE BUZZ ABOUT... BETSY BEER**

@HKBearCo Introducing BetsyBeer, the world’s first beer brewed specially for 35,000ft. Designed to help you travel well.

@kritsz BetsyBeer is now one of the reasons I would love to fly with @cathaypacific :)

@XtopheTravel Is it available on all flights?

@xchubtub Hello! Will it be made available on flights from Singapore to Hong Kong too?

@Davidcampese11 At the launch of the new @cathaypacific #betsybeer launch with a rugby legend. Tastes good.

@Ryan Kwok Definitely not the first beer. Mikkeller HQ, beer specially brewed for 35,000 feet since 2014 for our SAS friends. Served in all classes on more than 1,000 flights daily.
Barry and John
From Australia
Cathay Pacific is just the best in the world. We like everything about it: the service is good, the bed is so flat, and you can have food a la carte in the business lounge.

Kenny from Hong Kong
Flying to Los Angeles
This time I’m travelling with Cathay because the ticket was well priced. I usually tend to compare what’s on each airline’s website and choose the cheapest option.

Shibaya Yukiyo and her father
From Japan. Flying back to Tokyo
We find everything about Cathay to our liking. My father has taken Business Class for the last two or three years and he has been happy. My only complaint is that the bathrooms could be wider!

Britannia and her friends
From the US. Flying back to Los Angeles
Most things are great: the seats are comfy, the movies are great, and most exciting of all there is Haagen-Dazs ice cream on the plane. Personally, I’m not so keen on the breakfast noodles.

...WE RESPOND

WE ARE WELL aware of the growing trend for airlines to serve craft beer inflight. However, we believe we are the first to scientifically change the brewing process to counter the biological effects that altitude and cabin pressure have on the palate.

What’s unique about Betsy Beer?
A 10% increase in carbonation over sea-level beers, wheat for better flavour retention, and unfiltered brewing for extra layers of texture and complexity.

This particular brew was designed exclusively for our UK routes, with the use of local Hong Kong ingredients and Fuggle hops grown in the UK.

By gauging its popularity, we can determine opportunities for more promotions.

Julian Lyden
General Manager Sales, Marketing & Loyalty Programme

I WENT TO HKIA recently to meet our customers to see what they think about our brand and our service. What they told me was very much in line with what our passengers are saying here, and there is a theme: our good service is what incentivises them to travel with us, and what keeps them coming back is our Service Straight from the Heart.

But our service begins long before customers even set foot on our aircraft. Customers will have heard of us via word of mouth, they will have seen our ads, they will have seen pictures of our new lounge, they will have made bookings on our website.

Offering customers heartfelt service on their day of travel is how we impress and retain their loyalty. A positive comment can travel far these days, so we must put customers at the centre of what we do to enhance their experience at every touchpoint.

Delivering our brand promise of a Life Well Travelled takes more than interacting with our customers. We have to understand them and offer what they value. We do so by listening, observing trends, collecting data and analysing them to make sure we invest in areas that will bring the most value.

And this takes a collaborative effort from all of us to ensure our customers treasure their travels with us so that they will come back to us repeatedly.

James Ginn
Director Service Delivery
Not just surviving – thriving

Aviation hasn’t always been a welcoming environment for women. So is gender still a factor in our company?

THE 23RD FEBRUARY 2016 was something of a landmark. Royal Brunei flight BI081 touched down at Jeddah after the 10-hour flight from Bandar Seri Begawa airport, taxied to the terminal and history was made. Why? It wasn’t an inaugural flight and it wasn’t a new aircraft. But on the flight deck were Captain Sharifah Czarena and Senior First Officers Sariana Nordin and Dk Nadiah Pg Khashiem – the first all-female flight crew to land in Saudi Arabia. While they were able to land a multi-million dollar Boeing 787 Dreamliner in Saudi Arabia, these pilots would not have been allowed, under the local strict clerical laws, to drive themselves to their crew hotel.

This story perfectly reflects the role of International Women’s Day, which was on 8 March. While it celebrates the contribution of women around the globe, in the home, workplace and wider society, it also serves as a reminder that the path to meaningful gender equality is long and much still needs to be done. The data tell us that. In 2016, men earned an average annual income of US$20,000 worldwide, women $11,000. The picture is not much better in the boardroom. Just 4% of Fortune 500 company CEOs are women.

Closer to home, the aviation industry is also dominated by men, although there are notable female role model CEOs – from Carolyn McCall at Easyjet to Vietjet’s Nguyen Thi Phuong Thao. In fact, women take up 6% of the top jobs at airlines – better than the norm, but still underrepresented.

So back to pilots. While everyone has become more familiar with the sight of women pilots as their numbers have grown over the years, they still account for around 5% of airline flight crew worldwide – the same proportion of female pilots as 100 years ago, despite the increase in numbers. It’s something raised by two of our training captains in this feature. Cathay Pacific’s Captain Janine Dogget and Cathay Dragon’s Captain Karin Juergensen have reached the top of their careers, but it’s not always been straightforward.

There are similar disparities in other areas of aviation, in senior roles and in engineering and cargo, which, like flying, had been seen as male preserves. But things are changing slowly in the industry generally and at Cathay. In part this is because of initiatives like International Women’s Day, and organisations such as Women in Aviation. But also because we are getting better at eliminating the unconscious
bias — our training captains talk about this as a barrier to women taking on roles seen as male. It starts young, so we should be encouraged by the growing number of young women like Sally Wong, Senior Technical Services Engineer on the Boeing 747, now an all-freighter fleet. “When I was growing up I wanted to be a doctor — now I’m a doctor of aircraft,” she says. Why? “Because it’s cool.” You can read her story overleaf, and that of May So, who moved from Hong Kong to become the first female Duty Cargo Manager on the American continent. That meant forsaking shopping in Mong Kok for a new world of opportunity and a new life.

As the theme for 2017 International Women’s Day says, it’s time to “be bold for change”. We will outline how the company aims to tackle diversity and inclusion next month.

**Voices of experience**

Cathay Pacific Training Captain Janine Doggett (left) and Cathay Dragon Training Captain Karin Juergensen (below)

**The view from the flight deck**

Training Captains Karin Juergensen and Janine Doggett reflect on their journey from would-be pilots to senior roles at Cathay Dragon and Cathay Pacific

**Karin:** I was a bit adventurous in my early life. So when I was 21, I went out to a small airfield and I took a trial flight, and thought, “this is for me”. My parents have always given me the freedom to choose whatever I like.

