

## KEYNOTE SPEAKERS

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# Hideki Kunugi

*Senior Vice President, The Americas  
General Manager, New York  
All Nippon Airways Co., Ltd.*



Hideki Kunugi is Senior Vice President, The Americas for ANA and, as the highest executive in the U.S., is responsible for all marketing, sales, airport operations, reservations and cargo services. This represents a team of over 200 staff in the U.S.

Prior to entering his current post in April 2015, Mr. Kunugi spent three years as the Vice President of Purchasing. During his time in this position, he successfully executed the largest aircraft order in ANA history for 70 aircraft, followed by an order for an additional 15 aircraft less than a year later, in order to modernize and expand its fleet with new, cutting edge products including Japan's first 777X. He also took the initiative to completely restructure the procurement process for the entire airline, implementing a standardized and streamlined system. The model introduced by Mr. Kunugi simultaneously made ANA more efficient and cost effective, and increased quality control to new heights.

Mr. Kunugi's past experience includes being a part of the team that first opened relations with United Airlines and Lufthansa to begin code sharing agreements from 1997 to 2002, and a leading role at Marketing & Sales from 2004 to 2007. Mr. Kunugi was already setting a trend for innovative procedure reform at these earlier positions, where his contributions included making the first ties for global alliances and restructuring the sales forces of Tokyo, Osaka and Nagoya, resulting in lower cost and higher standards for specialization and service quality.

Mr. Kunugi graduated from the Law Department of Waseda University in 1983. He enjoys a wide range of hobbies including art, especially paintings and porcelain (Arita-yaki), classical music and model trains. After seeing his two sons through to entering University in Japan with his wife, he has taken up his current post in New York.