

INAVIA

Aviation Consultants GmbH

COMPANY PRESENTATION

INAVIA

Aviation Consultants GmbH

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OUR MANAGEMENT

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

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)

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.

Thomas Stünkel

Date of birth	10 July 1951
Family	Divorced, two children
Nationality	German
Languages	German, English, French (basic)
Position	Managing Partner
Base Office	Toenisvorst / Germany



Career history	1999	Managing Partner (co-founder) INAVIA Aviation Consultants GmbH as
	1975 - 1999	Swissair at various locations
	1973 - 1975	Würzburg University
	1971 - 1972	Military Service in the German Air Force

Professional training	1975 - 1999	Extensive in-house training at Swissair
	1973 - 1975	National Economy at Würzburg University

Education	1964 - 1971	Städtisches Rethel-Gymnasium, Düsseldorf (Abitur)
	1962 - 1964	Städtisches Real-Gymnasium Aue, Wuppertal
	1958 - 1962	Primary School Cronenberger Strasse, Wuppertal

1980 - 1989 Station Frankfurt Airport**Swissair, Frankfurt/M. / Germany**

In 1980, Thomas was transferred to the Swissair station at Frankfurt Airport and was promoted to Supervisor at the same time. He was deputy manager of the local Operations office. He also was Local Instructor for Weight & Balance, responsible for all training aspect for new staff and recurrent training for existing staff. Beside this, he frequently acted as Load Control Instructor in Swissair's ventral training centre in Zürich.

During his time in Frankfurt, Thomas became a specialist in Swissair's DCS - Departure Control System (passenger, cargo and load control), and became a trouble shooter for all Swissair stations in Germany. He also developed all procedures for passenger service, cargo, and operations when CUTE - Common User Terminal Equipment was introduced at Frankfurt airport; major parts of these procedures were later used at other Swissair stations worldwide.t

**1975 - 1980 General Training as Station All-rounder
at Düsseldorf Airport****Swissair
Düsseldorf / Germany**

Starting his professional career with Swissair in 1975 at Düsseldorf Airport, Thomas was trained and worked as an all-rounder in passenger service, ticketing, operations/weight & balance, and cargo, holding a full IATA Dangerous Goods Licence, allowing him to accept and check for transportation any shipment containing dangerous goods and live animals. Promoted to Senior Agent, he became Local Cargo Instructor and introduced Swissair's CARIDO - Cargo Reservation and Documentation System at Düsseldorf. He also gained experience in sales activities, both with agents and commercial clients.t

1975 - 1999 Various Additional Functions**Swissair**

Thomas was an employee with Swissair in Cargo, Operations, Passenger Services, and Sales for 24 years from 1975 to 1999. During this time with Swissair, he worked at several stations and managed several special tasks.

OUR TEAM

Peter Richard Cross

Date of birth	17 January 1947
Family	Married, 3 children
Nationality	British
Languages	English, French (basic), Japanese (basic)
Position	Senior Project Manager
Base Office	London / United Kingdom



Career history	2012 - 2013	Sabre Airline Solutions - Project Management of the European SESAR Programme (Brussels)
	2009 - 2012	KPMG & Saudi Arabian Airlines - Project Management (Jeddah)
	2007 (curr)	INAVIA Aviation Consultants GmbH - Freelance Senior Consultant (Global)
	2005 - 2007	LoadAir - Commercial Manager (Kuwait)
	2003 - 2004	Air Astana - Vice President Service Delivery (Astana/KZ)
	2002 - 2003	John Bustard Associates - Director (London)
	1999 - 2002	Gulf Air - Head of Ground Services (Bahrain)
	1994 - 1999	Cargo Service Center - Regional Director Europe & Africa (London)
	1990 - 1994	British Airways World Cargo - Cargo Manager Central and Eastern Europe (Frankfurt)
	1988 - 1990	British Airways - Terminal Manager London-Heathrow
	1985 - 1988	British Airways World Cargo - Cargo Manager Japan & Korea (Tokyo)
	1980 - 1985	British Airways - Area Management Oman (Muscat) & Bahamas (Nassau)
	1970 - 1979	British Airways - Overseas Customer Services/Marketing at various stations

Professional training	1992	Quality Management Workshop facilitated across Europe & the Middle East
	1978	Associate Member of the Institute of Management (AMIT)
	1978	Airline Management Development Programme, British Airways

2003 - 2004 Vice President Service Delivery (Almaty)**Air Astana**

Working for a new, young airline to be designated as the national carrier of Kazakhstan. Responsible for all airport service delivery aspects covering a growing network across Europe and Asia plus management of the Cabin Crew, Cargo and Catering elements of the company. Additional challenges included the development of a regional, domestic network of services to some 18 local, but often, remote airports.

2002 - 2003 Director (London)**John Bustard Associates**

Working with a small team of associates on the design, development and implementation of a Quality Measurement and Cost Management programme for airport authorities, ground handling companies and airlines. The system is now in use at some 90 airport locations across the world and is certified and compliant with both IATA and ISO 9001 (International Standards Organisation).

1999 - 2002 Head of Ground Services (Bahrain)**Gulf Air**

Responsible for some 600 personnel and all airport and ground service activities covering some 50 airports across the airline's network. This included all contract negotiation, service standards and development of quality and cost effective service delivery within a budget of USD130m.

1994 - 1999 Regional Director (London LHR)**Cargo Service Center**

A regional senior management position responsible for a turnover in excess of GBP25m. in Europe and Africa for a global air cargo handling company, itself a subsidiary of KLM, providing high quality third-party services for a group of prestigious client airlines including Singapore, KLM, Saudia, British Airways, Royal Brunei and Swissair.

Achievements included the planning, design and development of a new GBP34m. cargo handling facility at London Heathrow, the first in Europe with full 'off-airport' import and export transit shed approvals from HM UK Customs.

1990 - 1994 Cargo Manager Central & Eastern Europe (Frankfurt)**British Airways World Cargo**

A senior regional position responsible for all air cargo business activities within Central Europe. Total annual net revenue accountability was circa GBP25m. against an expenditure budget of GBP5m. and a staff compliment of 100 across 9 countries or states. Successes included the design and delivery of a new intra-European cargo product together with innovative rating structures.