**Janine:** My earliest memory of wanting to fly was at about eight years old. I had no idea what the job really involved but I knew I wanted to do it. My father supported and encouraged me, but he still used to say “it’s not a woman’s job — are you sure this is what you want to do?”. I think it was more about being protective than saying I couldn’t do it.

**Karin:** I got my private and commercial licences in Sydney, packed my bag, got on my motorbike and rode 4,500km to find a job in the Northern Territory. My first job was flying for the local vet in a Cessna 182 out of Katherine to cattle stations. I worked for 14 years in various flying jobs in general aviation in Australia, including scenic flights in the Kimberley, mail runs, working for one of the regional airlines and the Royal Flying Doctor Service. I joined Dragonair in 2005 on the Airbus A330. I was on that fleet for three years then went to the A320/1, and I’m still here. Four years ago I got my command and two years ago I became a Training Captain.

“My father encouraged me, but he still used to say: ‘it’s not a woman’s job are you sure this is what you want to do?’”

Captain Janine Doggett
You’re not part of the critical socialising that happens on the boat or the golf course

Captain Karin Juergensen

Janine: I was flying while at high school. Immediately after that, I pursued a commercial licence and instructor rating. However the instructor with the best reputation made it clear he didn’t want to train me because I was a woman. His iron-fist wife reminded him of the “business case” and so he took me on. It was common for men of his generation to feel this way and it wasn’t long before we became great friends. I miss him deeply.

The day my commercial licence arrived in the post, I applied to all the major airlines but, of course, I never heard back. At the age of 22, while outback flying in Darwin, my mum informed me Cathay Pacific was interested. Somehow I gained a position as a Second Officer on the 747-400 and Pacific was interested. I was 1998, and there were only eight or nine female pilots out of 1,200.

Karin: At Dragonair there were three women, including myself, and we had 420 pilots, so we made up less than 1%.

Janine: There were difficult times when I had to bite my tongue at disrespectful comments. Sometimes it was good banter; however, there were times when the intent was malicious. Of course, any minority has to endure this. I know our Chinese colleagues have faced the same thing, If I do sense malice, which I want to emphasise is rare, I ask questions. I don’t tolerate this kind of attitude any more. Once, I might have been angry on the inside and “banter” on the outside, now I’ll either banter or I’ll say “that’s an interesting point – now where’s your evidence?”

Karin: One of the biggest disadvantages as a woman is that you are more socially isolated. You’re not part of the critical socialising on the boat or at the golf course, and this is where bonding, intelligence sharing and even promotions can happen. Another well acknowledged fact for women is that they always feel they have to prove themselves, perhaps even more than their male colleagues. Advantages? None, basically. I always challenge people if they question that. You ask any white, Western, middle-aged, senior-grade man if they could start out again as a man or a woman and I think we know what their answer would be.

Janine: I believe the need to prove yourself as a woman does exist, so you just have to set high standards for yourself. Being authentic and persuasive are important tools to have.

Karin: Look at the stats. These days women pilots make up 5% of the industry globally and it’s roughly that at our airlines. So while the number of women pilots has increased, they haven’t proportionally. I find that interesting. While I feel respected among my colleagues and think some people might like me, even after nearly 12 years with Cathay Dragon I still don’t feel part of it.

Janine: I get what Karin is saying. But I feel lucky that I landed in the 777. It was a small fleet when I was a junior first officer, and with a lot of nurturing training captains. I felt accepted into the family and I certainly do not feel I have to prove myself in that environment. All people, especially minorities, can suffer from imposter syndrome – “should I really be here?” And yes I should is the short answer.

Karin: It’s well acknowledged that role models are more important for women. The problems start at school. Recently I was speaking to one of the

CATHAY WOMEN IN AVIATION
Snow shoes and survival skills

May So moved from Hong Kong to Alaska and became the first female Duty Cargo Manager on the American continent

I’ve worked for Cathay Pacific since 1994, and I’ve had stints in three departments: Airports; Reservations, Ticketing & Sales; and now Cargo. I have been based in Anchorage for the past 15 years and became Cathay’s first female Cargo Duty Manager (DM) in North America in 2013.

I first came to Anchorage when it was used as a refuelling stop for passenger aircraft. Now, apart from the odd diversion, we are the technical stop for the 70 freighters that land here each week. It’s a 24-hour operation. My role combines office, ramp, cargo and sales skills, and I monitor our vendors’ performance. I am also the bridge between management and my local staff.

At times it can feel like a boys’ locker room, but I don’t believe that I am treated as a female DM – I feel like one of the team.

When I became the first female DM, I felt special and pressure at the same time. I knew I would be compared with men, and people would question my ability. But my performance speaks for my capabilities and I think I’ve proved my point. That said, I am a mother, and I care for my colleagues here – including my Engineering team.

I must admit that I found the 18-hour winter nights a struggle when I first moved here. It’s a far cry from my days as a CSO at Kai Tak Airport. Then I’d spend the weekend shopping at Mong Kok and Tsim Sha Tsui. Now I relish the fresh air and go camping, kayaking or hiking with family. Living with my husband and raising our three wonderful children in Alaska has been the best thing ever.

On one of my first days, I got the car stuck in snow, but luckily there’s a community spirit here and someone helped me out. But that was the last time I wore a skirt and heels to work. Now I’ve done survival training and I’m better at starting a fire than my husband.

May So
Duty Cargo Manager, Anchorage
female Cathay Pacific pilots. She has a little son and she mostly socialises with the other female pilots. One day, in the mall, she and her son bumped into one of her male colleagues who was out shopping. Her son asked her who he was so she told him he was a pilot, to which her son replied “men can be pilots too?”

**Janine**: Unconscious bias funny enough doesn't discriminate. We all suffer biases due to social conditioning. I believe we learn from what we see around us at a young age. This is where society needs to change. It’s things like the Disney T-shirts with an aviation theme: all the pilots are boys and cabin crew girls. Being a pilot doesn’t have a gender or a race, it only has attitude and ability, in that order; therefore, if you want to fly, do the research and get a mentor.

I got accepted into the family and I don’t have to prove myself to anyone any more

**Captain Janine Doggett**

**‘A doctor of aircraft’**

**Senior Technical Services Engineer Sally Wong looks after our Boeing 747 fleet in Hong Kong**

I started on the graduate engineer scheme at Cathay Pacific in 2011 after majoring in aerospace engineering in the US. I’ve always preferred numbers to words. When I was growing up I’d wanted to be a doctor – now I'm a doctor of aircraft.

I wanted a job related to my major, and Cathay was an obvious choice – it’s my home carrier. I spent two and a half years rotating through Engineering and learning how the various departments worked, as well as our aircraft and operations.

