

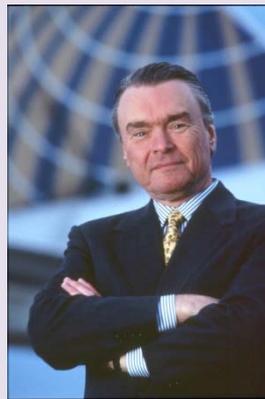
FROM WORST TO FIRST

“Continental Airlines”



A successful CEO convert the loss to the Profit

Mr. Gordon Bethune



Continental Airlines State on 1994

- 10 presidents in 10 years
- Last in all U.S. DOT metrics
 - On-time performance, Bags, Customer Complaints
- Highest passenger avoidance rating
- Employees hated us
- Stock was trading at less than \$4
- On the way to third bankruptcy



State of the Contact Center - 1994

- 50%-60% turnover
- Mandatory over-time for nine months
- High percentage of abandoned calls
- 65 evaluation form questions
- Absolutes and micromanaging
- No customer voice
- No employee voice
- 1:15 supervisor ratio



State of the Airline - 2004

- \$1.7 billion cash balance
- Fortune Magazine's *"100 Best Companies to Work For"* six consecutive years
- Air Transport World's *"Airline of the Year"* two years in a row
- Training Magazine's *"Top 100 Training Organizations"* 2001-2004



State of the Contact Centers - 2004

- No mandatory overtime in nine years
- 14 evaluation form questions
- Empowered workforce
- Measure and reward the right things
- Customer is the boss
- Employee voice and inclusion
- 1:32 team leader ratio

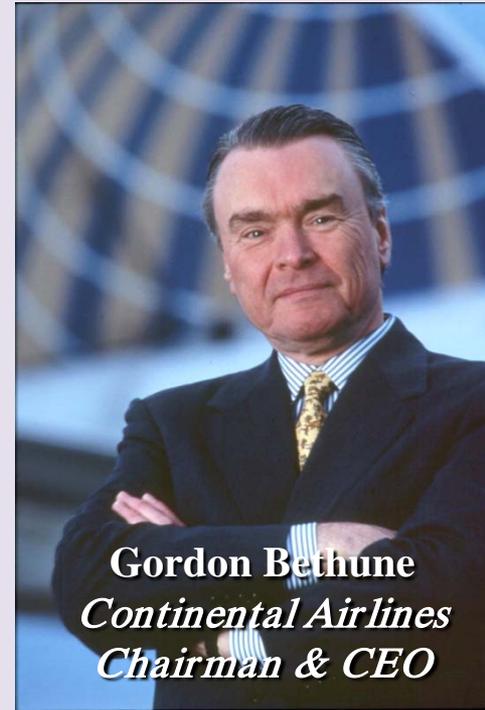
State of the Contact Centers - 2004

- *Call Center of the Year 2003* by Call Center Magazine
- *Top 10 CRM Implementations 2002* by Aberdeen Group
- *Innovator of the Year 2003* by Witness Systems
- *Service Elite Award for Quality Monitoring 2004* by CRM Magazine
- *Call Center of Excellence 2004* by BenchmarkPortal



