



本年2月、ユナイテッド航空がChapter 11から離脱し、イリノイ経済に明るい話題を提供した。再建に向けての大きな一歩を踏み出すために、この3年間どのように取り組んできたのか、同社のSenior Vice President, Graham Atkinson氏に寄稿頂いた。(原文にてお送りしています)

World's Largest Transpacific Airline Restructures as Strong Competitor

A chance to improve all parts of the business and a shot at becoming the company it knew it could be. This is how United Airlines viewed its recent restructuring.

After more than three years, United concluded its restructuring with a solid business platform, ready to compete with the strongest carriers. The company's focus on continuous improvement of the customer experience helped carry it through the restructuring process. And it will lead United into the future.

More than three years ago, United's cost structure was among the highest in the U.S. industry across all segments of the business. Its collective bargaining agreements were uncompetitive with the realities of the marketplace. It had unsustainable legacy benefit obligations. It also needed to overhaul its governance structure and renegotiate fleet costs. So, the company began to confront the issues that stood between it, the ability to attract financing and, ultimately, its future.

One of United's prime challenges was not to let the restructuring impact customers. The work of restructuring is complicated, distracting and costly. Early on, management decided to keep the work of restructuring and of running a better airline on separate tracks. United knew that its customers had choices, and would not tolerate the restructuring work at their expense.

United is now managing the airline for profitability on a sustained basis, including having created a competitive cost structure that it continues to improve. Reducing costs and keeping them among the lowest of the network carriers is part of this, as is investing selectively in services that can achieve improved returns and competitive margins. Achieving approximately \$7 billion in durable annual cost savings -- in labor, fleet restructuring, renegotiated bases and United Express agreements -- has repositioned the company. United is now primed to take advantage of market opportunities and prepared to handle industry downturns and higher fuel costs. Obtaining new financing of \$3 billion -- significantly more than the amount sought -- demonstrates this solidity and investors' confidence in the company. The airline used restructuring to shape a portfolio that offers the right service to the right customer at the right price. The company expects strong returns on its investments in high-end segments, such as ps.SM -- a premium transcontinental service that caters to frequent flyers between New York and California -- where customers are willing to pay more for premium services. In addition to ps., United's customized services include United Express[®] premium regional jet service, explusSM, which is redefining the regional jet experience by offering both first-class and the extra comfort of Economy Plus[®]. United's low-fare service, TedSM, competes successfully with low-cost carriers in markets where it operates and feeds United's mainline network.

United's industry-leading global network, so valued by its worldwide customers, today serves more cities

worldwide and flies more domestic routes than it did in 2002. It has increased international capacity to build on competitive strengths, with a special focus on Asia. From Chicago, this means direct nonstop service twice daily to Tokyo-Narita and daily to Osaka, Japan. Chicago customers may also fly daily to Nagoya, Japan, through San Francisco -- a service launched in 2005 at the height of the company's restructuring. Additionally, United's San Francisco operations provide more nonstop service to the Asia-Pacific region than any other U.S. carrier. This includes twice-daily service to Tokyo-Narita, with continuing service to Seoul, in the Republic of Korea, and Hong Kong, and connections to Bangkok, Taipei and Singapore. United also serves Osaka directly from San Francisco. Customers may reach other cities in the Asia-Pacific region directly from San Francisco, including Hong Kong, Beijing, Shanghai and Sydney, Australia. United is proud to extend its global network even further for customers through membership in the Star Alliance, the largest and most successful global airline alliance. United's relationships with Star Alliance partners, including Japan's All Nippon Airways (ANA), are an important part of how the company differentiates itself from U.S. competitors.

With more than 20 years of flying to the Asia-Pacific region and a regional hub in Tokyo, United is steadfastly committed to this part of the world. Last year, United carried more than 5.4 million passengers to/from or within the region and now operates more than 400 flights a week there. By April, the company will have expanded its Asia-Pacific service by nearly 15% since October 2004, with new routes and increased capacity, and has pledged to continue growth and improve service to customers. As part of this, United's exciting year ahead includes its highly anticipated move to the new Star Alliance terminal at Tokyo's Narita airport in June, enabling smoother connections and faster transit times for passengers.

Beyond passenger flight service, United Cargo's business in the Asia-Pacific generates a significant portion of the division's total revenue -- and Japan is one of United Cargo's top four markets in the Pacific, along with Hong Kong, China and Australia. United also

performs the maintenance for Japan Airlines (JAL), ANA and Nippon Cargo Airlines (NCA), among others. In 2005, United was named "Best Transpacific Airline" in the OAG Airline of the Year Awards, "Best North American Airline" by Business Traveller Asia Pacific, "Best North American Airline" by TTG Asia and "Best American Airline Serving China" in the inaugural Business Traveller China travel poll.

United would like to extend its thanks again to the Japanese Chamber of Commerce and Industry of Chicago for its partnership and the opportunity to address the JCCC membership this month. United's own membership in the JCCC extends back several years, and the people of United truly admire the important work the Chamber does for the Japanese community in Chicago and by extension, around the world. United will continue to balance the interests of its customers, employees and investors in every decision it makes, and is a stronger company today than it was three years ago. Thanks to all of you for your continuing support and loyalty as United carries customers where they want to go, across the globe.

United Invites JCCC Members to ...

*Take advantage of United's Asian Language Services Desk, offering customers Japanese-language services at 800-426-5560 from 8am - 1am CST everyday.
 *Reap the benefits of United's award-winning Mileage Plus® program, voted the best frequent flyer program by Business Traveller readers for the past nine years.
 *Experience United's sales transformation, and let United tailor its service to meet corporate clients' business needs. To discuss opportunities, contact Betty Alzamora at 847-700-2039.