I settled in the Technical Services section of the Boeing fleet team working on the flight controls of the Boeing 747 and 777. I’m glad I landed in a technical team because I’m continuing to learn the different parts of the aircraft and because it’s cool.

I’m now in the Boeing fleet support team looking after the 747 fleet mainly. I monitor defects and other issues we or the manufacturer raise. I’m office based, but when there’s a defect we go to the hangar, ramp or HAECO – it’s easier for me to talk face to face – so I have the best of both worlds.

Gender has not been an issue. Women do things a little differently to men. We can be more thoughtful, and on some tasks this can be an advantage. Other than that, I stand out and it’s easier for me to make my point in a group of guys.

If I do have difficulties it may be because I’m still quite junior and so it would be more to do with experience. I was promoted in October and I’ll continue to get more knowledge and confidence.

**Karín**: Language also determines how we think – things like using “he/she” in the manuals. I used to get notifications that would start with “Gentlemen”, and I’d tell my husband, “here’s another one that doesn’t apply to me”.

It’s a really fantastic job, but I would encourage any girls interested in flying to talk to experienced pilots to find out what it’s really like. Don’t get carried away with the apparent glamour of it. And get a mentor. I’ve been involved in the Cathay Dragon Aviation Certificate Programme, whereby you mentor young Hong Kong men and women who want to be involved in aviation in various roles. It’s a great project and I wish I’d had a mentor that early.

**Janine**: I enjoy my roles as a Captain and as a Training Captain. Of course I have my moments of insecurity, we all do, but now I spend infinitely less time worrying about what people think of me. Actually, if I worried what people thought of me as a woman in aviation, I would have given up years ago. For me, what is important is that my crew know I do not set myself apart from them. We are a team of humans doing our best at the end of the day. Outside that, I am still proud of being a woman and being a pilot but that is just me, Janine.

**‘Women commercial pilots make up 6.7% of airline flight crew in the US (FAA). Worldwide the figure is estimated to be between 3-5%’**

**‘The Cathay Pacific Group airlines’ flight crew is approximately 5% female’**

**‘Women make up 25% of airline flight engineers, navigators and mechanics in the US (FAA)’**

**‘Cabin crew in the US are 80% female (FAA)’**

**‘94% of airlines are led by men (CAPA)’**

**‘Cathay Pacific has one female board member, and just 21% of GM positions are filled by women’**

**‘55% of the Cathay Pacific workforce are women’**

**‘Singapore Airlines has 3 female members on a board of 9’**

**‘Qantas has 3 female board members from 10, and 3 women on the senior management committee reporting directly to CEO Alan Joyce’**

**‘Around Asia, women make up around 7.5% of company boards (Asian Development Bank, 2012)’**

**‘In 2016, 7 passengers on an American Airlines flight from Miami to Buenos Aires disembarked when they learned that they would be flown by an all-woman crew’**

**WHAT NEXT?**

**THIS MONTH** Cathay Pacific operated an all-women-crewed flight in recognition of International Women’s Day. You can read about the special flights CX233/CX234 to and from Milan Malpensa in the next issue of The Journey.

**NEXT MONTH** The Journey will also look at the company’s new Diversity and Inclusion Policy and how we will be championing diversity and inclusion across our airlines.
We’re all on the frontline

It’s a year we need to adopt a truly winning mentality. That starts with winning over every customer at every point in their journey. By TOM OWEN

WE HAD a choice. The strategy we announced on 18 January could have been driven by cost alone. We could have decided to shrink – to cut routes and sell aircraft – but we continue to have an ambitious growth plan to build on our already-strong network and support the Hong Kong hub. Or we might have chosen to be even more product-driven but products are increasingly easy to replicate and even harder to differentiate on.

Instead, we chose to invest in the brand. Time to Win represents a historic investment of time, energy and resources in what Cathay Pacific and Cathay Dragon mean for the customer.

A brand represents the core belief of an organisation – it is why we do what we do. We believe that customers value the difference between travelling and travelling well; and that no-one is better equipped than the Cathay Group to deliver that added value.

It makes commercial sense too: the best way to generate revenue is to have a strong brand people identify with and have an emotional connection with.

We have invested heavily in “product” – cabins, fleet, our Hong Kong hub, inflight entertainment, lounges, network. That, coupled with our long heritage, is an incredible platform to build on.

But at some of the meetings we’ve held since 18 January, it’s been argued that the need to be more productive and value-driven has impacted our ability to deliver for the customer. If you’re taking products off the aircraft, for example, how is that good for the customer or the Life Well Travelled mission?

To my mind, that’s a fundamental misunderstanding about cost and brand. They are not in competition: great brands are also productive and efficient. So you remove things the customer doesn’t miss. You find out what they value and are prepared to spend money on.

But again, let’s not think this is just about product and what customers are prepared to pay for and what they’re not. Our unique customer experience is the brand. Our people deliver that customer experience. Therefore, you are the brand. There’s an indivisible link between the internal and external.

Which brings us to the words at the top of the page: We’re all on the frontline now. What does that mean?

“Frontline” because we are all in a battle for customers’ hearts and minds – and that battle is fiercer than at any time in our history. But frontline, too, because we all need to have the customer – their needs, their problems, their aspirations – front of mind. That’s obviously true if you’re working at the airport check-in desk or on board. It’s less obvious if you’re office-based or working under the wing.

In all our jobs you can either do things that will reflect positively in the eyes of the customer, or detract from them. Clearly, we all need to do things that will enhance and support our brand promise of a Life Well Travelled. For crew, it’s immediate, but behind the scenes your actions also have an effect. Take ticketing refunds. If our colleagues do not deliver the refund within the time we’ve promised, we impact the brand. It doesn’t matter if you trained as an accountant or a cost controller, an engineer or a software expert. You’re all dealing with the customer.

Here’s a test. In every meeting you have, whether in Cathay City, Cathay Dragon House, the outposts or our subsidiary companies, make sure there’s an empty chair. Now imagine a Cathay Pacific or Cathay Dragon customer is sitting in that chair. Be specific. Who are they, what do they look like – and what do they expect from us? It should be the first question on every agenda: how are the things we are discussing going to make the experience, the travelling life of the person in the chair, better?

But to make those decisions you need to know your customers incredibly well: all customers, not just Marco Polo Club members. That’s where a lot of our effort will go in 2017.

In the meantime, we need a culture change. Culture means “the way things are done around here”. Changing culture can be hard to achieve, especially at an airline that’s recently celebrated its 70th birthday. And there are many aspects of our culture that we value and want to preserve. Others, like bureaucracy, a relatively conservative appetite for change and in some areas a slow speed to market, less so. As we have got bigger, our challenges have increased.

