

Curriculum Vitae

Michael Hövel



Date of birth 10 May 1955
Family Married, two children
Nationality German
Languages German, English, Russian (basic)
Position Managing Partner
Base Office Toenisvorst / Germany

Career history

1999 (curr)	Managing Partner (co-founder) INAVIA Aviation Consultants GmbH
1997 - 1998	Managing Director, AIRTEC GmbH Aviation Consulting
1992 - 1997	Owner, RACS - Regional Aviation Consulting Services
1992	Promoted to the position of an Executive Manager at Crossair AG, Basle, Switzerland
1991 - 1992	Head of Revenue Management, Interline and Cargo Sales Manager, Crossair AG, Basle, Switzerland
1990 - 1991	Head of Revenue Accounting & Interline, Crossair AG, Basle, Switzerland
1981 - 1983	Member (and partly Chairman) of British Airways' Economics Committee in Germany
1977 - 1989	Employee, British Airways

Professional training

1986 - 1989	Düsseldorf University, graduation in 1990 Graduation thesis: "Feasibility study for the transfer of regional air traffic at Düsseldorf Airport to satellite airports Essen/Mülheim and Mönchengladbach"; study for Düsseldorf International Airport, Germany
1974 - 1976	Studies in aircraft design at the RWTH Aachen, terminated 1976 for health reasons

Education

1971 - 1974	Leibniz-Gymnasium, Düsseldorf, general qualification for university entrance 1974 (Abitur)
1964 - 1971	Rethel-Gymnasium, Düsseldorf Changed from the modern language oriented Rethel- Gymnasium to the mathematical-science path of the Leibniz-Gymnasium
1960 - 1964	Kartause-Hain elementary school, Düsseldorf

Professional experience

1999 (curr) Managing Partner

**INAVIA Aviation Consultants GmbH
Toenisvorst / Germany**

In 1999, Michael was co-founder of consulting company INAVIA Aviation Consultants GmbH.

From 1999 until 2005, Michael was a member of the Marketing and Commercial Strategy Committee of ACI - Airports Council International, of which INAVIA is a World Business Partner. In 2002, this committee was combined with ACI's Economics Committee, and was consequently renamed Marketing and Economics Committee.

Michael has given a variety of speeches and presentations at various international conferences.

During his time as a consultant to the civil airline industry, Michael has participated and managed several important projects. An extract of projects can be found in the reference list of INAVIA.

In addition, Michael was called in several times as a lecturer:

- EURESAS - European Center for Aviation & Aerospace Training, now AirBusiness Academy, Toulouse, France
 - Airline Revenue Enhancement
 - Revenue Management
 - Airport Marketing
 - AACO - Arab Air Carriers Organisation, Regional Training Center, Amman, Jordan
 - Airline Revenue Enhancement
 - Revenue Management
 - Airport Marketing
 - Cranfield University, Cranfield, United Kingdom
 - Airport Marketing
 - EgyptAir Training Academy, Cairo, Egypt
 - Airline Revenue Enhancement
 - Revenue Management
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1997 - 1998 Managing Director

**AIRTEC GmbH
Duisburg / Germany**

In 1997, Michael took up an offer by a major German infrastructure planning company to jointly set-up a consultancy with special emphasis on airport projects. When the joint venture did not live up to his expectations, Michael decided to discontinue the co-operation.

While with AIRTEC, Michael participated in and managed the following projects:

- Information Systems Audit for Debonair Airways, London Luton (1998)
 - Set-up of a business plan for a new scheduled cargo airline in Egypt and negotiations on behalf of the Lakah Group, Cairo, Egypt with other carriers (1997-1998)
 - Due Diligence of Air Aruba, Netherlands Antilles, on behalf of a potential investor in the airline, development of a future business strategy and turnaround plan (1998).
 - Commercial master plan as part of an overall master plan for the development of Ostend Airport, Belgium and elaboration of a proposal for a new private-public ownership structure of the company (1998)
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**1992 - 1997 Owner and
Managing Director**

**RACS - Regional Aviation Consulting Services
Freiburg i.Br. & Tönisvorst / Germany**

While with Crossair, Michael had realised the potential for a consultancy specialising in services for the regional airline industry. He created RACS - Regional Aviation Consulting Services and consulted for regional airlines as well as smaller airports. As part of its consulting activities, RACS also advised regional communities during the conversion of former military air bases into regional airports, e.g. for the conversion of former Canadian Forces Bases Lahr and Söllingen, the latter being today's Flughafen Karlsruhe/Baden.

