

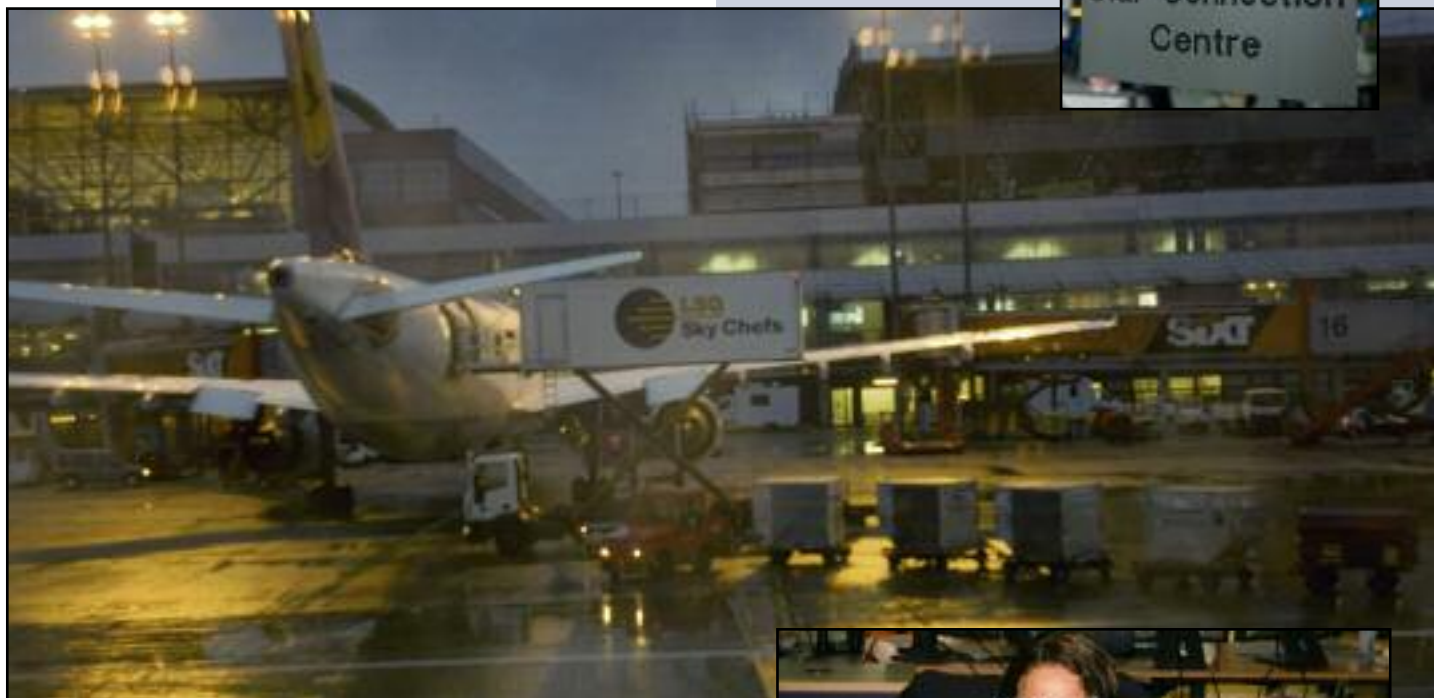
STAR ALLIANCE

# network

For the members of STAR ALLIANCE

February 2008

## 150,000 passengers and bags saved by Connection Centres



The seven Star Connection Centres collectively saved more than 15.5 million euros (\$23 million US) last year, which translates into 150,000 customers and their bags that were at risk of missing their onward connections.

“This figure just shows the money saved by the carriers when a Connection Centre is involved, but what is equally important is the experience for the customer. Instead of aggravation at missing a connection, or losing a bag, the customer leaves with a very positive view of what could have been a very negative situation,” said Alex Fuchs, Manager, Quality.

The first Centre opened in Los Angeles in 2002 with the intention of “rescuing” passengers and bags that would otherwise miss their connections. With the average cost of a delayed passenger or bag estimated at 100 euros, it quickly became clear that the Centres could make a real difference to airlines and customers.