1988 - 1990 Terminal Manager (London LHR)**British Airways**

One of a small team of senior managers responsible for the safe and effective management of some 6,000 Ground Operations personnel across two passenger terminals at London Heathrow Airport, including all aspects of passenger services, ramp handling, cabin cleaning and loading.

1985 - 1988 Cargo Manager Japan & Korea (Tokyo)**British Airways World Cargo**

Reporting directly to Head Office in London, revenues were in excess of GBP25m. with some 40 staff in both Japan and Korea. Accomplishments included the integration of two previously competitive businesses (British Airways and British Caledonian), a 60% increase in revenues from Japan plus a corresponding 400% increase from Korea before Seoul became an 'on-line' destination for the company.

1980 - 1985 Overseas Area Management Oman (Muscat) & Bahamas (Nassau)**British Airways**

Three years were spent in Muscat as Manager Oman followed by a further three years in Nassau as Manager Bahamas. Responsibilities covered all the airline's business activities including sales and marketing, customer services, finance and personnel management within the territory.

1970 - 1979 Overseas Customer Services/Marketing**British Airways**

Starting at Airport Duty Officer level and progressing to Airport Manager, a number of assignments were completed at a variety of overseas stations in North America, Africa, India and the Middle and Far East. This period was followed by a move into the marketing arena involving both North America and Japan, the highlight perhaps being involvement with the introduction of Concorde supersonic service to New York.

1965 - 1970 General Training / University Studies**BOAC / British Airways**

Joining BOAC in 1965, to become British Airways, a period of initial training was followed by a three-year full-time degree course at the University of Salford (Manchester, England) sponsored by the airline and specializing in transport and aviation studies.

Khemaies Gasmi



Date of birth	4 February 1947
Family	Married
Nationality	Tunisian
Languages	Arabic, French, English
Position	Project Manager
Base Office	Tunis, Tunisia

Career history	2008 (curr)	Project Manager INAVIA Aviation Consultants GmbH
	1980 - 2005	Manager / General Manager of Tunisair
	1998 - 2004	Chairman of IATA Production Performance Measurement Group

Professional training	2007	Management and Leadership Techniques
	2006	Human Factors
	2004	Contracts Negotiations & Elaboration
	2003	Leadership and Teamwork Management
	2003	Re-Engineering
	1982	Aeronautics Course (Civil Aviation School)

Education	1997	Advanced Strategic Management Diploma, Tunis, Tunisia
	1976	Advanced Management Certificate, Texas, USA
	1970	English Teacher Diploma, Texas, USA

Professional experience

2008 (curr) **Function / Position** **INAVIA Aviation Consultants GmbH
Toenisvorst / DE**

Since Khemaies joined the InAvia team, he has supported InAvia in various projects, including several outright purchase as well as ACMI lease transactions.

1980 - 2005 **Manager & General Manager
at Head Office** **Tunisair
Tunis / TN**

While spending almost his entire career time at the corporate head office of Tunisia's national carrier, Khemaies gathered a vast experience in many fields of the airline business.

During these years, Khemaies held the following management posts:

- Manager Contracts (5 years)
- Manager Cost Control (15 years)
- General Manager Business Management (5 years)

His principle activities included (among others), to design, develop, integrate, and operate a Strategic Management System allowing the airline to constantly check and analyse its actual performance versus the budget, and take necessary measures in case of deviations.

Major tasks which Khemaies achieved during these activities were

- Identification of the main indicators for each principal activity of the airline (aircraft maintenance, ground handling, catering, flight crew, cabin crew, fuel, marketing & sales, safety, etc.)
- Designation of the team in charge of the Strategic Management System of the airline
- Set up of the annual objectives of the year for each activity
- Integration of a reliable Accounting System
- Budget management
- Internal benchmarking
- International benchmarking
- Elaboration of the company's policy on pricing & billing
- Elaboration of Aircraft Lease Agreements (ACMI)
- Performance development
- Follow-up and analysis on a monthly basis in order to make corrections & decisions needed so that the annual objectives could be met
- Preparing and chairing the monthly management meetings (Company Chairman, Vice Presidents, Department Heads, Strategic Management)

1998 - 2004 **Speaker and Chairman** **on behalf of Tunisair
Tunis / TN**

During these years, Khemaies attended various international aviation and airline industry conferences, both as a speaker and as chairman.

1998 - 2004 Chairman
(on behalf of Tunisair)

IATA Production Performance Measurement Group
International Air Transport Association
Montreal / CA

Khemaies was elected (and re-elected twice by acclamation) Chairman of this IATA group for three consecutive terms.

The group's main task is to assist IATA member airlines to correctly identify their annual maintenance costs for airframes, engines, components, and overheads.

The group's mission is to make airlines aware about ways to get reliable data and how to constantly reduce costs, improve revenues - without compromising safety. IATA still is the only official source that could provide unbiased and reliable cost data on aircraft maintenance.



Michael Rücker



Date of birth	30 May 1956
Family	Married, two children
Nationality	German
Languages	German, English
Position	Senior Project Manager
Base Office	Weil am Rhein / Germany

Career history	2015 (curr)	Freelance Senior Project Manager (Global) at INAVIA Aviation Consultants GmbH
	2015 (curr)	Accountable Manager of Hedinger Aviation AG (Wattwil, Switzerland)
	2014	Managing Director and Accountable Manager of FAI Technik GmbH (Nuremberg, Germany)
	2008 - 2013	Senior Vice President and General Manager of Jet Aviation Dubai (Dubai, UAE)
	2007 - 2008	Project Manager at Jet Aviation Management for special projects (Basle, Switzerland)
	2006 - 2007	General Manager Business Development of RUAG Aerospace as at the beginning, plus General Manager for RUAG's Aircraft Service Network (Location, Switzerland)
	2006 - 2008	Management Consultant on various projects in Switzerland
	2004 - 2006	CFO and Deputy CEO of Hello AG (Basle, Switzerland)
	2001 - 2004	Manager Accounting & Shared Services for EDS AG (Zurich, Switzerland)
	2000 - 2001	Vice President Group Accounting of Atraxis Management Services AG (Zurich, Switzerland)
	1999	Founding of "rmc Rücker Management Consulting" with registered offices in Basle, Switzerland
	1999	Managing Director of Zimex Aviation Maintenance AG (Zurich, Switzerland)
	1990 - 1998	CFO and Commercial Manager of Jet Aviation AG (Basle, Switzerland), responsible for the facilities in Basle, Zurich and Geneva
	1989 - 1990	Department Manager Accounts Payable of Crossair AG (Basle, Switzerland)