Here are some practical steps we’re taking. Changing culture starts with changing behaviours – and changing behaviours must start at the top.

Our Chief Executive, Chief Operating Officer and all of our Directors are behind the need to change. Expect them to take accountability for big decisions in their areas. Expect them to work openly and collaboratively with their peers. Expect to see them demonstrate more trust in the people below them to make decisions. Expect them to encourage experimentation and learning and be more accepting of early failure as a learning opportunity. Expect them to communicate clearly and frankly through various employee channels.

And expect all our senior people to demonstrate real “customer centricity”.

We plan ultimately for all leaders to spend one week a year in customer-facing roles on the frontline and will begin trials over the coming months, with a roll-out plan in the near future.

We have already sat down with our managers to discuss what high performance is; how you set SMART (Specific, Measurable, Aligned, Realistic and Time-bound) goals; how you lead and motivate your team; and how you should behave as our role models for Cathay. More will come this year.

Culture change starts with our employee experience. A new onboarding and orientation programme started last year to...
Welcome our brushwingers (new employees). This programme aims to have them quickly and productively integrated into the company and prepared for their career with us. They all learn about our brand promise, expectations for a high-performing culture, as well as meeting with senior managers across the organisation. They also go on site visits to subsidiaries and meet other people outside their department to build a connection with our brand.

We’ve also set performance plans this year. Everyone should now have SMART goals agreed with their manager and should be clear on what they need to deliver, in support of a high-performance culture and support of the four pillars of our strategy.

How we communicate and engage with our people is also changing, this magazine being one example. Others include recent events such as the A350 launch, 70th anniversary celebration, 747 people flight and much more.

Finally, we introduced the Work Well Done programme to help build a culture of recognition across our airlines. We also distributed a recognition toolkit with thank you cards and vouchers to all senior leaders to use when they see people going above and beyond what is required of them, and we recently held our first Niki and Betsy Awards ceremony to recognise exceptional people – those who are role models and display the behaviour we should all embody.

Time to Win sets us all a demanding challenge, but we can’t do it without the skills and dedication of our people.

That connected feeling
What other companies can teach us about engagement

A LANDMARK STUDY by Boston University in the 1990s named the three top considerations that make us feel engaged as employees.

- A sense that the work we do is worthwhile.
- That we feel valued.
- That we have the psychological tools to do the job.

Notice something missing? That’s right – salary. Of course, money is important. We all want to be rewarded properly. But that’s not why we work or choose a company over another.

The mechanism that keeps us connected to these ideals is good communication.

A McKinsey survey found that productivity grows by up to 25 per cent when employees feel connected. But communication has to be delivered in the right way. High-performing organisations are twice as likely to keep language jargon-free, and 60 per cent more likely to communicate in a way that staff find relevant.

Some of the biggest and most successful companies in the world that are facing challenges in their market are making changes to how they communicate with their people. For example, a shift in staff culture has been credited with turning around the fortunes of fast-food giant McDonald’s.

Some two years ago, it was not in great shape. Changing consumer preferences and some corporate complacency had led to a decline in revenues.

As a result, the company has introduced new menus and dishes adapted to regional tastes. But more significantly there has also been a fundamental change in the company’s relationship with its people:

- Employees are encouraged to be more accountable.
- Lines of communication have been simplified. It’s easier to talk directly to the relevant people.
- The company hires external parties for new perspectives on communication.

The upturn in results show that it really is good to talk.
Cabin crew Cherry Yuen and Cristine Chan were out in the streets of Sheung Wan earlier this month for one of the shoots for this year’s Hong Kong Sevens TV ad. Cathay is back as a sponsor of the city’s hottest sporting event, and the campaign this year is themed “Connecting the World to Sevens Fun”. The commercial combines all the elements – the players, the fans, the public, the stadium, the sporting action and Hong Kong itself – that make the Sevens special, with our crew helping to bring it all together. The Sevens returns to the Hong Kong Stadium from 7-9 April. Visit cathaypacific.com/hksevens
The food on our aircraft might well convince our customers that their inflight meals are the result of some kind of mid-air magic. As with most magic tricks, though, there is a lot more to it than meets the eye — and with budgets under pressure, our teams are being extra resourceful in ensuring the highest standards in our food and beverage offerings are maintained.

According to Aaron Claxton, Head of Catering for the Group, there are more than 100 different flight menus in circulation on our aircraft at any one time. And behind each menu there is a long chain comprising dish design, ingredient sourcing, purchasing of equipment and much more.

“The whole process from the start of a dish idea to onboard fulfilment typically takes anywhere from four to six months,” says Aaron. “It’s a complex business, with more than 90 kitchens across our network providing more than 135,000 meals every day for our airlines. The Cathay Pacific Catering Services (CPCS) facility, which provides meals for Cathay Pacific

Up to the plate
Our airlines serve more than 135,000 meals every day, but have you ever thought about the level of preparation and attention to detail that goes into each dish?
It’s better to use local produce as it’s fresher and often makes for a more authentic offering

and other airlines out of HKIA, alone averages around 65,000 meals daily for Cathay during off-peak seasons.”

Inflight Catering Manager Kim Chong heads the team designing meal offerings for both of our airlines. Their considerations include everything from passenger and cultural profiles to flight timings, budgets, on-board equipment and the availability of ingredients. They also must ensure there are meal options available to satisfy particular dietary requirements.

“Each dish starts with a menu designer coming up with an idea,” says Kim, at work in the CPCS kitchen. “The inspiration might come from a meal in a local restaurant or during a trip to a local market.

“For example, right now we’re developing a new Chinese dish: wok-fried lobster tail in a light ginger soy with spring onions. First the culinary team puts together a recipe, then the ingredients are assembled. It’s better to use local produce as it’s fresher and often makes for a more authentic offering.”

Executive Chef Jorg Kubisz takes up the story. “The ingredients are assembled and cooking begins, with careful adjustments along the way in terms of spices and seasonings. The dish is then plated – which is vital as we all know the saying ‘we eat with our eyes’! – and tasted by a panel of judges before getting the final thumbs up.”

He adds: “Each recipe is documented and submitted for cost analysis. Once approved, it will be fed into the catering database and made available for when the next menu rotation is scheduled, meaning menu planners can select the new dish during menu creation.”