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**For more, see page 2 >>**

### Contents:

[Click article for direct link](#)

- 1** 150,000 passengers and bags saved by Connection Centres
- 2** A look behind the scenes of the SCC
- 4** LAX lounge a winner with customers
- 5** SAS joins Upgrade Awards programme
- 5** Christopher Korenke appointed VP Commercial
- 5** Circle Fare and Airpass Calculator now online
- 6** Get 'em while they're hot!
- 6** StarTrips.com
- 7** Bits and bites from the member carriers
- 9** A snapshot of Star Alliance members



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## >> “150,000 passengers and bags” from page 1

hubs. The two busiest stations are also the ones that see the largest numbers of transferring passengers. Frankfurt, for instance saved airlines almost six million euros, while Chicago saved another 2.8 million.

Bangkok’s Suvarnabhumi Airport is the latest to host a Connection Centre. Operated by THAI, the Centre, which opened in June, quickly showed positive results for customers and is now saving more than 700 customers and bags each month. Interestingly,

smaller carriers can often be the beneficiaries of the service. Austrian, for example, routinely leaves Bangkok with fuller planes when arriving aircraft are late. Without the Centre’s help, some passengers bound for Europe would have to overnigh, while the aircraft left with empty seats.

New SCCs are being developed for opening this year at Copenhagen, Philadelphia and Charlotte, with other airports to be considered as the service expands.

## A look behind the scenes of the SCC

by Klaus Pokorny

***Star Connection Centres (SCC) have become indispensable services for Star Alliance members. They ensure timely and smooth passenger transfers when connecting times are tight. Every day at the SCC means dealing with the unexpected at any time and flexibility is the name of the game. Reason enough for Network to take a close look behind the scenes at the SCC in Frankfurt and learn firsthand what it takes for SCC Controller Meike Weiler to ensure passengers make their connections.***



Four screens occupy most of Meike Weiler’s desk. “It’s a lot of information, but this way we get an idea what our daily workload will be,” she said. Her eyes are continuously fixed on the monitors so she can see when connecting times are tight. As a rule, flights with less than the standard minimum connecting time of 60 minutes are automatically highlighted in yellow. If less than 45 minutes, the colour becomes red. Calculating and colour-coding connecting times in real-time is done automatically by a Lufthansa decision tool that will be complemented by the Star Alliance Transfer Decision Tool by the end of February.

Air traffic levels mean arrival times can change at a moment’s notice and even less time to make tight connections. This was the case for AC844 from Calgary which was to arrive 10 minutes late on the day we visited. “The plane is now 33 minutes late due to air traffic congestion and still is holding over Frankfurt,” explained Weiler. AC844 is expected to reach its final position at

11:58 a.m. This requires her immediate attention to determine how many passengers with connecting flights will need the SCC’s assistance.

Quickly, 11 passengers scheduled to fly on LH4676 to Amsterdam at 12:40 are identified. Four others flying to Munich on LH970 have only 38 minutes. “There are also other passengers with tight connecting times to Lisbon and Graz. Their departure gates, however, are close by the Air Canada arrival gate, which is why I focus on transfers to Munich and Amsterdam.” A wise decision, as the departure gates for Munich and Amsterdam are at the other end of Terminal 1 with passport and security checks along the way.

Weiler learns that five of the passengers bound for Amsterdam are not yet checked through to their final destinations. “Dealing with this upon arrival, or at the latest at the departure gate would cause even further delays, so I will take care of it from here,” said Weiler. Already

she is focusing on arranging a pickup for the Amsterdam and Munich passengers as well as transfer of their luggage.

In the meantime, Jan Eisbrenner and Bekir Yanik, two 24 year old students from Frankfurt, meet at the dispatch location of the Ramp Direct Service (RDS), a Frankfurt Airport Service company. A moment earlier Weiler briefed the RDS supervisor about the minimum connecting times for Munich and Amsterdam and requested passenger pickup and transfer for both flights. "Frankfurt Airport is a bit like a maze. Using shortcuts and avoiding congested passport and security controls is essential to do our jobs," emphasised Eisbrenner. Tight connecting times require them to know the airport like the backs of their hands.

Anticipating possible delays at Frankfurt Airport is an everyday challenge for SCC and controllers like Weiler. "Bad weather conditions, congested airport taxiways after a flight arrives or time-consuming passport or security controls for flights continuing to the U.S. must be taken into account." Therefore, it is better that SCC is in the Lufthansa Hub Control Centre where other Lufthansa and Frankfurt Airport employees can quickly provide information about delays.