	1980 - 1989	Employed in Billing Time-Control and Quotations Departments of Jet Aviation AG (Basle, Switzerland)
	1973 - 1980	Working at different locations and departments at Deutsche Bundesbahn (German Railways)
Education and Professional training	1999 (cont.)	Permanent training in special fields like IAS and US GAAP Accounting, SAP R3, Controlling, Air Law
	1992 - 1994	Commercial Higher Management School
	1991 - 1992	Law
	1991 - 1992	Accounting
	1989	Business English
	1981	Cobol programmer
	1973 - 1975	Commercial and technical apprenticeship at Deutsche Bundesbahn (German Railways; now: Deutsche Bahn AG)

Professional experience

**2015 (curr) Managing Director & Accountable Manager Hedinger Aviation
Wattwil CH**

Appointed as Managing Director & Accountable Manager of Hedinger Aviation in Wattwil Switzerland, Michael is not only responsible for the part 145 operations under EASA/FAA and TCAA of the company, but for the Quality Management of the company as the designated Director of Quality.

The business development task included the successful setting up of a logistic & customer support organization in Dubai at Dubai World Airport to support Hedinger's UAE customers.

**2014 Managing Director/Accountable Manager FAI Technik GmbH
Nuremberg DE**

Appointed as Managing Director and Accountable Manager at FAI Technik GmbH, Michael was responsible for the entire commercial part of the company.

FAI Technik GmbH is the maintenance provider for the entire fleet of FAI Rent a Jet (21 Jets, consisting of a mixed fleet of LearJets, Challenger 604s and Global Expresses)

2008 - 2013 Senior Vice President and General Manager**Jet Aviation
Dubai AE**

Appointed as Accountable Manager under the GCAA, EASA, FAA, GACA, and other authorities' terms, Michael's mission was the reorganization and financial turnaround, originally planned to be realized by 2010, but successfully achieved by the end of 2008 already.

By the end of 2012 Jet Aviation Dubai had grown by 340% in terms of man-hours sold and FBO traffic handled. Staff size grew from just over 50 in 2008 to 120 in 2012.

In 2011, a branch was established at abu Dhabi's Al Bateen Airport, as was a second FBO at Dubai's World Central Airport in 2012.

In addition to existing maintenance licenses, Jet Aviation Dubai LLC was awarded the same license by the Indian authorities.

2007 - 2008 Project Manager for Special Projects**Jet Aviation
Basel CH**

Employed at Jet Aviation Management for special projects like reorganization plan for site Dubai, leading base maintenance operation in Basle (Director of Maintenance), various Special Task Forces like e.g. heavy maintenance of a corporate B767 performed off-site. Reporting line directly to COO EMEA.

**2006 - 2007 General Manager Business Development
and General Manager****RUAG Aerospace
(location) CH**

Appointed initially as General Manager Business Development, later appointed as General Manager for RUAG's Aircraft Service Network in Switzerland with full responsibility for the sites Zürich, Lugano and Bern, later acquiring Transairco Geneva as fourth site for RUAG's ASN Switzerland.

2006 - 2008 Management Consultant**RMC
Basle CH**

Founding preparations for two Swiss based AG's as Consultant. Supporting small business units in Switzerland with commercial and accounting services, founding of the companies, business reorganisation and setup of ERP Systems.

2004 - 2006 CFO and Deputy CEO**Hello AG
Basel CH**

Appointed at Hello AG, and new charter Airline, responsible for company setup, funding, IT, HR and all administrative services.

2001 - 2004 Manager Accounting & Shared Services**EDS AG
Zurich CH**

After the bankruptcy of Swissair and Atraxis, EDS GmbH took over the assets of Atraxis. Michael, being responsible for accounting systems in Atraxis, was tasked to lead the intertgration of Atraxis Switzerland into the systems of new owner EDS GmbH.

After successful integration of these systems, Michael took over the operational accounting and the responsibility for shared services (central purchasing) of EDS GmbH in Switzeland.

2000 - 2001 Vice President Group Accounting**Atraxis Management Services AG
Zurich CH**

In this role, Michael was responsible to implement a Group Accounting Setup for the four Atraxis units in Switzerland, South Africa, USA and Belgium. His main task was the implementation of the SAP 4.6 consolidation IT Platform as of 1.1.2001.

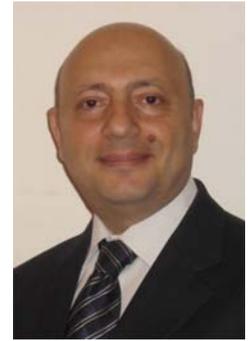
Michael acted as the Project Sponsor with full project implementation reponsibility, guiding a team of 50+ consultants to realize this simultaneous implemenation of the new system in 4 countries.

During the project Michael was travelling heavily to guide and monitor the performance of the local country implementation teams. The new setup went live as planned.

1999 (curr) Owner and Manging Director**Rücker Management Consulting
Basle, CH**

Founding of "rmc Rücker Management Consulting" with registered office in Basle.