And what about the differences between Cathay Pacific and Cathay Dragon recipes and menus? Says Aaron: “Cathay has its own cuisine philosophy that reflects a contemporary Asian style, whereas Cathay Dragon is more specifically designed in a contemporary Chinese direction. But while our menu designers each look after their own portfolios of ports, in reality their decisions are also influenced by the feedback we get from passengers, and for this our teams rely heavily on our cabin crew. That’s what helps us to remain customer-focused at all times.”

FRIES WITH THAT?

Cathay Pacific is in the process of introducing a number of catering enhancements in response to customer feedback. These include:

• Increasing the number of snack boxes on long-haul flights by 25%
• Adding fries to the burger snack offered in First and Business Class on long-haul flights
• Adding a chocolate with meals in Economy on North American, European, Australian and South African routes
• Adding a protein element to all Economy and Premium Economy appetisers on long-haul flights
• Replacing the current cookie offering with a tub of Haagen-Dazs ice cream on selected flights out of Hong Kong
• Adding a “slider and fries” as a Premium Economy meal option on US and European flights

LOADING UP

Stats from 2016

- Over 36 million meals served on our networks
- 1.85 million bottles of wine consumed
- 1.46 million litres of soft drinks
- 1.42 million litres of fruit juice
- 680,000 cans of beer

TIME FOR TEA

As part of a drive to put more Hong Kong flavours on our flights, Cathay Dragon is partnering with local tea restaurant chain Tai Hing to offer traditional Hong Kong-style milk tea across all classes on most outbound flights. Between now and 16 May, the tea will also be served in Business Class on flights to Shanghai and Beijing – with a traditional accompaniment of flaky egg tart and pineapple bun, and in First Class with the same snacks plus a cocktail bun.
FROM THE FLIGHT DECK

How do you plan the route for a flight?

I’ve always been curious about how you decide on a flight plan, and what factors go into planning the route. Who is ultimately responsible for flight planning on the day and how is it decided on? Also, what kind of factors will result in changes to the flight plan along the way?

From a Cathay colleague

It’s wonderful to see that colleagues other than pilots are taking an interest in this! The captain is ultimately responsible on the day but a huge amount of planning and a whole support team are working in the background.

Planning and preparing for a route can take many months and in the case of our new service to Tel Aviv, almost a year. Multiple layers are looked at and many departments and personnel are involved. A few of the factors they consider are route safety, terrain, political conflicts, overflight charges, overflight approvals and a financial analysis of the route. The actual plan finally produced can be further customised by the planning system for the least fuel used or least time spent in the air. Winds, flight-time limitations and large-scale weather effects will probably make the greatest change to the plan on any given day. Unexpected volcanic eruptions, aircraft serviceability or system downgrades can cause changes, as can real-time political tension and security concerns. Flight plans do change from time to time but very infrequently. You could say this is boring, but in aviation boring is good because it’s safe!

Richard Clausen, Senior Captain, Airbus fleet, Cathay Pacific

Our Pilots Ask...

Is the business listening to us?
Why isn’t there a forum where pilots can put our ideas about the business to the business? With our experience of day-to-day operations and customers, the business could be missing a trick.

Director Flight Operations Anna Thompson
We want ideas from all Cathay people, especially from those on the frontline as we improve our customer service. As the planning work for our new strategy gets under way, there will be opportunities to share ideas and make your views known – including this page in the magazine. If you have a suggestion or something you feel could change now, then speak to your manager, a GM or a director.

My Other Plane Is A...

Boeing Stearman
I’m lucky enough to be based in Chicago, which is close to Oshkosh where I live. Oshkosh is home to Air Venture, which is the biggest air show in the US. It’s a Mecca for aviation enthusiasts who camp by their planes for a week each summer to fly, exchange stories and watch flying displays. I have flown a number of aircraft here over the years, but I currently own a Boeing Stearman twin-seat biplane, which was built in the 1930s as a military training aircraft. It’s a classic plane and a nice counterpoint to the enormous Boeing 747-8F freighter I fly between the US and Asia.

Vanessa Jago
Senior First Officer, Boeing 747 freighter fleet
Why do we not offer blanket coverage? Can we say we are a premium airline, when we do not even offer blankets and pillows on all our flights?

Ed Higgs, General Manager Inflight Services, says: Blankets and pillows are available on request on all flights. However, the number available is based on assessment of customer needs and our capacity to stow them. On long-haul and overnight regional flights we provide a blanket and pillow for every passenger. On other services it is not possible and our experience suggests the customer need is less. We monitor use, making adjustments where the need is greater and there is space to carry additional items. For example, based on feedback from our crew we recently increased the number of blankets on certain flights to Japan.

ASK THE CABIN CREW

Sweet gesture

Q What is your most memorable inflight experience?
From a Cathay City colleague

A I was once working on a flight to Hong Kong from Singapore, and I got a chatting to a middle-aged woman in Economy class. We had plenty of small chats throughout the flight and we both really enjoyed our exchanges.

Then, at the end of the flight, she gave me a huge box of chocolates in appreciation.

In the busy environment of the aircraft, meaningful interactions like that are hard to come by. But Service Straight from the Heart shouldn’t be a mere slogan. Our passengers can sense when we are delivering truly great service, and it’s nice when that’s recognised.

—Yen Chung
CX Flight Attendant
Smarter service
We spoke to Dominic Vallado about embracing technology in Singapore

 Dominic Vallado, Airport Services Manager, Changi Airport, Singapore

You’ve introduced Self-Service Bag Tag and Self-Service Bag Drop (SBD) technology at Changi. How has it fared so far?
We are the launch carrier of this new service offering in Singapore. With an average processing time of one minute per bag and a successful transaction rate in the range of 70-80%, there is still room for improvement and we are moving in the right direction. My team is working very closely with AHQ (Airports Department) and the local airport authority to review all aspects and how to increase the rate further. We expect a few enhancements to be deployed, which will make it even faster and offer greater consistency.

How has it enhanced our service proposition?
Over the past few years travelers have been embracing technology at a rapid pace and appear happy to serve themselves if they are provided with reliable tools. Compared to a normal queuing time of 10 minutes, the entire process of self-service bag tag and bag drop combined now takes less than four minutes, which is a great time-saver. The entire check-in experience is much faster and more seamless. This gives us an edge over the competition and, once the enhancements are in place, it will be a total game-changer.

What is the feedback from customers?
Our proportion of tech-savvy customers is high, hence the technology has been well received. Customers have generally embraced it and have found it very user friendly and intuitive. The challenge remains with customers who are not familiar with the change in the airport; and this is where our service ambassadors step in to help. By and large feedback remains positive and each day we do see increased usage.

It gives us an edge over the competition and will be a total game-changer.