In the case of AC844, SCC's work started before the flight left Calgary. "We contacted Air Canada in advance so luggage for transit passengers to Amsterdam could be grouped in one container," said Weiler. "This eliminates the need for the lengthy task of sorting out individual luggage from several containers after the plane arrives." Just one of many provisions the SCC provides to guarantee a smooth transition. "In all our work we try to be an all-in-one insurance for passengers while connecting 'star' passengers," said Weiler.

A few minutes after AC844 reaches the gate, a stream of more than 200 passengers moves through the gate area. Staying alert is the name of the game as Eisbrenner holds up a plastic sign with 'Amsterdam' and 'Munich' written on it. Despite the flow of passengers it takes less than 10 minutes to get their group together. "No time to waste," said Yanik as the connection team quickly guides 15 passengers to Concourse A. A crowded terminal building plus passport and security controls are ahead.

Airport-related street smarts, however, do seem to help. The distance between Transit Hall A and B was covered in less than 15 minutes. "Even with all the crowds at passport and security control we managed to get here in time," said Yanik. After bidding farewell to the four Munich passengers, Eisbrenner and Yanik take a shuttle bus to A38 to drop off the Amsterdam passengers. The bus gets them there in less than five minutes – walking would take triple the time. As the group arrives at A38 boarding for LH4676 has already started. But that does not worry Yanik. "Since the SCC already checked them through to Amsterdam we are in time."

Meanwhile at the SCC, Meike Weiler is satisfied. "Mission accomplished – no one missed their flights," she smiled as her attention slowly turns back to another red-coloured icon on one of the screens. CA931 from



Jan Eisbrenner, left, and Bekir Yanik, members of the connection team, meet late-arriving passengers and prepare to escort them to their connection flights.



"No time to waste. Yanik leads passengers to their connecting flights."



Beijing is running late and has a large number of passengers needing SCC help to catch ongoing flights – flights to Milan, Budapest and Paris in less than 40 minutes. The whole game starts all over again. "Piece of cake," smiled Weiler as she delves back into her work leaving no doubt whether any connecting flights will be missed.

## LAX lounge a winner with customers

The newest Star Alliance lounge, at Tom Bradley International Terminal in Los Angeles, is winning accolades from customers since it opened last July. The 264-seat, 15,000 square foot facility – the largest such lounge in the network – replaced 12 lounges used by six international carriers in the terminal.

“The customer surveys were done between July and September, and clearly show that customers like the new facilities,” said Alex Fuchs, Manager, Quality. “We asked questions about their overall impressions, about the soft side of the lounge – the service, staff, the welcoming atmosphere, and the hard side – the layout, design, furniture and amenities.”

Results show a 15 per cent increase in satisfaction between customers’ experience of the old lounges, and their experience of the new Star Alliance lounge.

“The largest increases, and the ones that Star Alliance had the biggest stake in, were in customer views of the facilities themselves. We spent a lot of time and care developing the lounge amenities and creating a pleasing environment. Those efforts are clearly reflected in the overwhelmingly positive comments we received. Obviously, the care spent in developing the facility is reflected in the value customers feel they are receiving.”

The lounge is the third Star Alliance-branded lounge in the network, following on the success of the Zurich and Nagoya lounges.

Other lounge projects are already in the works. Work has started on two Star Alliance lounges in London-Heathrow Terminal 1, as well as a lounge at Paris Charles de Gaulle airport. At London Heathrow, the first Star Alliance Arrivals Lounge will be built.



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Airlines, Austrian, LOT, Lufthansa, SAS, Singapore Airlines, SWISS, TAP, THAI and United.

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## Christopher Korenke appointed VP Commercial

Christopher Korenke took over the reins of Star Alliance's Commercial department February 1. Korenke is responsible for all loyalty, marketing and sales functions at Star Alliance Services GmbH, which works on behalf of the 19 member airlines.

"I am enthusiastic about working for the largest and most advanced airline alliance. I am looking forward, together with my team, to continuing the successful development and implementation of new commercial projects and thus to contribute to the strength of the Alliance and its members."

Korenke joins Star Alliance from Air France where he was Commercial Director for Europe and North Africa, based in Paris.

Korenke, 49, is married and has our children.



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Travellers and trip planners can now use one online tool – the Circle Fare & Airpass Calculator to plan trips in Asia and the Pacific region and calculate fares for seven Airpasses in Africa, Europe, North America and the South Pacific.