Emad Youssef Selim



Date of birth	29 September 1962
Family	Married, 2 children
Nationality	Egyptian
Languages	Arabic, English, French (basic)
Position	Project Manager
Base Office	Cairo / Egypt

Career history	1999 (curr)	Founder & Chairman of Logos Management & Marketing Aviation Consultants, renamed Logos International Ltd. in 2009, Cairo (Egypt)
	1999 (curr)	Close cooperation with INAVIA Aviation Consultants GmbH, Toenisvorst (Germany)
	1994 - 1998	Director at Orchid Aviation Consultants & Raslan Air, Cairo (Egypt)
	1987 - 1994	Senior Manager at Air Alexandrie, Cairo (Egypt)
	1983 - 1987	Freelancer at Concord Commercial Service, Cairo (Egypt)
	1979 - 1983	Agent at Hapi Tours, Cairo (Egypt)

Professional training	1997	EURESAS "Airbus Academy", Management & Commercial Training, Toulouse (France)
	1980 - 1984	Ain Shams University, Faculty of Commerce, Cairo (Egypt), Degree: Bachelor of Commerce

Professional experience

Emad started his career in the aviation and travel industry at the age of 17. Since then, he has not only gained valuable experience in a broad variety of departments and tasks, but has also undertaken a lot of related travel to places in Africa, the Middle East, Europe, and Asia. This special experience makes it easy for Emad to communicate and cooperate with different cultures. In 1999, Emad started his own company, an independent aviation and travel industry consultancy.

1999 (curr) Founder & Chairman

**Logos International Ltd.
Cairo / Egypt**

In 1999, Emad founded his own consultancy Logos Management & Marketing which was re-named Logos International in 2009.

Logos is specialised to support airlines, airports, as well as the travel industry with professional advice gained through own hands-on experience.

Working in a truly international environment, Logos has helped to improve economics for airlines, airports, aircraft manufactures, handling agents, tour operators, hotels, and many other sectors of the aviation and travel industry.

A detailed company profile of Logos International is available upon request; please address your email to info@logos-eg.com.

In 1999, Emad teamed up with INAVIA Aviation Consultants GmbH in Germany, when both companies entered into a close cooperation. Since then, Emad has represented INAVIA in Africa and the Middle East, and both companies have jointly and successfully worked on several projects in Egypt and in Europe.

**1994 - 1998 Director Economic Analysis
and Controlling**

**Orchid Aviation Consultants and Raslan Air
Cairo / Egypt**

Emad teamed up with Orchid to jointly undertake consulting at Raslan Air, a regional airline in Egypt. In his function as Director, he was mainly responsible for the airline's feasibility studies, ongoing economic analysis, route analysis, cost controlling, commercial evaluation, route planning, revenue management, process and time analysis, evaluation of operational efficiency, controlling of customer services.

**1991 - 1994 Senior Operations
Manager**

**Palma Tours within Air Alexandrie
Cairo / Egypt & Zürich + Geneva / Switzerland**

Based on his experience gained in various functions in Egypt, Emad was assigned the post of Senior Operations Manager in Switzerland where he lived and worked for almost a year in three-to-four-month terms for the high seasons for travel of Egyptian tourist during 1991 through 1994, representing the various companies of the Air Alexandrie Group from his dual base in Zürich/Geneva. The most significant responsibilities included the planning of programmes and packages, calculating prices, managing all services provided by local third party partners (including services like airport "meet & assist", local tour guides, hotel arrangements, transportation by bus/boat/train/cable cars, entrance fees, and many more), receive and resolve customer complaints, local accounting.

1991 - 1993 Senior Operations Manager**Palma Tours within Air Alexandrie
Cairo / Egypt**

Parallel to his tasks as regional manager Cairo, Emad was assigned additional tasks at Flamingo Travel, a company within the Air Alexandrie Group. He was responsible for planning programmes and travel packages, calculating prices, economic analysis for charterers, route analysis and planning, and customer relations.

1987 - 1994 Regional Manager Cairo**Air Alexandrie
Cairo / Egypt**

Emad joined Air Alexandrie as Regional Manager of the Cairo office. While his prime responsibilities were all commercial planning as well as the administrative leadership of this important office, Emad took an active part in developing new package tours, doing sales, economic analysis, route analysis and planning, and customer relations.

1983 - 1987 Freelancer**Concord Commercial Service
Cairo / Egypt**

Working on a freelance basis, Emad provided marketing & sales services for tour operators, undertook economic evaluations for hotels and tourist villages, provided management of travel and charter operations on behalf of charterers. Some of his direct clients were Carmina Travel, Blue Beach Resort, Shaheen Travel, Golf Express Tours, Zahret Elbustan Travel, and Air Alexandrie.

During this time, his activities included travelling to and working in Sweden, working in various administrative jobs for his Egyptian clients.

**1979 - 1983 Reservation & Ticketing
Agent, Tour Operator****Hapi Tours
Cairo / Egypt**

Parallel to his university education at Ain Shams University, Emad started his professional career with Hapi Tours in 1979. He was trained and worked as a reservations and ticketing agent for Hapi Tours in Cairo. His tasks and responsibilities were to plan passenger itineraries, reserve seats, calculate fares and prices, and issue tickets.

After two years, Emad moved to the tour operator section within Hapi Tours, where his tasks included planning tour itineraries, collecting quotes from third parties, arrange accommodation, airline and train tickets, tour guides, meet & assist facilities, as well as follow-up programme performance.

Kiran Shahi

Date of birth	29 July 1972
Family status	Married with 1 child
Nationality	Nepalese
Position	Project Manager
Languages	Nepali, English, Spanish



Career history	2006 (curr)	Managing Director of Adventure Snowman Tours & Travels Pte. Ltd. and Adventure Snowman Treks & Expeditions Pte. Ltd.
	2014 (curr)	Project Manager with and Local Representative of INAVIA Aviation Consultants GmbH
	2012 (curr)	Managing Director of Snowman Aviation Pvt. Ltd.
	1998 - 2006	Executive Director of De' Snowman Tours & Travels Pte. Ltd. and De' Snowman Treks & Expeditions Pte. Ltd.
	1996 - 1998	Tour Director Tours of Siris Travels Pvt. Ltd.
	1992 - 1996	Tour Executive & Tour Manager of Tour de Heritage Pte. Ltd.

Education and Professional training	1990	Start of professional career in the tourism industry, later also including the aviation sector with constant hands-on training
	1990	Patan Multiple University, Patan Dhoka, Lalitpur, Nepal Intermediate Level (Humanity)
	1978 - 1990	Tri Padma Vidhyashram High School, Pulchowk, Lalitpur, Nepal Primary School, Lalitpur, Nepal

1992 - 1996 **Tour Executive**
 Tour Manager

Tour de Heritage Pte. Ltd.
Kathmandu / NP

Kiran started working in the tourism industry of Nepal as a Tour Executive, soon being promoted to Tour Manager. His main tasks were to participate in planning tours for clients and guiding them throughout their stay in Nepal.