What does Time to Win mean for us?
What can we do at airports to support the new strategy?

Vivian Lo, General Manager Airports

Time to Win starts with you. Through Service Straight from the Heart and enabling customers to travel well and safely, you define and differentiate Cathay as a premium airline. It is imperative that we challenge the conventional way of doing things. We must innovate and lead through sustainable solutions that enhance operational and service excellence.

Future Airport Experience, Ground Time Optimisation and Disruption Management are a few areas in which you can help transform our business and brand. The customer is at the heart of everything we do and I have full confidence that we will grow together and win as a team.
LETTERS TO THE EDITOR

Questions of yield and appraising the appraisers

Q YIELD IS HIGHLIGHTED as a big problem. While it is common to all airlines, what are we actually doing to encourage our passengers to spend more? I’m not talking about making them pay more for the current product, but rather opening up new sources of revenue, finding new ways to get customers to spend extra on conveniences.

Can we incentivise them to spend more during or after the booking process? For example: speedy boarding, reserve a blanket on short-haul, book extra baggage allowance, buy a Business Class meal on an Economy ticket seat, reserve a baby bassinet or a specific seat and so on?

From a Cathay City colleague

A Toby Smith Many thanks for your letter, which highlights an important – and timely – issue. Sales of additional (or ancillary) products are certainly a growing part of the overall revenue mix and we are looking to increase our offering to customers during the course of this year.

Passengers can already buy hotel nights, travel insurance and extra legroom, as well as book hire cars and events (such as the forthcoming Hong Kong Rugby Sevens) through cathaypacific.com and some third-party distribution channels.

This year, we will be increasing the number of ancillary products that we offer, including two of the ideas you have listed – the ability to purchase extra baggage online, as well as reserving a particular seat in advance.

We will also be increasing the number of touchpoints in the journey at which customers are able to purchase them, such as during online check-in.

There are other initiatives under way this year that will be communicated closer to launch. As with the above, these will be consistent with our strategy of being a branded, full-service, premium carrier, and our brand promise of enabling a Life Well Travelled.

Toby Smith, General Manager Sales & Distribution

Q OUR PERFORMANCE Management system involves an appraiser assessing the performance of a subordinate. This is a one-way, top-down approach, which doesn’t allow lower-ranking staff to give feedback on how effective their managers are. Effective management is not an art mastered by everyone at our airlines.

Lower-ranking staff bear the brunt of poor management, and the company in turn suffers from low productivity and low morale. I believe the only people who can give a fair assessment of the effectiveness of a manager are indeed, their subordinates. Is there a system in place where subordinates can submit recommendations to more senior staff?

From a Cathay City colleague

A Melissa Brandon It is absolutely true that effective management is critical to success and achieving our Time to Win strategy.

To that end, 2,014 managers attended training on effective performance management in 2016. All will attend a further training module in 2017. This is a significant investment to ensure we make improvements to the art of performance management.

Adding a bottom-up and/or 360 feedback element to our performance-management process adds complexity and time. It might be considered for a future date, but right now Cathay is focusing on doing the basics well – i.e. explaining clear competency expectations, ensuring effective goal-setting activity and discussing career aspirations and development.

We will be surveying employees this year to seek views on the effectiveness of goal-setting and development discussions to identify where more support is needed.

Melissa Brandon, Employee Experience Manager

RUMOUR BUSTER

Overheard on social media...

Rumours that Air China would get a controlling stake in Cathay are not new. They first emerged in 1997: Beijing and Air China would allow Swire to run Cathay for a while, after which the stock price would be driven down to an agreed level at which point Air China would step in, without the need for investment. The rumours began to surface again in late 2016, and were reported as fact on social media.

Director Corporate Development & IT, Paul Loo, responds: Our major shareholders support the current shareholding structure and there is no plan to change the balance among the different parties. Cathay Pacific and Air China maintain close cooperation in a wide array of initiatives ranging from IT development to joint operating services on certain routes between Hong Kong and Mainland China.

Send your questions and comments to PPL#COM@cathaypacific.com and we’ll try to address them in a future issue

MOST LIKED ON YAMMER

The month’s three most popular posts

Senior Captain Fabio Lavarone thanked Airbus’s Flight Crew Relations Manager Kevin Chan (left) for late-night coffees for crew at Dispatch.

67 Likes

Senior Captain Phil Callander wrote about his experience on roster disruption on the freighter fleet.

59 Likes

Nagoya Manager on Duty Misako Hirose posted two photos of snow at the airport and thanked the team.

51 Likes

Why not join the conversation? Sign up at www.yammer.com
CATHAY PACIFIC’S RECOGNITION Awards underwent a transformation this year, culminating in a ceremony last month that was truly a night to remember. Finalists, their friends and family, along with directors and senior managers, gathered at the Hong Kong Football Club to celebrate the extraordinary tales and achievements of people going beyond the extra mile for customers and colleagues.

The evening commenced with a cocktail and buffet reception, in a room decorated with posters of the 30 finalists and their stories – an ideal spot for a selfie with the Chief Executive. Excitement and anticipation were high as people congratulated finalists and read their incredible stories. Then guests were ushered into the seating area to relive their accomplishments, and the 30 finalists were whittled down – with great difficulty – to the winning 20, the highlight of an evening of pride, laughter and tears.

Read the inspirational winning stories at the Work Well Done site: www.workwelldone.cathaypacific.com/
How to love your inbox

Not managing your emails can have an effect on your health as well as your performance. By Ben Hammersley

DID YOU KNOW that email can affect your breathing?

When Linda Stone, technologist and former Microsoft vice-president, was advised by her doctor to use breathing exercises to help with chronic respiratory problems, she discovered something. Whenever she sat down to check her emails she was either shallow breathing or holding her breath completely. Observing others at work, she discovered they did the same.

This observation turned into a full-time study. After seven months of solid research she found that 80% of adults shared her condition and held their breath when checking their inbox. The chances are that you do the same.

This is bad. If you hold your breath 60 times a day – the average number of times we check our smartphones – you slow your respiratory rate, which affects body chemistry and, ultimately, health.

So what’s the answer? Email is not going away. The volume grows each year. In 2016, 215 billion emails were sent and received daily, and office workers spent an average of four hours a day checking them.

Never mind health, it’s not necessarily a productive use of time, particularly in a business that works to a beat set by flight schedules and punctuality. While we can’t junk it all – email is part of working life – we can manage it more effectively with a bit of discipline.

The trick is to not only stem the flow, but divert it into manageable streams. Here are some tips that can make your email experience more conducive to your efficiency and wellbeing.