"This new planning tool is not only simpler to use, it also offers additional information for trip planners such as dynamic mapping, which indicates all the available flight options as well as the nearest airport to the intended destination," said Carsten Tonn, Manager, Revenue Management. "As well, travellers can investigate average climate conditions using the Historical Weather Lookup tool for any city served by Star Alliance members."

Once a trip has been planned, the itinerary can be sent directly to one of the participating member carriers for re-confirmation, availability check, pricing and booking, taken to a travel agent, or saved on the computer for future use.

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## Get 'em while they're hot!

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Also available is a special publication that covers the work of the Products & Services business unit. This is a review of the major products and services that unit produces, and is especially handy for those interested in the Alliance's Move under one Roof activities. The magazine is available in a Chinese version as well.

And we've created a new video about the Alliance, called *The Way the Earth Connects*. And a new "mood" video entitled *Butterflies* that was shown at the Beijing joining event. Both are available for viewing or download from:

<http://www.mwpm Medienwerkstatt.de/star-alliance.com/>



## StarTrips.com

**Celebrate February With a StarTrips Cruise at Prices Better Than Interline!**

**Choose from over 400 Cruise packages**

Here are just a couple of samples!

**4 Night Baja Mexico ~ Starting at just \$219.00 for an Ocean View Room!**

Regular price \$849. Members save up to 75%.  
Departs Long Beach aboard Carnival Cruise Lines - Carnival Paradise.  
Sailing Dates Vary.  
FREE onboard savings booklet included on some departure dates.

Ports of Call:  
Long Beach (Los Angeles), California visiting Catalina Island, California; Ensenada, Mexico.



**5 Night Western Caribbean ~ Starting at just \$399.00 for an Interior Room!**

Regular price \$1,279. Members save up to 69%.  
Departs Miami aboard Norwegian Cruise Line - Norwegian Jewel.  
Sailing Dates Vary.

Ports of Call:  
Miami, visiting Cozumel, Mexico; George Town, Grand Cayman.



[www.startrips.com](http://www.startrips.com)



## network

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## Bits and bites from the member carriers



### Air Canada

Air Canada has started non-stop flights between Vancouver and Sydney, Australia using Boeing 777 aircraft. The launch marked the seventh non-stop service to the Asia-Pacific region.



### Air New Zealand

Air New Zealand is introducing an in-flight International Airline Concierge service. The airline will employ up to 90 concierge staff, who will escort passengers to and from the aircraft, recommending "must-do" activities to tourists, assisting customers with onward bookings, supporting customers affected by a weather disruption, advising passengers on managing their Airpoints, or talking through the finer points of customers' in-flight wine selections. The new service will start next April, with the first flights to have concierges on board expected to include those between Auckland and Los Angeles, San Francisco, Vancouver and Hong Kong.



### ANA

Nippon Express, Kintetsu World Express and ANA plan to establish a new joint venture company to provide business-to-business international express delivery services in Asia. Operations will start in April. Nippon Express and Kintetsu World Express have been developing their own new products independently. ANA has also been working to create a cargo hub in Okinawa and a highly-efficient air network in Asia.



### Asiana

Asiana has started codesharing with US Airways on five Asiana-operated transpacific routes and 20 US Airways-operated U.S. domestic routes. Asiana customers flying to Phoenix, Las Vegas,



Philadelphia, Charlotte and Pittsburgh on a connecting US Airways flight via Los Angeles, San Francisco, Chicago and Seattle will be able to enjoy the same value service as when flying on Asiana in mileage accrual, lounge access and priority baggage handling according to their membership. US Airways customers can also enjoy the same benefits when travelling on Asiana's transpacific flights.

Asiana has won a 5-Star Airline ranking from Skytrax for the second year in a row. The World Airline Star Ranking, introduced in 2000, ranks quality performance of more than 300 airlines. Asiana excelled in the categories of long-haul business and economy classes as well as Staff Grooming and Assisting Family and Children. The elite airline group has two members from Star Alliance: Singapore Airlines and Asiana Airlines.

## &gt;&gt; Bits and bites

**Austrian**

Austrian Airlines is codesharing with United to 20 cities in the U.S. from Vienna to Chicago, and from Chicago O'Hare Airport to connections throughout the U.S. such as Las Vegas, Los Angeles, San Francisco, Cleveland, Columbus, Cincinnati, Denver, Des Moines, Grand Rapids, Kansas City, Minneapolis, Oklahoma City, Omaha, Portland, Phoenix, San Diego, San Jose, Salt Lake City, Sacramento and St. Louis.