Roberto Stinga

Date of birth	May 19, 1956
Family	Married, 2 children
Nationality	Dutch
Languages	Dutch, English, German, French
Position	Senior Project Manager
Base Office	San Francisco, CA, USA



Career history	1989 (curr)	CEO and founder, International Aviation Development Agency IADA (The Netherlands & USA)
	2011 - 2014	COO, Lakeside Recycling, Inc. (USA)
	2005 - 2010	CEO & Founder, Interstate Airlines (The Netherlands)
	2003 - 2004	CEO & Co-Founder, VBird Airlines and VBird Holding (Germany & The Netherlands)
	1991 - 2003	CEO & Founder, KLM exel (The Netherlands)
	1983 - 1989	Vice-President, Air Support (The Netherlands)
	1979 - 1983	Station Manager, Gulf Air (Middle East & The Netherlands)
	1977 - 1979	Station Officer, Martinair Holland (The Netherlands)

Professional training	1984 - 1985	Management Skills (Basic & Advanced) Management for Executives
	1979 - 1982	Sales & Marketing (Advanced NIMA B) Financials (Bookkeeping) Financials (Accounting) Financials (Budgeting, Hedging, Monetary & Funding)
	1978	Sales & Marketing (Basic NIMA A) Ticketing & Reservations Cargo & Passenger Handling

Education	1969 - 1977	High School, Amsterdam, The Netherlands
	1963 - 1969	Elementary School, Amsterdam, The Netherlands

2003 - 2004 Founder & CEO**V Bird Airlines Netherlands BV
Maastricht / The Netherlands**

Roberto was founder, CEO and shareholder of the value-driven, low-cost airline VBird. This airline was established in four months starting with four leased aircraft (A320s) The airline flew to twelve international destinations in the Netherlands, Germany, Finland, Sweden, Italy, Spain, and France.

VBird was the first commercial airline operating at the former Royal Air Force base Laarbruch (Germany) after its conversion to a civil airport, Niederrhein Airport. The airline was well received by its customers and enjoyed strong reviews in the press. Sales were EUR 150 million with 162 staff members.

When the airline was up and running, Roberto left the company as had been planned and agreed beforehand with the other shareholders.

1999 - 2000 Lecturer**University of Maastricht
Maastricht / The Netherlands**

Lecturing at the University of Maastricht to MBA students.

1991 - 2003 Founder & CEO**Air Exel Netherlands (KLM Exel)
Maastricht / The Netherlands**

Roberto founded the airline in 1991, with one aircraft, one route and very little capital. It was the first airline granted cabotage-rights from the Minister of Transportation, and the first to have extensive cooperation with KLM Royal Dutch Airlines. The strong KLM cooperation included interlining, code-sharing, route development, and research & development. Within 3 years Air Exel became profitable.

In 1996, the airline was rebranded KLM Exel, which included use of KLM's livery, logo and uniforms. The relationship and cooperation with KLM was viewed as beneficial to both airlines, sales and earnings improved as a result.

From 1996 to 1999, the airline was successfully expanded by acquisition of additional aircraft (ATR42, ATR72 and ERJ145). International destinations to London, Paris, Munich, Berlin were added, as were other destinations within the Netherlands. In 1998, another domestic airline, Fairlines, was acquired which significantly reduced competition.

In 2002, a new regional airline in Bonaire (Bonaire Exel, now Dutch Antilles Express) was set up in the Dutch Antilles with its own AOC to provide feeder services in connection with KLM.

By 2003, sales of EUR 100 million were achieved with 300+ employees, 21 aircraft, and five bases. At this point, after 13 years of building the airline, Roberto was satisfied with his achievements and sold his shares in KLM Exel to start VBird Airlines.

1983 - 1989 Managing Director & Vice President**Air Support
Amsterdam / The Netherlands**

Representing foreign airlines in the Benelux countries regarding sales, marketing, media, administrative and operationally. Overlooking two other companies active in cargo-warehousing and a small chain of travel agencies.

1979 - 1983 Station Manager

**Gulf Air
Amsterdam / The Netherlands**

Supervising the operations of the network aircraft transiting through Schiphol Airport.

1977 - 1979 Traffic Officer

**Martinair Holland
Amsterdam / The Netherlands**

Supporting the operational activities of other departments.

Marcus Stünkel

Date of birth	27 July 1984
Nationality	German
Family	Single, no children
Position	Freelance Junior Consultant
Languages	German, English French (basic), Spanish (basic)



Career history	2014 (curr)	Germanwings GmbH, Cologne IOCC - Crew Controller
	2007 - 2014	AHS EuroGround GmbH & Co. KG, Düsseldorf Service Agent BackOffice Spot and Quality Trainer Check-In/Gate Trainer for Basic Passenger Handling and for DCS Check-In Course (KLM CoDeCo and Amadeus Altéa)
	2007	LTU Fluggesellschaft GmbH, Düsseldorf Check-In System Supervisor & World Wide DCS CoDeCo Help Desk
	2004 - 2007	Vocational Training as Service Management Assistant for Air Travel (Servicekaufmann im Luftverkehr) at LTU International Airways

Professional training	2011	Training as DCS Trainer on Amadeus Altéa
	2008	Training as DCS Trainer on KLM CoDeCo for Excess Baggage Desk & Spot- and Quality Trainer Passenger Services
	2004 - 2007	Vocational Training as Service Management Assistant for Air Travel (Servicekaufmann im Luftverkehr) at LTU International Airways

Education	1995 - 2004	Erasmus-Gymnasium, Grevenbroich (Abitur)
	1991 - 1995	Gebrüder Grimm Elementary School, Wevelinghoven

Professional experience

2015 (curr) Crew Controller

**Germanwings GmbH
Cologne / Germany**

In May 2014, Marcus joined Germanwings as an IOCC Crew Controller. He is responsible for all adhoc crew related roster changes and irregularities, which also includes crew proceedings, hotel accommodations and any kind of ground transportation. Another part of his job is the communication and organisation with other airlines in case of subcharters operated for or by Germanwings.