How This Change Happens

*Create a culture
where
employees
enjoy coming
to work.*



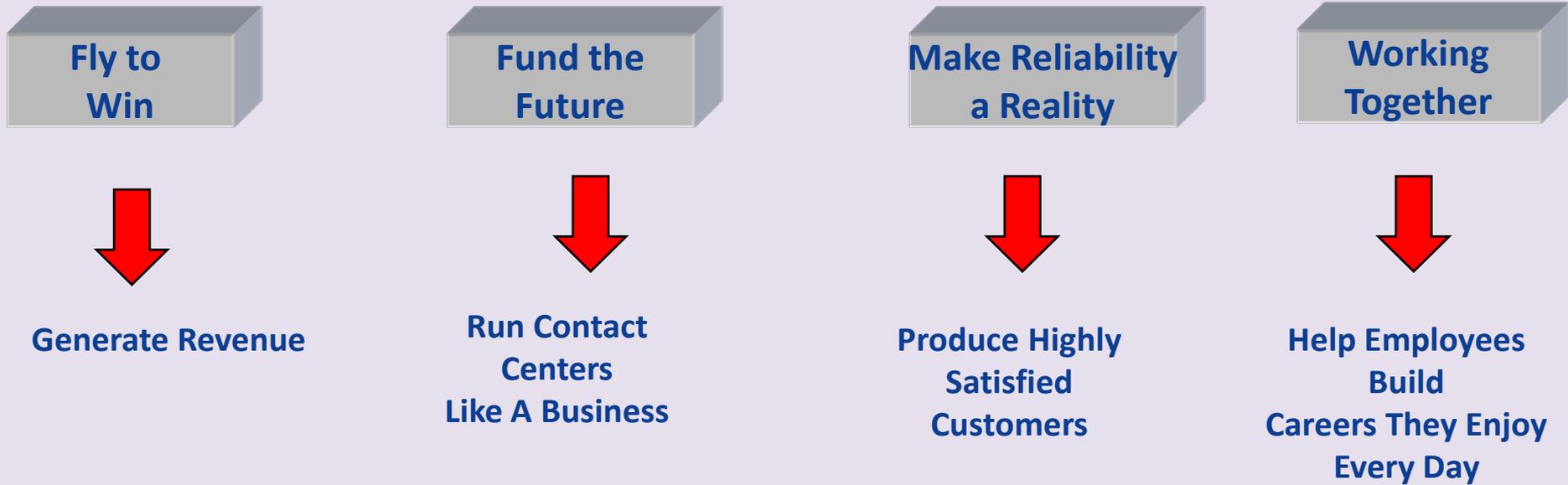
Bibliography of Mr. Gordon M. Bethune

- Gordon M. Bethune is a retired US airline executive. He was the CEO of Continental Airlines from 1994 until his retirement at the end of 2004. He currently serves on the boards of Honeywell, Sprint Nextel, Prudential Financial, and Willis Group Holdings.
- Bethune holds a commercial pilot certificate with type ratings in the Douglas DC-3, Boeing 757, and Boeing 767. Bethune was known for ensuring that he received some time as pilot when taking delivery of a new Continental Airlines Boeing 767 from Boeing and repositioning it from Seattle to Houston; his witty humor; and most importantly for the incredible turnaround of Continental Airlines in the mid 1990s

His Leadership in Continental Airlines

- When Bethune took over in 1994 as CEO and President of Continental Airlines the troubled airline had twice faced bankruptcy and was again headed that direction. A search firm hired by Continental's board of directors suggested Bethune, who had recently completed an Advanced Management Course at the Harvard Business School, to salvage the company.
- Bethune quickly made his mark on the carrier recognizing that a good airline was defined by customer satisfaction, not just cost per available seat mile. Bethune ascended to the role of CEO and was elected chairman of the board of directors in 1996.
- Continental went from being ranked last in every measurable performance category to winning more J.D. Power and Associates awards for Customer Satisfaction than any other airline in the world. BusinessWeek magazine named Bethune one of the top 25 Global Managers in 1996 and 1997. Under his leadership Continental's stock price rose from \$2 to over \$50 per share. Fortune magazine named Continental among the 100 Best Companies to Work for in America for six consecutive years. In his final year piloting the airline Fortune magazine ranked Continental 2004's No. 1 Most Admired Global Airline, a title it earned again in 2005, 2006, 2007 and 2008.

THE GO FORWARD PLAN



Mr. Bethune created the Go-Forward plan, to fix problems with the airline, which included employee morale, the quality of the product, and the route structure, among others.

Mr. Gordon M. Bethune Philosophy

- Hire the right people
- Provide the best tools, training, technology and resources for successful employees
- Communicate expectations
- Measure and hold accountable
- Reward and motivate
- Provide ongoing coaching and training
- Empower employees

Mr. Gordon M. Bethune Equation

HAPPY, ENTHUSIASTIC

EMPLOYEES =

***HAPPY, SATISFIED AND LOYAL
CUSTOMERS***

Awards Received

- In 2003 Bethune received the Tony Jannus Award for outstanding leadership in the Commercial Aviation industry.
- Bethune was honored with the 2006 Lloyd P. Nolen Lifetime Achievement in Aviation Award by the Wings over Houston Airshow. That award is given to individuals, organizations or companies dedicated to the advancement of aviation.
- Bethune received the 2009 Philip J. Klass Award for Lifetime Achievement from Aviation Week & Space Technology. The award stated: ". . . Bethune has spent a lifetime relentlessly searching for ways to make things work better . . . has few rivals . . . in both his achievements and his popularity with employees."