Frankfurt and Shenyang from Munich alongside its existing services to Beijing, Shanghai and Guangzhou (Canton). Both of the new connections will be operated by an Airbus A340-300. With the new routes, Lufthansa will operate 58 flights weekly from its Frankfurt and Munich hubs to the People's Republic of China and Hong Kong.

**bmi**

bmi will double the number of flights between London Heathrow and Moscow Domodedovo starting March 30. The additional daily service builds on the success of the current daily Moscow flight launched in October 2006 and marked bmi's first venture into the mid-haul market. The new summer timetable will also see the introduction of an additional late evening flight between Heathrow and Manchester taking the total to eight flights a day, as well as an improved schedule for the three times daily service between Heathrow and Durham Tees Valley.

**Singapore Airlines**

Singapore Airlines received its second A380 in January. The delivery will allow rotation of aircraft on the existing Sydney route, and provide opportunities for crew training. On delivery of the third aircraft in late February, Singapore Airlines will start daily flights between Singapore and London Heathrow. Singapore Airlines has firm orders for another 17 A380s.

**United**

In December, United Airlines began flights from Los Angeles to Frankfurt, strengthening its international network and providing one-stop connections to cities across Europe, the Middle East, Africa and the Indian subcontinent through its Star Alliance partnership and code-share agreements.

**Lufthansa**

Lufthansa will purchase a 19 per cent equity investment in JetBlue. The transaction represents the first significant investment by a European air carrier in a U.S. point-to-point air carrier. Both airlines will explore potential opportunities for further cooperation for the benefit of their customers, but no specific areas of potential cooperation have been agreed.

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Starting this summer, Lufthansa will expand its route network from three to five destinations in China, starting flights to Nanjing from

**US Airways**

US Airways will order five additional long-range widebody A330-200 aircraft, and will look at leasing two A330-200s. These additional aircraft allow US Airways to continue its international growth plans of adding approximately three to four new markets per year between 2009 and 2011.

# A snapshot of Star Alliance members

19 member airlines, plus 3 regional members

<b>Total revenue (\$US)</b>	\$123.4 billion*	<b>Airports served</b>	897
<b>Annual passengers</b>	433 million	<b>Fleet</b>	2,969
<b>Daily departures</b>	More than 17,000	<b>Lounges</b>	more than 740
<b>Number of employees</b>	379,390	* All figures as of November 2007 and include Air China, Shanghai Airlines and the regional members	
<b>Countries served</b>	160		

## Star Alliance Member Carriers

		<b>Fleet size</b>	<b>Number of employees</b>	<b>Major hub airports</b>
	<b>Air Canada (AC)</b>	335	27,619	Toronto, Montreal, Vancouver
	<b>Air China (CA)</b>	207	18,872	Beijing, Chengdu, Shanghai
	<b>Air New Zealand (NZ)</b>	96	10,829	Auckland, Los Angeles
	<b>ANA (NH)</b>	209	22,170	Tokyo, Osaka, Nagoya
	<b>Asiana Airlines (OZ)</b>	64	8,144	Seoul Incheon
	<b>Austrian (OS)</b>	104	8,468	Vienna
	<b>bmi (BD)</b>	42	4,077	London Heathrow, Manchester
	<b>LOT Polish Airlines (LO)</b>	53	3,250	Warsaw
	<b>Lufthansa (LH)</b>	430	94,510	Frankfurt, Munich
	<b>Scandinavian Airlines (SK)</b>	180	7,588	Copenhagen, Oslo, Stockholm
	<b>Shanghai Airlines (FM)</b>	59	5,460	Shanghai
	<b>Singapore Airlines (SQ)</b>	92	13,924	Singapore Changi
	<b>South African Airways (SA)</b>	58	11,000	Johannesburg
	<b>Spanair (JK)</b>	64	3,570	Madrid, Barcelona
	<b>SWISS (LX)</b>	73	6,519	Zurich, Geneva, Basel
	<b>TAP Portugal (TP)</b>	67	6,093	Lisbon
	<b>Thai Airways Intl (TG)</b>	85	26,435	Bangkok, Chiang Mai, Phuket, Hat Yai
	<b>United (UA)</b>	460	55,000	Chicago, Denver, San Francisco, Los Angeles, Washington, D.C.
	<b>US Airways (US)</b>	356*	36,500	Charlotte, Philadelphia, Phoenix, Pittsburgh, Las Vegas

## Regional Members

	<b>Adria Airways (JP)</b>	12	592	Ljubljana
	<b>Blue1 (KF)</b>	12	600	Helsinki
	<b>Croatia Airlines (OU)</b>	11	1,022	Zagreb

\* Mainline

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Also available is a special publication that covers the work of the Products & Services business unit. This is a review of the major products and services that unit produces, and is especially handy for those interested in the Alliance's Move under one Roof activities. The magazine is available in a Chinese version as well.