Marcus is responsible to guarantee a safe and legal operation at any time considering the entire legal framework (e.g. labour law, EU OPS Subpart Q), as well as all company restrictions (e.g. special labour agreements with various staff unions).

In April 2015, Marcus was assigned responsibility for all issues related to crew proceedings. Working in close direct contact with Germanwings' management, these additional tasks include

- considering possibilities for the optimisation of the entire crew proceeding process
- evaluating cost saving possibilities for existing contracts
- negotiating new contracts with external service providers.

**2007 - 2014 Various Functions in Passenger Service
and Check-In/Gate Staff Training**

**AHS EuroGround GmbH & Co. KG
Düsseldorf / Germany**

In November 2007, Marcus started working for handling agent AHS EuroGround as Service Agent BackOffice where he was responsible for all DCS relevant issues and was in close contact with the Traffic Centre of all handled airlines, particularly with Air Berlin, to solve any problems which occurred during daily operations, as well as providing a Help Desk for the more than 250 local check-in staff handling up to 160 daily departures.

In 2008, he took over additional tasks as Check-In/Gate Spot Trainer and as DCS & Basic Check-In Trainer, first on KLM's CoDeCo, from 2011 on Amadeus Altéa.

Within the scope of his task as Check-In/Gate Spot Trainer, Marcus was responsible to ensure all quality standards according to the Ground Handling Manual and internal procedures were met. He worked in close contact with all involved parties (i.e. Traffic Centre, Operations, Airport Control Centre, Station Manager, Ticket Sales, Tour Operators, other airlines) of the daily operation. He was also responsible to communicate with passengers, especially in case of irregularities. Marcus was part of weekly and monthly station meetings to constantly improve the entire passenger handling process.

**2004 - 2007 Vocational Trainee &
Employee**

**LTU Fluggesellschaft GmbH
Düsseldorf / Germany**

In 2004, Marcus started his vocational training as Service Management Assistant for Air Travel (Servicekaufmann im Luftverkehr) at LTU International Airways, which he successfully completed in January 2007.

During this time, Marcus was introduced to and worked in a variety of different departments of the airline, i.e. Operations, Check-In, Ticketing, Lost & Found, Human Resources, Customer Relations and some other non-operational departments. Marcus was able to learn about the daily operational and administrative business of an international airline.

After successfully completing his formal vocational training In January 2007, Marcus worked for LTU as BackOffice Check-In System Supervisor and also as world wide DCS Helpdesk until November 2007.

2001 - 2008	Part Time Jobs during formal education	Various companies
2006 - 2008	Agentur Workflow, Grevenbroich	
	Temporary event and security assistant responsible for organization and procedures as well as artist relations at town festivals in Grevenbroich	
2002 - 2004	Marktkauf GmbH & Co. Grevenbroich	
	Temporary assistant responsible for the cash desk, replenishment of goods, shelf management and product acceptance in the beverage market	
2001 - 2002	Schuster GmbH & Co, Grevenbroich	
	Temporary assistant responsible for the assembly of electronic components	

OUR PRODUCT

Aviation continues to be a booming industry. With our society becoming ever more global and individuals being more mobile than ever before in history, aviation is continuing to connect people in all parts of the world in hours. However, aviation remains demanding considerable capital expenditure on new aircraft and airport infrastructure. Without such investment, it will not be possible to participate in the continuing growth of aviation and to profit from opportunities resulting from this global mobility. Nowadays, all passengers demand the most direct, if not nonstop and time-saving transportation to their destination; but for some passengers comfort and personalised service is still an essential part of their journey. Despite, an increasing number of people use the low-fare airlines which offer safe and reliable transportation from A to B at very affordable prices - if you book early enough. The legacy carriers are under severe pressure to remain competitive, but the future of aviation will see both types of carriers live in parallel. Who will take the lead in the future remains an open question today.

Airports are in a somewhat different and difficult situation these days - the large hub airports are profitable but many smaller airports face continuous losses. The network of airports around the world is growing constantly, so more and more airports find themselves suddenly competing against one or more other airports for a limited number of passengers in their catchment area and an even more limited number of airlines. Airports that were in the past used to airlines knocking their doors applying for slots in order to start flying there, now face heavy competition of other airports which make huge efforts to attract new services and airlines.

But airports have to cope also with environmental issues. People living close to the airport demand with every emphasis a significant reduction in noise levels as well as in air pollution. Protection of the environment is a politically commanded obligation which airports are forced to implement, despite increasing traffic volumes. Restructuring their daily operations in the most efficient and environmentally friendly way is one of the biggest challenges to most airports.

Despite these sometimes conflicting requirements of increasing traffic, to be profitable, and to reduce noise as a "good neighbour", airports and airlines have to cooperate as closely as possible as real partners in order to be successful and cope with all the challenges they are facing.

Airline Consultancy

We disagree with the approach by some of our competitors to start the restructuring of an airline by cutting cost at all levels by an even percentage, preferably by "setting people free to pursue other interests". We believe this to be totally wrong! You cannot squeeze a customer airline to fit an already existing concept, each airline deserves its own, specifically developed concept and strategy. By cutting jobs, the airline loses loyalty of staff, knowledge it paid for in the past by training its staff, and valuable experience its staff has accumulated over the years in their working environment.

So, InAvia does it all differently! After an initial mini-due diligence, we recommend to the management a series of actions, which do, of course, include cost reductions, in general without cutting jobs. But the major recommendations will be how to improve revenues, because that's what makes a company a better performer or saves it from bankruptcy. Cutting costs is easy, improving revenues is an art! And we are very good at such artwork.

And we don't stop by producing ideas, we always support our clients to put these ideas to practice. Sometimes, this does require that our consultants get decision power, at least for an interim period. And it may mean that staff have to change positions within the airline, but they will remain in their job, which may save our clients millions in social redundancy pay which may be invested somewhere else within the company to improve revenues.

