

## CLIENT STORY

## Etihad Aviation Group: Designing a blueprint for future growth

Etihad is one of the fastest growing airlines in the history of commercial aviation. It started life as a small regional carrier and, in 12 years, has grown to become one of the world's leading passenger and cargo airlines, winning

'World's Leading Airline' for five consecutive years at the World Travel Awards.

To build on these phenomenal achievements, the airline creating a new structure, the Etihad Aviation Group (EAG), making the transition from a single entity airline to a wider global aviation group with annual revenues of \$9 billion USD. EAG brings together Etihad's core airline and subsidiary businesses, and enables them to work closely together to meet ambitious group targets on revenue, cost, and synergy benefits.

As a longstanding partner of Etihad, PA was engaged to design an organisational structure for the new group that reflects industry best-practice and supports EAG in delivering sustainable long-term growth. Combining an in-depth understanding of the aviation sector with our business design expertise, we worked with EAG's board to understand its vision and design a structure that aligns 27,000 employees across the group. This included producing as-is and to-be capability maps, which clearly showed the activities EAG should focus on and highlighted where it could reduce duplication and create efficiencies, optimising operations across the entire business.

As a result of our work, EAG has the right organisational design to deliver an outstanding customer experience, today and in the future. This is crucial to further strengthen its position as the world's foremost airline.

"PA's deep experience with the world's leading airlines means the blueprint they've created for Etihad is both refined and practical. This highly deliverable design will play a key role in helping us achieve our growth ambitions."

Sinead Kilkelly  
Vice President HR Operations  
Etihad Aviation Group

.@PA\_Consulting helped @EtihadAirways create an organisation that offers outstanding #customerexperience

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