And we've created a new video about the Alliance, called *The Way the Earth Connects*. And a new “mood” video entitled *Butterflies* that was shown at the Beijing joining event. Both are available for viewing or download from:

<http://www.mwpm Medienwerkstatt.de/star-alliance.com/>

## Startrips.com

**Celebrate February With a StarTrips Cruise at Prices Better Than Interline!**

**Choose from over 400 Cruise packages**

Here are just a couple of samples!

**4 Night Baja Mexico ~ Starting at just \$219.00 for an Ocean View Room!**

Regular price \$849. Members save up to 75%.

Departs Long Beach aboard Carnival Cruise Lines - Carnival Paradise.

Sailing Dates Vary.

FREE onboard savings booklet included on some departure dates.

Ports of Call:

Long Beach (Los Angeles), California visiting Catalina Island, California; Ensenada, Mexico.



**5 Night Western Caribbean ~ Starting at just \$399.00 for an Interior Room!**

Regular price \$1,279. Members save up to 69%.

Departs Miami aboard Norwegian Cruise Line - Norwegian Jewel.

Sailing Dates Vary.

Ports of Call:

Miami, visiting Cozumel, Mexico; George Town, Grand Cayman.

## Bits and bites from the member carriers

### Air Canada

Air Canada has started non-stop flights between Vancouver and Sydney, Australia using Boeing 777 aircraft. The launch marked the seventh non-stop service to the Asia-Pacific region.

### Air Newzealand

Asiana Airlines has started service on the Cheongju-Beijing route twice each week. The airline is using A321 aircraft on the route. Pictured at the launch is Mr. Joo-an Kang, President and COO, back row, 3rd from left next to Senator Jae-Hyong Hong.

### ANA

Nippon Express, Kintetsu World Express and ANA plan to establish a new joint venture company to provide business-to-business international express delivery services in Asia. Operations will start in April. Nippon Express and Kintetsu World Express have been developing their own new products independently. ANA has also been working to create a cargo hub in Okinawa and a highly-efficient air network in Asia.

### Asiana

Asiana has started codesharing with US Airways on five Asiana-operated transpacific routes and 20 US Airways-operated U.S. domestic routes. Asiana customers flying to Phoenix, Las Vegas, Philadelphia, Charlotte and Pittsburgh on a connecting US Airways flight via Los Angeles, San Francisco, Chicago and Seattle will be able to enjoy the same value service as when flying on Asiana in mileage accrual, lounge access and priority baggage handling according to their membership. US Airways customers can also enjoy the same benefits when travelling on Asiana's transpacific flights.

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Asiana has won a 5-Star Airline ranking from Skytrax for the second year in a row. The World Airline Star Ranking, introduced in 2000, ranks quality performance of more than 300 airlines. Asiana excelled in the categories of long-haul business and economy classes as well as Staff Grooming and Assisting Family and Children. The elite airline group has two members from Star Alliance: Singapore Airlines and Asiana Airlines.

### Austrian

Austrian Airlines is codesharing with United to 20 cities in the U.S. from Vienna to Chicago, and from Chicago O'Hare Airport to connections throughout the U.S. such as Las Vegas, Los Angeles, San Francisco, Cleveland, Columbus, Cincinnati, Denver, Des Moines, Grand Rapids, Kansas City, Minneapolis, Oklahoma City, Omaha, Portland, Phoenix, San Diego, San Jose, Salt Lake City, Sacramento and St. Louis.

### bmi

bmi will double the number of flights between London Heathrow and Moscow Domodedovo starting March 30. The additional daily service builds on the success of the current daily Moscow flight launched in October 2006 and marked bmi's first venture into the mid-haul market. The new summer timetable will also see the introduction of an additional late evening flight between Heathrow and Manchester taking the total to eight flights a day, as well as an improved schedule for the three times daily service between Heathrow and Durham Tees Valley.