Email is part of working life, but with discipline we can manage it better

Never interrupt what you’re doing to answer an email. Choose two or three points in the day when you’ll clear your inbox – and turn off that pop-up.

Be kind to your fellow workers. Only ‘cc’ people if the information is critical to their work. Use the flagging tool – but very sparingly. Try and deal with important emails on the same day. More than 10 flagged emails? The system isn’t working.

Overcome your FOMO (Fear Of Missing Out). Be strong. Ignore all the tempting offers and try to ditch the newsletter subscriptions.

Write short sentences. Treat email like Twitter – give yourself a character limit. Brisk doesn’t mean rude.

Use folders intelligently. It’s worth spending a few minutes thinking about the eight or nine (no more) categories that reflect your workload. If the folder’s empty or you never look at it – delete.

Only one subject per email. Cover multiple issues and valuable information gets buried.

Finally, try something really different – have a one-to-one conversation, in person or on the phone. Nuance, meaning and context can all be lost on email – and that can lead to miscommunication.

Clutter campaigner

Ben Hammersley is the principal of Hammersley Futures, the international futures consultancy. His TV series, Cybercrimes, is now on Netflix worldwide.
Connecting the world to Sevens fun.

Experience the world’s most electrifying Sevens with us this April, and check out our booths at Hysan Place, Sevens Village and in-stadium for some fun-filled photos and mind-blowing freestyle performances.

Be sure to keep your boarding pass to enjoy exclusive food and beverage discounts at participating outlets from 24 March to 9 April.*

Discover more at cathaypacific.com/hksevens

Cathay Pacific/HSBC Hong Kong Rugby Sevens
Hong Kong Stadium
7-9 April 2017
Branching out

Stefani He, Customer Services Officer at Wenzhou, submitted this stunning picture of camel thorn trees set against the rolling dunes of the Namibian desert in Southern Africa. It was taken in the Namib-Naukluft National Park in February this year. “It’s really special because the extraordinary structure of the trees growing strong in the desert shows the power of nature and of life versus death.”

Feature and win

Submit your pictures for the chance to win a stylish pair of Jabra Elite Sport True Wireless Earbuds (jabra.com), offering up to three hours of wire-free music on the go.

For a chance to feature and win a prize, email your pictures to PPL#COM@cathaypacific.com
IT STARTED WITH a film – The Secret Life of Walter Mitty. Parts of it are set in Iceland and, after seeing it with my boyfriend, we were both determined to go there.

And you have to be pretty determined! A 13-hour flight to London, three more to Reykjavik – then two weeks’ driving around this unique, treeless land of volcanoes, hot springs and glaciers.

I had a surprise up my sleeve for my boyfriend. Before flying I booked a glacier walk. We joined the Glacier Grand Slam-Combo Day Tour from Skaftafell: a four-hour glacier walk in the morning, then a cruise and a drive around the Fjallsarlon glacier lagoon.

It was cold – but not as cold as I imagined! After a safety briefing, we were fitted with crampons, harnesses, helmets and ice picks. Once everyone was up to speed with the techniques of glacier walking we had an amazing time. I kept thinking “I am in Iceland walking on ice now!” It was like a dream.

You get tired after two hours walking on ice. We took a snack break. Our guide, Mark, reminded us, “Anything which doesn’t belong to the glacier, please take it back with you – including banana peels.”

It’s not only waste that’s hurting this pristine environment. Global warming causes glaciers to melt faster and recede. Some have already disappeared. The most serious consequence is rising sea levels, threatening wildlife and people. We need to make efforts to stop global warming. It is never too late to turn the clock back.

At the end of the walk Mark told us to empty our water bottles. “Now it’s time to treat your partner to a drink. You will never forget the taste.”

We filled our bottles with glacier water. Oh my god. It was definitely the best water I have ever tasted.
TRAVEL

Cobbles and culture
Frankfurt offers shopping, museums and opera, all in easy walking distance

Five things to try in FRANKFURT

1. **Ebbelwoi**, or apple wine, is the local tipple here, served in apple-wine halls – like Munich’s beerhalls.

2. The **Museumsufer** – literally the riverbank of museums – is a lovely walk in the evenings, with the city skyscrapers on the opposite bank.

3. The **Fressgass** is now a pleasant cobbled pedestrianised shopping street with bars and cafés.

4. The **Alte Oper** (below) is the reconstructed opera house that was destroyed in World War II but reopened in 1981.

5. We get our fix of food and wine from Italy’s Emilia-Romagna region at **InCantina**, one of our favourite hangouts.

HOMETOWN

The Main man

Ray Jewell, Regional Cargo Manager, Europe, on Frankfurt

I WAS BORN in Erie, Pennsylvania, and first came to Frankfurt in 1978, starting at Cathay Pacific in 1983. In my time at the airline I’ve lived in London for four years and Hong Kong for seven, but the lion’s share has been in Frankfurt – in fact, I’ve never been anywhere longer. I met my wife, who is Italian, here. We have never lived together in our countries of origin. This is a cosmopolitan place – nearly 25% of us are foreigners.

It’s also a small place. One of the things I most like about Frankfurt is that it has all the trappings of an international capital but in a compact package. Fewer than one million people live here, which surprises people, and you can walk across the city in an hour.

It is oversubscribed for its size with theatres and museums, while the river that flows through it and the skyscrapers give it its nickname: Mainhatten. The museums are good, but the stretch of the Main on which they are built makes it an equally good place for a walk or a drink to take in the skyline on the opposite bank.

I live in an area called Opernviertel (opera quarter), which was once packed with butchers, bakers and greengrocers. Now it’s a cobbled, pedestrianised shopping street that runs parallel to Goethestrasse. Today the street, named in the German writer’s honour, is an even more upmarket shopping street, with luxury brands for the city’s well heeled inhabitants. Frankfurt’s modern role as a finance centre means that the city has more multimillionaires per capita than any other city in Germany. It’s worth a stroll to see the jaw-dropping prices.

All these sights are based in the Opernviertel, the centrepiece of which is the rebuilt Alte Oper (opera house), which I drive past every day on my way to work – and what a contrast to the airport. It’s one reason this is a special city and why we will always have a place here.
Miss Tokyo

In a new series, our people choose their favourite experiences near our airports

Jane Divinagracia on the attractions around Narita Airport, Tokyo

One of the main attractions in Narita City, if you don’t want to go into Tokyo – which is about an hour’s drive away – is the Naritasan Shinshoji Temple. Over 1,000 years old, it’s a large and attractive Buddhist temple that’s only about a kilometre from the centre of Narita and has good restaurants and a number of traditional craft stores to browse.

