

John Rainey graduated with his MBA from Baylor University in 1995. He completed his undergrad with a BBA from Baylor University in 1993. Upon completion of his graduate degree, he began working at Ernst & Young, LLP. In his almost two years at E&Y he primarily worked in the area of business process improvement, with an emphasis on cost accounting and performance measurement. One of his clients was Continental Airlines. With a desire to spend less time on the road and develop a stronger expertise in finance, he jumped at the offer to go to work for Continental.

In his 9 years at Continental, he has worked in the finance department in varying degrees of responsibility. He is currently the staff vice president of financial planning & analysis. His organization consists of almost 100 people covering financial planning, financial analysis, investor relations, and the division controllers, which include operations, sales and marketing, and technology and admin. His responsibilities include developing the company's budget and forecast, various ad-hoc financial and competitor analysis, all of the accounting and finance functions in the operating divisions, as well as meeting with investors and Wall Street analysts. He is a member of the investment committee for Continental's defined benefit and defined contribution pension plans, where among his duties he is responsible for the overall investment portfolio of Continental's pension plans for its 42,000 employees.

Prior to his tenure in financial planning & analysis, he worked in flight profitability and international financial analysis at Continental. These roles allowed him the opportunity to travel extensively in Central and South America to analyze potential merger and acquisition opportunities.



Continental has been a great place to work, as illustrated by its selection to *Fortune 100 Best Place's to Work*. This year Continental was also named Fortune's top most admired airline both nationally and worldwide. "When I came here, I had a desire to gain a deeper functional understanding of finance, and it has exceeded my wildest expectations," says John. "The airline industry is so driven by finance; it is such a data intensive, competitive business." Apart from the draw of the industry itself, Continental sets itself apart by its culture. "I would put our culture up against anybody's. The caliber of people here is exceptional. It is truly an environment where people can excel and learn from one another."

The industry is certainly not without its challenges. "9/11 changed this industry forever," says John. "Candidly, the challenges thrust upon us are part of what makes



this such a great job. It is not easy, and it is so competitive, with success dependent on the smallest piece of detail. If you run the numbers, in a good year we make money on the last couple of people that get on a plane; everyone before that is just covering our costs. People are quick to point out the lack of success in the industry, but it is incredibly complex. Between the infrastructure that is required to fly 60,000 flights a month, a heavily unionized workforce, and the onus of post 9/11 security and sin-tax like taxation, it is certainly challenging. But that is part of what makes our success that much better."

Baylor was "truly a great experience" for John. "After coming to Continental, I was disappointed that there were not more Baylor alumni there. I was surprised at the similarities between Continental and Baylor. I noticed that the people that were successful at Continental were very well-rounded individuals – a trait generally found in Baylor students. I always thought that we should have been doing more recruiting at Baylor. With the authority to do so in my new role, I have made it a personal goal to actively recruit at Baylor." This summer Baylor placed 2 interns at Continental in the Finance department, and has another interning in the fall. John says, "We have traditionally recruited from Rice and Texas. Without any real track record, I felt like I was taking a bit of a gamble in pushing for some Baylor candidates. However, the guys we had hit a home run. They were probably the best performers of all of the interns. I think that we laid the groundwork for a successful partnership with Baylor, and am encouraged about what the future holds."

John and his wife Kelly have two children, Luke (4) and Wyatt (1 1/2). He is also a licensed CPA in the state of Texas. In his spare time, he enjoys spending time with his family, running and biking, reading, golfing, hiking, and just generally spending time outdoors.

He has been a member of St. Paul's United Methodist Church in Houston, Texas for 10 years. He has previously served on the church's Administrative Board, and currently is a member of the church's Scholarship Committee, where he participates in administering the church's endowment towards scholarship funds.

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While its rivals struggle, Continental is taking off

■ The carrier is hiring, gambling that it can profit by expanding internationally

JOB GROWTH
The nation's work force grew by a healthy 211,000 jobs in March, suggesting the economy has picked up. **PAGE D1**

At a time when most of its traditional competitors are continuing to cut back, the Houston-based airline is on a quest to hire 4,500 people, roughly 600 in Houston. Companywide, the carrier is filling positions including flight attendants, pilots, reservations agents and airport ramp agents. The pilots union for Continental already has been holding welcome parties for newcomers, said union spokesman Jim Moody. "The company apparently is gearing up to move ahead and we are happy to see it," he said Friday. "We know that pilots at many of the other carriers are still out on furlough and really

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AIRLINE WORKERS
Number of full-time equivalent employees in January and the percentage change since 2003:

American	74,700	-24%
United	53,400	-34
Delta	48,600	-26
Continental	33,100	-7
Southwest	31,400	-1
Northwest	31,000	-29

Continental Airlines
36 thousand employees

Source: Bureau of Transportation Statistics
ROBERT DIBRELL / CHRONICLE