## Lufthansa

Lufthansa will purchase a 19 per cent equity investment in JetBlue. The transaction represents the first significant investment by a European air carrier in a U.S. point-to-point air carrier. Both airlines will explore potential opportunities for further cooperation for the benefit of their customers, but no specific areas of potential cooperation have been agreed.

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Starting this summer, Lufthansa will expand its route network from three to five destinations in China, starting flights to Nanjing from Frankfurt and Shenyang from Munich alongside its existing services to Beijing, Shanghai and Guangzhou (Canton). Both of the new connections will be operated by an Airbus A340-300. With the new routes, Lufthansa will operate 58 flights weekly from its Frankfurt and Munich hubs to the People's Republic of China and Hong Kong.

## Singapore Airlines

Singapore Airlines received its second A380 in January. The delivery will allow rotation of aircraft on the existing Sydney route, and provide opportunities for crew training. On delivery of the third aircraft in late February, Singapore Airlines will start daily flights between Singapore and London Heathrow. Singapore Airlines has firm orders for another 17 A380s.

## United

In December, United Airlines began flights from Los Angeles to Frankfurt, strengthening its international network and providing one-stop connections to cities across Europe, the Middle East, Africa and the Indian sub-continent through its Star Alliance partnership and codeshare agreements.

## TAP

TAP was awarded a World Travel Market Award in the U.K. in recognition of the contribution it has made to the tourism industry in Portugal. The award is one of several that TAP has won including the prize awarded by Publituris as "Best Airline Company" for the fourth consecutive time.

## United

US Airways will order five additional long-range widebody A330-200 aircraft, and will look at leasing two A330-200s. These additional aircraft allow US Airways to continue its international growth plans of adding approximately three to four new markets per year between 2009 and 2011.

## network

Produced monthly for the employees of Star Alliance member carriers.

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# A snapshot of Star Alliance members

19 member airlines, plus 3 regional members

<b>Total revenue (\$US)</b>	\$123.4 billion*	<b>Airports served</b>	897
<b>Annual passengers</b>	433 million	<b>Fleet</b>	2,969
<b>Daily departures</b>	More than 17,000	<b>Lounges</b>	more than 740
<b>Number of employees</b>	379,390	* All figures as of November 2007 and include Air China, Shanghai Airlines and the regional members	
<b>Countries served</b>	160		

## Star Alliance Member Carriers

		<b>Fleet size</b>	<b>Number of employees</b>	<b>Major hub airports</b>
	<b>Air Canada (AC)</b>	335	27,619	Toronto, Montreal, Vancouver
	<b>Air China (CA)</b>	207	18,872	Beijing, Chengdu, Shanghai
	<b>Air New Zealand (NZ)</b>	96	10,829	Auckland, Los Angeles
	<b>ANA (NH)</b>	209	22,170	Tokyo, Osaka, Nagoya
	<b>Asiana Airlines (OZ)</b>	64	8,144	Seoul Incheon
	<b>Austrian (OS)</b>	104	8,468	Vienna
	<b>bmi (BD)</b>	42	4,077	London Heathrow, Manchester
	<b>LOT Polish Airlines (LO)</b>	53	3,250	Warsaw
	<b>Lufthansa (LH)</b>	430	94,510	Frankfurt, Munich
	<b>Scandinavian Airlines (SK)</b>	180	7,588	Copenhagen, Oslo, Stockholm
	<b>Shanghai Airlines (FM)</b>	59	5,460	Shanghai
	<b>Singapore Airlines (SQ)</b>	92	13,924	Singapore Changi
	<b>South African Airways (SA)</b>	58	11,000	Johannesburg
	<b>Spanair (JK)</b>	64	3,570	Madrid, Barcelona
	<b>SWISS (LX)</b>	73	6,519	Zurich, Geneva, Basel
	<b>TAP Portugal (TP)</b>	67	6,093	Lisbon
	<b>Thai Airways Intl (TG)</b>	85	26,435	Bangkok, Chiang Mai, Phuket, Hat Yai
	<b>United (UA)</b>	460	55,000	Chicago, Denver, San Francisco, Los Angeles, Washington, D.C.
	<b>US Airways (US)</b>	356*	36,500	Charlotte, Philadelphia, Phoenix, Pittsburgh, Las Vegas

## Regional Members

	<b>Adria Airways (JP)</b>	12	592	Ljubljana
	<b>Blue1 (KF)</b>	12	600	Helsinki
	<b>Croatia Airlines (OU)</b>	11	1,022	Zagreb

\* Mainline