I also enjoy taking a stroll in Sakura No Yama, which is a small park on the north side of the airport. In springtime, the combination of the cherry blossoms and planes landing and taking off is spectacular. You can take great photos from the end of runway 16R.

For a quick shopping spree, the Shisui Premium Outlet is the closest one to the airport. It’s a 15-30-minute ride away on the shuttle bus from Narita City or from the airport. You just have to be careful to make it back in time for your flight!

In terms of getting in and out of Narita, there are loads of options but I prefer to rent a car for the convenience.

Other nearby attractions that are popular include the Lalaport Mall in Funabashi and the giant AEON Mall in Makuhari. There’s also Tokyo DisneySea, which is in Urayasu. And of course Tokyo itself is right there if you’re looking for a bit more bustle.

I WON’T TRAVEL WITHOUT...

Cathay Pacific cabin crew John Yip on creams, cameras and herbs

Sorbolene cream is perfect for dry hands, ankles and sometimes even a dry soul. It’s long-lasting, available worldwide and extremely kind on your wallet.

My Olympus Mju II. It’s small in size, lightweight, fully automatic, rain-resistant and dummy-proof. Nothing beats a classic analogue film camera and it works great at night.

A lavender sachet. It keeps your clothes dry, free from bug bites and fresh like a breeze from the lavender fields of Provence. Next to your pillow, it will put you to sleep even when the jetlag is hitting hard.
When Jennie met Betsy

Her career spanned the early days of Cathay Pacific Airways to the jet age. Jennie Tung Wirth paid the Swire Archive a visit to relive a golden era.

JENNIE TUNG WIRTH was Cathay Pacific cabin crew between 1954 and 1969. In her career she flew on Cathay Pacific’s founding aircraft, DC3s Betsy and Niki, wearing the original navy-blue uniform; she left in the jet age on the Convair 880.

Now 82, she recently visited Cathay City to share some of her memories from her flying career.

Jennie was the second Chinese cabin crew member to be recruited by the airline. “I wrote to Cathay aged 19, and I was interviewed by Cabin Attendant Supervisor Iris Stobart (circled, below left). She asked me a few questions mainly to test my English,” she says. “This was soon after World War II and many schools were closed during that time, so not many Chinese girls could speak English. I guess they liked my personality.

“My first ever flight wasn’t on Betsy, but on the DC4 to Singapore. There was no training; I followed one of the other girls to learn. We ladled out meals from hot flasks and passengers ate from tray cushions as you would a TV dinner. It was very bumpy – a balancing act.”

Jennie counted The Beatles, Clark Gable, Sir Run Run Shaw and the Sultan of Brunei among her passengers. Her most memorable flight, though, was a charter to Sydney in 1956. “The trip took 64 hours, it was full – 24 seamen – and I had to work alone.”

Testing, but taken in her stride.
CATHAY CLUB ROUND-UP

Waste not kumquat
Every Chinese New Year, it’s hard to miss the tangerine plants that we have in Cathay City. They certainly add a festive touch to our HQ. Usually, when the plants die, they are taken to landfill. Not in the Year of the Rooster, though.

On 9-10 February, some 20 colleagues from Cathay Pacific, Cathay Dragon and Asia Miles picked out all the fruit from eight plant pots in the building and upcycled them, transforming the tangerines into salted kumquats. The group activity taught them how to process raw fruits into jars of salt-preserved kumquat – a traditional Chinese ingredient used to make nourishing drinks.

Memories of Mum
Flight Purser Amanda Yuen shares her passion for crochet

When did your interest in crochet begin?
I wasn’t particularly interested in crochet at first but my late mum was always crocheting something – scarves, sweaters, dresses, you name it. So one day I decided to pick up a crochet hook and have a go myself. That was about five years ago and since then crocheting has become a healthy obsession.

When did you make your first cabin crew doll?
Initially I only made cartoon characters and animals, but then I started exploring new ideas and last year I made my first cabin crew doll – of myself in uniform!

What’s been the reaction to your dolls among the crew community?
Very positive. When I first started sharing the pictures on Facebook, I was pleasantly surprised by the number of colleagues who liked my work. Now I leverage social media platforms – the "crochet doll" page on Facebook, and the "pull_a_thread" profile on Instagram – to share my art work. I have followers all over the world!

Do you still make other crochet items?
I still make a wide range of items including animals and festive items – Christmas trees or Easter eggs, for example.

Does your Cathay job align with your crochet passion in any way?
I have found that my job complements my crocheting quite well – it’s a very ‘portable’ hobby that I can take abroad with me and it’s a great alternative to watching TV when the jet lag kicks in.

What does crochet mean to you?
At the end of last year, my mum passed away very unexpectedly. Crochet is one of the most important links I have to her – I’ve lost count of the number of times we sat side-by-side chatting and crocheting into the middle of the night. I think my mum would be very proud of what we achieved together.
1. **SO LONG, KHUN** Bangkok staff bade a fond farewell to Airport Service Manager Khun Cee, a mentor to many who has retired after 37 years.

2. **GOING FOR GOLD** KA’s Crew Communications & Relations team celebrate winning a Gold Award for Internal Support at the 2016 HKACE awards.

3. **HAPPY BIRTHDAY!** ISD’s Communications team surprise editor Charlotte Chandler with a cake.

4. **LIKE FATHER LIKE SON** Captain Richard Stanley and his son, First Officer James Stanley, flew on the same overnight flight on 26 February.

5. **MEDAL MATERIAL** General Manager People Hong Kong Albert Wong (top left) and his team represented our airlines at the Inter-Hong Games Association annual prize dinner on 20 January. Our athletes won nine medals, while Zero Chow from HKIA performed on the night.

6. **GRIN AND BEAR IT** Proud All Black fan and Country Manager New Zealand Mark Pirihi was forced to wear an England top after losing a bet that New Zealand would beat them. A gloating GM Cargo Marketing & Sales Mark Sutch looks on.

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**Tel Aviv time**

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Find out how to enter the quiz on IntraCX from 27 March. Normal terms and conditions apply.
At B/E Aerospace, we know Cathay Pacific is passionate about delivering the highest standard of on-board service . . . and we are passionate about supporting the highest standard of on-board service, which inspires our dedication to innovation and drives us to do great things for our partners. Our shared passion is now flying on the new Airbus A350-900 with the innovative B/E Essence® ovens, coffee makers, and espresso machines.

Congratulations to Cathay Pacific on continuing global excellence with new Airbus A350-900 fleet.