

# Together we stand

**A**s the major airline alliance groups begin to solidify, they are becoming more controversial than ever. This table reveals the truth behind the groups which seek to dominate the airline industry.

The Star Alliance is well on the way to being the largest alliance group. Once Varig joins in October, Star will account for \$46 billion in annual revenues, 1,450 aircraft and 232,000 employees, including smaller carriers which are linked closely with the main Star players.

The American/British Airways group has the potential to be a close rival to Star, with \$45 billion of revenues and slightly more employees, but remains hamstrung by regulatory and strategic uncertainties. This group has received a major boost with American's victory in the auction for Aerolineas Argentinas, which may unlock a tripartite alliance among American, BA and Iberia. However, regulatory approval of the American/BA alliance appears to be as far away as ever, and American faces an uphill struggle to gain approval for its proposed links with Aerolineas, Avianca and TAM. The Taca group is not included in this table because it does not provide total revenue figures, although they are estimated to be around \$400 million.

Star may gain a significant lead by linking with the Singapore Airlines/Ansett/Air New Zealand group. Ansett and Air NZ have growing links with United, while Star wants a larger presence in Asia-Pacific. SIA has been excluded from the Delta group for this reason.

Continental's Alitalia links are growing, but its proposed Air France codeshare deal has to await the outcome of bilateral talks between the US and France.

## Alliances

Alliance/airlines	Revenues US\$ million	Fleet	Employees	Total RTKs million	RPK million	Pax million
<b>Star Alliance</b>	<b>46,166</b>	<b>1,450</b>	<b>232,432</b>	<b>54,032</b>	<b>407,499</b>	<b>185.3</b>
United Airlines	16,362	564	85,900	23,455	221,856	81.9
Lufthansa	13,841	314	57,999	14,533	81,716	41.4
SAS	5,252	161	23,607	2,423	19,487	19.8
Air Canada	3,579	136	19,868	4,018	30,718	12.6
Thai Airways International	3,097	73	22,136	3,940	29,226	14.3
Varig	2,963	81	18,119	3,554	23,664	11.3
Cargolux	397	7	886	2,021	-	-
Air Littoral	250	45	1,300	25	258	1.7
Luxair	243	13	1,381	-	-	0.8
Atlantic Coast Airlines	182	56	1,236	65	574	1.5
<b>American/BA group</b>	<b>45,370</b>	<b>1,368</b>	<b>247,103</b>	<b>46,346</b>	<b>399,803</b>	<b>171.6</b>
American Airlines	17,753	649	111,300	18,501	172,678	81.2
British Airways	13,247	256	58,210	12,729	102,304	33.3
Qantas	5,766	141	29,627	6,924	54,627	17.5
Iberia/Aviaco	4,291	142	24,176	3,326	28,631	19.7
Canadian Airlines Intl	2,270	79	13,228	3,098	25,284	8.6
Aerolineas Argentinas	947	31	5,184	1,181	10,368	4.1
Avianca	604	28	3,234	405	3,989	4.1
TAM	492	42	2,144	182	1,922	3.1
<b>Continental group</b>	<b>24,143</b>	<b>865</b>	<b>116,232</b>	<b>24,393</b>	<b>183,993</b>	<b>111.6</b>
Air France/AF Europe	10,980	205	49,682	10,759	57,471	31.9
Continental Airlines	6,360	433	38,700	6,273	67,452	38.3
Alitalia	5,064	126	16,850	4,971	34,556	23.1
America West Airlines	1,740	101	11,000	2,390	24,514	18.2
<b>Delta group</b>	<b>23,919</b>	<b>982</b>	<b>98,709</b>	<b>22,839</b>	<b>186,776</b>	<b>120.1</b>
Delta Air Lines	12,465	589	60,289	16,471	142,599	91.3
Swissair	6,646	62	14,135	3,942	23,573	9.1
Sabena	1,958	66	9,766	1,217	9,015	5.2
Austrian Airlines	1,228	31	4,072	758	6,590	3.5
Comair/ASA/SkyWest	1,222	234	7,447	450	4,999	11.0
<b>Northwest/KLM</b>	<b>17,672</b>	<b>961</b>	<b>93,173</b>	<b>25,158</b>	<b>175,833</b>	<b>75.9</b>
Northwest Airlines	9,881	399	47,536	13,508	110,461	52.7
KLM Royal Dutch Airlines	5,952	111	26,358	8,630	50,399	13.0
Martinair Holland	717	18	2,360	2,466	9,459	1.9
Air UK	444	37	1,769	186	1,971	3.6
Euroings	304	33	1,091	88	982	1.9
Kenya Airways	189	8	2,359	214	1,844	0.8
Mesaba Airlines	186	55	1,700	65	718	2.0
<b>SIA group</b>	<b>9,663</b>	<b>241</b>	<b>55,147</b>	<b>13,284</b>	<b>87,505</b>	<b>30.3</b>
Singapore Airlines	5,115	80	27,241	9,512	54,693	12.0
Ansett Australia	2,545	87	17,977	1,250	12,700	11.7
Air New Zealand	2,002	74	9,929	2,492	20,113	6.6

Note: The Star Alliance and SIA groups are the only genuine multilateral alliances. This table only includes genuine strategic alliances. Regional carriers with clear, exclusive links with a major have been included. Air France Europe and Luxair have not provided traffic data.