Airport Consultancy

Our consultancy considers itself to be a mediator between airports and airlines. Both are businesses in aviation and talk the same language, but different dialects. We "translate" both dialects into a common language and support airports and airlines to jointly develop new business, realising dormant revenue potentials and minimise costs at the same time. Our route development studies for airports set new industry standards because they assess route potential from an airline's point of view.

But we don't stop at single routes, we can also develop hubbing concepts and have created simulation tools to demonstrate the increase in passenger numbers by coordinating schedules to create a real hub.

For conversion projects, where a former military airfield is converted into a civil airport, InAvia develops complete concepts for the best future use of the available infrastructure, both airside and landside. We guide airports all the way through the conversion process until the start of operations as a civil airport.

And if an existing airport is in need to improve aviation and non-aviation related revenues by developing and implementing a new strategy, yes, we do manage the whole process from beginning to success as well.

Out-of-the-box thinking

We have built a reputation in the industry that we are very innovative and sometimes come up with "crazy" ideas - but in many cases it was especially these "crazy" ideas that delivered the most benefits to our clients.

Individual solutions

Each project is different, has its own specifics, and requires its own, tailor-made solution(s). In over 20 years as a consultancy, we have never copied an existing solution and introduced it unchanged at another client. For every project, we have developed something new, partly similar to a previous project, but never identical.

We value the old saying of Donald Douglas, which was put on a banner across one side of the office of his development team, when they developed the famous Douglas DC-3 as a competitor to the Boeing 247: "Don't copy it, do it better!"

Practical, hands-on consulting

Of course, it is still necessary to deliver studies or other documents in print. And of course, we also update the management about results with presentations. But - we will never put a pile of paper in front of you, make a nice presentation and leave you standing in the rain with the implementation of our suggestions.

We at InAvia take pride in supporting our clients also during the implementation of our proposed solutions. And if somebody challenges us, we will roll up our sleeves and show him/her that our proposal IS practical and DOES work. We have done so ever since we started InAvia - and we will continue to do so.

Our experience is your benefit

Our specialists' knowledge has been built up in more than 100 years of working in the industry and is your profit - we care that a knowledge transfer will be effected during our consulting activities and knowledge will be retained in your company after termination of a project.

Our approach to the transfer of knowledge is based on the principle "learning by doing", i.e., we provide consultancy support during the implementation of a project, yet the actual work is done by you and your staff to the highest possible extent. This ensures a significant limitation of costs and efforts, while it also guarantees an efficient and correct accomplishment of the project.

We are flexible

With your mandate, you specify our area of consulting activities within your company as well as the duration of our consultancy. We may just work on a single project or undertake a comprehensive restructuring of the entire company. And if the original project schedule does not work because of unforeseeable additional work that has to be carried out to make the project a success, we either allocate more people to the project (from your own or our sources), or agree with you on a different time-frame.

You are in control with our phased approach

Experience has shown that it is best to define project phases to add transparency to a project - for you and for your staff. Each project will start with a first analysis of the actual status. Once the findings of this phase 1 have been presented, analysed and discussed with you as our client, we will jointly specify and agree further proceedings in the next phase. This will be continued throughout the complete project, guaranteeing that our work remains under your control all the time.

ROUTE PROFITABILITY TOOLS

ROUTE PROFITABILITY TOOL - PASSENGER

The tool is designed to provide airlines with a complete overview of ALL cost items influencing route profitability and compare these to the revenue potential of this route.

But - we go a step further than others, because we include belly cargo and ancillary revenues as well.

We believe our Route Profitability Tool - Passenger is one of the best calculation tools to assess the true potential of a planned route and a perfect simulation tool to fine-tune an existing route by simulating changes in costs, revenues, load factors, etc.. The tool was originally developed by INAVIA for a large non-European low-cost airline, but will suit any airline, large or small, scheduled or charter. The Route Profitability Tool - Passenger complements our Route Profitability Tool - Freighter for freighter operations, which is also among the best planning and simulation tools available anywhere in the industry.

For further information, please download the brochure via one of the download buttons on our website.

Should you agree with us that our tool will add value to your route development and will help to improve your route profitability and thus your bottom line, please contact us by email to RPTP@inavia.com to schedule a full presentation.

ROUTE PROFITABILITY TOOL - FREIGHTER

is now available and better than ever before.

The tool is designed to provide airlines with a complete overview of ALL cost items influencing route profitability and compare these to the revenue potential of an individual route operated by a freighter aircraft. And it can do this even over a two-sector flight with the resulting revenue split-up about all three commercial sectors.

We believe our Route Profitability Tool - Freighter is one of the best calculation tools to assess the true potential of a planned freighter route and a perfect simulation tool to fine-tune an existing route by simulating changes in costs, revenues, load factors, etc.. The tool was originally developed by INAVIA for a European all-cargo airline, but will fit any airline in any country, large or small, scheduled or charter.

The Route Profitability Tool - Freighter complements our Route Profitability Tool - Passenger for passenger operations (including belly cargo), which is also among the best planning and simulation tools available anywhere in the industry.

For further information, please download the brochure via one of the download buttons on our website.

Should you agree with us that our tool will add value to your route development and will help to improve your route profitability and thus your bottom line, please contact us by email to RPTF@inavia.com to schedule a full presentation.

CONSULTING SERVICES

Consulting, Analysis, Studies, Expert's opinions in the following areas:

STRATEGIC PLANNING

One of the most discussed subjects by aviation experts is the future of aviation and the large number of different opinions is extremely confusing. Only a precise planning offers the chance of a promising positioning of business enterprises in this market, in which different open-ended capabilities must be considered. Determination of time horizons for adoption and their adjustments according to changes in the general framework are just as important.

We can support you in the determination of a new, long term corporate policy, with the preparation or update of a strategic managerial planning or with the transfer of your strategy into detailed plans.

MARKETING

In today's markets with their cut-throat competition, marketing has to accomplish a decisive contribution to the urgent and long term problem management, i.e., all entrepreneurial activities have to be aligned to offer problem solutions to the different market segments. So marketing takes a leading position in the business enterprise.

Proceeding from a SWOT-analysis, we develop conceptions to enable your business to operate successfully in your market segments, to realise existing potential and to win additional market share. On this basis we support you with product design and pricing as well as in the efficient use of distribution channels (Inventory Management Systems / Computer Reservation Systems / Global Distribution Systems / the Internet).

