

# COVID-19: Survival and Revival

*Call-in Forum for Airport Concessions Industry – No. 69*

**December 8, 2021, 4:00 PM EST**

**Phone Number 408-418-9388; Access Code 791-700-478#**

**About this session:** On December 8th, we continue our series of calls themed “The State of the Business.” Bill Swelbar, Chief Industry Analyst, The Swelbar-Zhong Consultancy, joins us to review the current state of the airlines. We will be discussing their recovery from the depths of the pandemic, financial positions and prospects, effects of labor shortages, and prospective fleet and network changes into 2022, as well as the potential impact on airports and concessionaires. We hope you can listen.



## **William S. Swelbar**

***Chief Industry Analyst, The Swelbar-Zhong Consultancy***

*Senior Advisor, McKinsey & Company*

*Research Engineer, MIT International Center for Air Transportation*

*Member, Board of Directors at Hawaiian Holdings, Inc. (Hawaiian Airlines)*

William Swelbar leads The Swelbar-Zhong Consultancy, a commercial aviation economic analysis and research firm, that specializes in complex issues emanating from structural changes to the airline industry. William also served as an external advisor to McKinsey & Company, Inc. regarding matters of transport, logistics and infrastructure.

William has spent 40 years in the consulting world with a focus on regulatory issues governing air transport, communication strategies and support, airline labor cost restructuring and air service development on behalf of airports and communities. In his consulting roles, William has represented airlines, airports of all sizes, investors, manufacturers, and labor groups.

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