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Senior Airline Industry Executive

Master of Airline Turnaround Strategy ➔ Infectiously Energetic Leader ➔ Transformation Catalyst

20-Year Winning Track Record | \$40B P&L | Wharton MBA | Invited Speaker to Prestigious Stages

Recognized authority on rescuing companies in freefall and turning them into profitable industry titans. Stages historic comebacks in performance, employee engagement, and customer service—breaking records across multiple statistical categories. Repairs broken morale and builds collaborative and innovative workforces that are pivotal to ongoing recovery.

TRANS AMERICAN: Engineered what *The Economist* referred to as “The World’s Biggest Business Revival”.

ARABIAN GOLD AIRWAYS: Blazed a trail of value creation that led from historic bankruptcy to celebrated IPO.

PACIFIC SKY AIRLINES: Led the way from dead last on all customer service metrics to top contender in just 2 years.

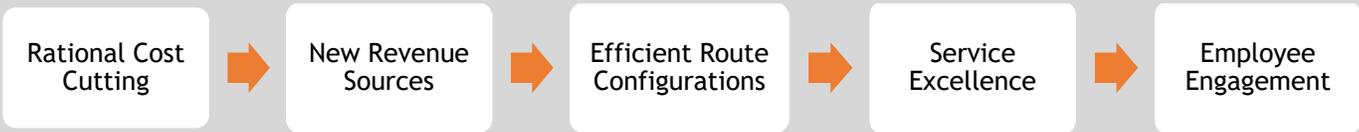
LEADERSHIP VALUE

- Performance Turnaround
- Corporate Culture Change
- Team Building & Leading
- Route Optimization
- Best-in-Class Customer Service
- Competitive Market Positioning
- Efficiency Improvement
- Performance Management
- Financial Restructuring
- Strategic Partnerships
- Revenue & Profit Growth
- Crisis Communications

COVETED INDUSTRY AWARD HIGHLIGHTS

Excellence in Leadership (ATW) 2016
Best Airline Staff (Skytrax) 2015
Best Onboard Experience (ATW) 2012
Airline of the Year (Skytrax) 2009
World’s Best First Class (Skytrax) 2010

JET FUEL THAT DELIVERED UP TO \$2.8B IN NET PROFITS:



C-Level Track Record

CHIEF EXECUTIVE OFFICER — **ARABIAN GOLD AIRWAYS** (Muscat, Oman)

2010-Present

Oman’s flag carrier and Star Alliance member | 32K staff | \$19B annual revenue

Steered the organization skyward—from the largest airline-industry bankruptcy to its most successful IPO, soaring on debut and raising \$10B, representing one of the fastest financial recoveries in corporate history. Recognized industry-wide with Air Transport World’s Excellence in Leadership Award.

Critical Cash Injection

Secured \$500M in state-backed rescue aid, enabling replacement of gas-guzzling 747s. Slashed fuel costs 30% and improved seat capacity per plane 20%.

Strategic Market Positioning

Overcame turbulence brought on by low-cost disruptive challengers, anchoring business up-market and positioning it as the world leader in first-class comfort.

Corporate Restructuring

Spruced up the balance sheet burdened by debt by capsizing unsustainable cost structure. Reduced bloated workforce 40%, leading to sunnier profit forecasts.

Best-In-Class Service

Championed exquisite menus, luxury seating, and state-of-the-art entertainment systems, earning Air Transport World’s Best Onboard Experience Award.

Empowering Leadership

Fostered a customer service culture, empowering employees to deliver excellence. Awarded the prestigious Skytrax Best Airline Staff Award.

CHIEF COMMERCIAL OFFICER – TRANS AMERICAN AIRLINES (Philadelphia, PA, USA)

2005-2010

World’s largest airline in terms of fleet size, miles flown, and destinations served | 105K staff | \$40B revenue

Revved up the performance engine of a loss-generating airline stalled by 2 bankruptcies in 10 years. Delivered \$2.8B in net profit and earned praise from the press. Turnaround scenario was inducted as a classic MBA case study.