At RACS, Michael with his own team of consultants managed the turnaround of Air Nostrum, today IBERIA Regional, and prevented the closure of the airline by its shareholders.

After consultancy by RACS had also been provided to major airlines, Michael decided to extend the business and provide consultancy on an international basis and to major airlines and airports.

An extract of RACS projects can be found in the reference list of INAVIA.

**1990 - 1992 Head of Revenue Accounting & Interline, later
Head of Revenue Management & Interline, and
Cargo Sales Manager, and
Promoted to the position of an Executive Manager**

**Crossair AG
Basle / Switzerland**

When Michael joined Crossair after completing his studies at Düsseldorf University, Crossair was expanding rapidly. The carrier's infrastructure was stretched to the limit and many internal projects were started to improve the organisation, create a better workflow and install management information tools.

Michael's first task at Crossair was to completely restructure the revenue accounting department to improve cash flow from ticket and interline sales, a task he accomplished in 13 months. During this time it became obvious that many associated tasks required attention and Michael became the responsible manager within Crossair for a variety of other tasks:

- Reorganisation of the revenue accounting department
- Chairman of the Steering Committee for the development of a new revenue accounting software "CARAT - Crossair Advanced Revenue Accounting SysTem"
- Definition and design of a PC-based cargo revenue accounting system
- Design of Sales Controlling as a tool to enhance passenger and cargo sales
- Responsible for all interline, staff travel and other co-operation agreements with other airlines
- Responsible for all sales agreements with IATA and non-IATA sales agents, both passenger and cargo
- Chairman of internal tariffs commission
- Cargo Sales Manager
- Representative at IATA meetings
- Set-up of a new department "Yield Management & Interline"

Michael was a member of Crossair's Management Board as an Executive Manager.

During his time he was also delegated to work with Swissair (at that time the majority shareholder of Crossair) on several joint projects as part of the MOVE campaign:

- the redesign and joint sales of all cargo activities of Swissair and Crossair
 - the outsourcing of revenue accounting functions (which he strongly opposed!)
 - the setup of Swissair's QualiFlyer frequent flyer programme
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**1977 - 1989 Cargo Assistant
Aircraft Dispatcher
Station Controller**

**British Airways
Düsseldorf / Germany**

In 1977, Michael joined British Airways (BA) as a Cargo Assistant at Düsseldorf Airport for both export and import duties as well as direct customer service.

After working in cargo for 15 months, Michael changed to BA's Operations / Load Control department at Düsseldorf Airport where he quickly became an expert for the dispatch and handling of long-haul flights as well as wide-body aircraft.

During his time with British Airways, Michael held licenses for all BA passenger and cargo aircraft with the exception of Concorde. During the NATO manoeuvre 'Reforger '88', Michael coordinated the operation at Düsseldorf Airport and handled all BA B747 aircraft, being the only staff with a license to handle this type of aircraft.

In 1981, Michael was elected Chairman of the local Works Council and was delegated to the German-wide General Works Council.. Between 1981 and 1983, he was a member (and partly Chairman) of British Airways' Economics Committee in Germany. During this chairmanship, BA restructured their IGS (Internal German Services) operation, resulting in many redundancies among BA's staff in Germany. Michael participated in the negotiation of a German-wide severance scheme and implemented it at Düsseldorf and Berlin.

Starting in 1981, BA introduced its DCS - Departure Control System in Germany. The existing monitor script, i.e. the timeline of automatically triggered actions, was unsuitable for BA's operation in Germany. Michael wrote a new monitor script for Germany which became standard at all German stations. He also compiled the first quick reference guide for the DCS which was then printed and distributed to all BA DCS-stations world-wide. In the following year, Michael also gave a major input to the development team of the ALP - Advanced Load Planning software which was jointly developed by BA and Swissair and was, at that time, the most extensive commercial software package in the world. He participated as a system analyst in the analysis and design of the approach of how to load narrow-body aircraft.

From 1983, BA introduced their BA80 Cargo Reservation System and Michael became responsible for trouble shooting of BA80 problems for all of BA's cargo offices in Germany.

Michael left BA in 1989 when he was a Station Controller and responsible for the day-to-day operations at Düsseldorf Airport. From 1985 to 1989 he had undertaken studies in business and management in parallel to his working for BA and left to concentrate on his graduation thesis.
