Merging of Safety Cultures within Cabin Operations

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Merging Safety Cultures

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Overview

• Alaska Airlines' History
• Virgin America's History
• Safety Culture at Alaska and Virgin America
• The Merger
• Challenges Merging Safety Cultures
1932-1944
Becoming Alaska Airlines
1945
Starliner
1950
Golden Eagle
1951
Spreading our Wings

Seattle

Portland

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1969
Golden Samovar
1972

Spirit of Alaska
1980s
Route Expansion
1990s
Technological First
2008 Rated Tops
2016 New Look
Virgin America's History
HAUTE

END THE POWER STRUGGLE.
OUTLETS AT YOUR SEAT.
THIS IS HOW TO FLY.

2

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A
Virgin America Voted Best U.S. Airline for 10th Year in a Row
Safety Cultures at Alaska Airlines & Virgin America
Alaska Airlines
Flight 261
January 31, 2000

Safety is our top priority, and it’s personal.
Alaska Air Group’s Safety Department
SMS Approval
The Merger
Merger Milestones

- April Announcement
- 2Q/3Q VA Shareholder Approval
- 3Q/4Q '16 Regulatory Approval
- 4Q '16 Deal Close
- 1Q '18 Single Operating Certificate

Integration Planning

Combined Company Two Operating Certificates
Alaska Airlines + Virgin America = One Huge West Coast Carrier

**Annual Revenue**
- Alaska: $5.6B
- Virgin America: $1.5B
- Total: $7.1B

**Pre-Tax Profit**
- Alaska: $1.3B
- Virgin America: $1.5B
- Total: $200M

**Daily Departures**
- Alaska: 1,000
- Virgin America: 200
- Total: 1,200

**Total Aircraft**
- Alaska: 219
- Virgin America: 63
- Total: 282

**Annual Passengers**
- Alaska: 32M
- Virgin America: 7M
- Total: 39M

Combined Route Network
Aircraft

143 Boeing 737 Series Aircraft

63 Airbus 320 Series Aircraft
206 Mainline Aircraft
WE’VE JUST UPDATED OUR RELATIONSHIP STATUS.

DifferentWorks.com
Labradors and poodles was an unlikely combo, too.

Alaska + Virgin America DifferentWorks.com
We just added some razzle to our dazzle.
Electricity and guitars was a surprisingly great combo, too.
Merging Cultures
Cultural Adaptation
Merger Word Cloud
Challenges Merging Safety Cultures
Historic Pace
Unharmonized Policy & Procedure / Manuals
Changing Roles
Cross-Flying

- Ambassador program
- Cross-flying Hotline
- Aircraft Tours
- Life-sized Door Posters
- Door Review at Training Centers
Doors Differences
Door Events per 10K Departures

Start of Cross-Flying

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Virgin’s Service Delivery
Alaska’s Service Delivery
Galley Configurations & Catering Models
Reporting Cultures

Report It!

File a report online

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Reporting Trends

![Bar Chart: Reporting Trends (2014-2019) with Counts of 4671, 5798, 7959, 13340, 29671, and 3199 for respective years.)]
The Unforeseeable
Better Together
Alaska Today

44+ million CUSTOMERS

115+ DESTINATIONS

23,000+ EMPLOYEES

1,200 DAILY FLIGHTS