- Revenue Growth** → Built an innovation-focused team that brought fresh ideas, leading to a 50% increase in ancillary revenue and prompting a slew of imitators.
- Cost Reduction** → Exercised extreme operational and financial discipline, cutting OPEX 20%. Replaced fleet with fuel-efficient jets, slashing fuel and maintenance costs 20%.
- Best-In-Class Service** → Reversed cost-cutting efforts hindering customer experience. Earned Air Travel World’s coveted Best Airline and Best First Class Awards.
- Employee Satisfaction** → Resolved morale issues and built employer brand, securing company’s position at #1 in its category by airline employees.



Recognized throughout career for rebuilding P&L through route reconfiguration. Lauded by The Wall Street Journal as a “Master of Airline Strategy” and the Financial Times as “Maestro of Profitable Route Configuration”.

86
Profit-Bleeding Routes Eliminated

108
Lucrative Routes Launched

CHIEF OPERATING OFFICER – PACIFIC SKY AIRLINES (Los Angeles, California)

2000-2005

World’s second-largest airline by revenue and destinations served | 84K staff | \$35B revenue

Pulled company out of a quagmire of debt, debilitating morale, and consistently late arrivals that were damaging the company’s reputation. Steered away from dire losses to break even in 1 year and soared to sustainable growth.

- Safety & Engagement** → Increased incident reporting from 10 per month to more than 300, ensuring that any weaknesses were swiftly dealt with and employee voices were heard.
- Continuous Improvement** → Created Lean Six Sigma strategies to improve profitability of Maintenance, Repair, and Overhaul without compromising employee satisfaction or safety.
- Operational Excellence** → Overhauled maintenance planning, driving on-time arrival 99.2%, surpassing the industry average by 2 percentage points.
- Resource Allocation** → Delayed new aircraft investment through best-in-class maintenance, enabling airline to invest in in-flight experience, driving up customer loyalty 15%.

Foundation for Airline-Industry Success

CONTINENTAL AIRLINES (Houston, TX) | Advanced from Sales Manager to SVP Operations.

Ivy-League Education

THE WHARTON SCHOOL—UNIVERSITY OF PENNSYLVANIA (Philadelphia, PA) | Master of Business Administration (MBA)

CORNELL UNIVERSITY (Ithaca, NY) | Bachelor of Business Administration (BBA)

Speaking Engagements

Invited speaker to TEDGlobal 2015, World Economic Forum, and the Wall Street Journal CEO Council.

Resume Strategy

Carl Owen was a recognized airline industry executive known for one thing: turning failing businesses into extraordinary success stories. “Prepare for takeoff” is a tagline I created for Carl that speaks directly to his future employer and encapsulates what Carl has to offer for grounded, stagnant airlines.

I wanted to create a resume that was eye-catching but that also relayed—very early on in the document—what his biggest success stories were so that readers could instantly understand his incredible legacy. Thus, after an uber-brief description that was laser-focused on turnaround, I created a career highlights snapshot that frontloaded the resume with recognizable company names and the landmark achievements associated with them. The eye is then drawn to his list of “Coveted Industry Award Highlights” to further emphasize his reputation for excellence and ability to outpace the competition.

The design of the resume was inspired by different aircraft, with the grey border that turns into a wing, and the preset design feature used to make the boxed elements appear like the curved surfaces of a plane. I even included “windows” that contained elements of Carl’s recipe for turnaround success that I called “Jet Fuel That Delivered Up to \$2.8B in Net Profits”.

The language of the resume leans heavily on air-travel metaphors with phrases such as “Steered the organization skyward”, “Overcame turbulence brought on by low-cost disruptive challengers”, and “Revved up the performance engine”.

To enhance the skimmability of the resume, I associated each accomplishment statement with keyword arrows highlighted in blue, which also adds color balance and interest.

I took every opportunity to brand this client, avoiding run-of-the mill section titles, and opted for “C-Level Track Record” instead of the usual “Professional Experience”, “Foundation for Airline-Industry Success” instead of “Early Career Experience”, and “Ivy-League Education” instead of “Education”.