REVENUE MANAGEMENT

Hardly any area within a service oriented business requires such an amount of knowledge regarding interdependencies and data flow like revenue management (often also called yield management). The organisation of a revenue management is a long and complex process that involves all departments of the company; either you do it correctly or you better don't do it. With a careful selection of suitable systems and accurate implementation there is a chance to increase revenues by several percent.

Revenue management is one of INAVIA's specialities. We design a conception for its introduction, evaluate the optimum decision tools and ascertain the trouble-free introduction of revenue management in a company.

Should you be among the few companies which already use a revenue management system we are sure to be able to optimise your current system and help increase revenues even further. For airlines this includes the organisation of a "demand driven dispatch".

CONTROLLING

Companies without an efficient controlling will not survive in the long term, since there is no precise management control. Starting from a well organised revenue and financial accounting and with the help of a modern, multi-level short-term profit-/loss accounting, adapted to your companies requirements, we will support you to set up an internal IT-based reporting (MIS/EIS) as a controlling- and early warning system.

Besides our consultancy in setting up a classic management controlling for the company, we are specialists in the organisation of a sales- and marketing controlling, because a profit oriented planning, controlling and management of sales and marketing activities as well as distribution channels has a direct effect on the overall company result.

COST ACCOUNTING

A well organised cost accounting is the most essential precondition to an efficient controlling. The introduction of a cost accounting or the evolution of an already existing actual cost accounting system to the standard cost accounting or the flexible budgeting should have absolute priority within a company.

We advise in the definition and introduction of a cost accounting with our main efforts being in the area of standard cost accounting or flexible budgeting. Should a cost accounting already exist, we can support you setting up a route profitability calculation based on a multi-level contribution costing.

ORGANISATION

In an ever faster changing environment permanent adaptation of organisational structures is one of the most important prerequisites to a well run company. The (re)structuring of the company organisation or the optimisation of existing organisational systems and operational sequences are of utmost importance to any company operating in the complex, competition oriented market which aviation today represents.

Part of this is the development of user oriented ideas to run an airport profitably, also the reorganisation of operational sequences to guarantee e.g., an efficient airport handling or, for a ground operations department of an airline, the determination of a contingency plan to cover flight irregularities.

INFORMATION SYSTEMS CONSULTANCY

In a multitude of companies activities which are still being carried out manually could be handled much faster and more accurately by using modern information technology. Often, additional information can be utilised to improve the quality of the final product.

An increased quantity of work forces companies to have their staff work more efficiently, automation of certain tasks must be the consequence.. We assist you in identifying potentials for rationalisation and to put these into reality by use of information technology; our support includes the determination of suitable software.

Often the existing information systems are only used to a fraction of their actual potential and the expected rationalisation effect does not materialise. We assist you with a SWOT-analysis and give consultancy advise in order to increase economical use of available systems and in the preparation of training programs. As we do not offer training in this sector ourselves, we help you to figure out an appropriate training centre.

PROJECT MANAGEMENT / CONVERSION OF MILITARY AIR FIELDS

On your behalf we assume management for varying projects. We take care to set up a controlling system that accompanies the project from the beginning to secure efficiency of project type organisation and quality of work carried out.

A special point of attention within the area of Project Management are conversions of former military areas for civil use. In order to assess the potential for a successful civil use of these areas in the future, an extensive analysis of their available and useable infrastructure is required. In addition, the demographic data of the region within which the conversion projects are located, must be analysed and taken into consideration. Based on these facts commercial and technical conceptions for future use must be developed. The conceptual design must be optimally co-ordinated with the requirements of future users, potential investors and the region concerned and its people. Variants for future use may be the (partial) transformation of the area into a park or recreation area, creation of a business park or the conversion into a civilian airport for regional or cargo traffic.

Taking all economical, ecological and regional planning aspects into consideration, a future use as a civil airport will often make sense if it can be coupled to a meaningful, innovative development conception. An airport, no matter if a former military airport or not, is always a public asset that should be used best as an economical development tool for the benefit of the region where it is located. Multiplier effects like job or income multipliers superior to most other industries have been proven to exist even at smaller airports. Using these effects to its best is most urgently required in a region that has lost a tremendous amount of buying power by the relocation of the military units.

INAVIA Aviation Consultants GmbH is specialised to determine the potential for all kinds of air traffic in the region concerned. Based on our findings, we are able to develop innovative conceptions for future use that can be used to attract interested parties to assess an investment at this site. If desired, we are also able to realise such projects together with our business partners from various sectors of the industry.

We are also able to act as a central co-ordination office for the complete conversion process, based on the final master plan in which the ideas, conceptions and planning results of all parties involved in the conversion (authorities, organisations and companies) are laid down.

CONTRACT NEGOTIATIONS FOR CUSTOMERS

During our consultancy for different airlines we very often experienced that agreements with partner companies are deficient, take advantage of one of the two signatories or both parties calculate (revenue-)data without a common base.

An accurate drafting of all agreements concerning accounting of revenue documents are essential for each carrier, because only part of a sentence may decide about payment or non-payment of large amounts of money. Once a contract is signed, it is very difficult to re-negotiate it in order to achieve better conditions, or to terminate it before the initial period of validity expires.

To avoid losses incurred by any unfavourable contracts, INAVIA Aviation Consultants GmbH offers to support clients in contract negotiations. We analyse draft contracts, calculate their effects on your company, and benchmark them to contracts of other companies known to us.

If we receive a respective mandate, we negotiate agreements and complete contract packages for you until they are ready for signature. Just to give an example: One of our clients saved more than Euro 7 million within five years at just one airport with a new handling contract we negotiated for him. The aim of all agreements negotiated by us is to reduce airlines' costs (Ground Handling Agreement), keep liquidity in-house (Barter Agreement) or establish common and fair accounting practices between the signatories. Regional carriers who operate in a feeder role may achieve additional revenues with carefully drafted and negotiated Special Prorate Agreements (SPA).

TRAINING / SEMINARS

During its consultancy for airlines, INAVIA Aviation Consultants GmbH has experienced that many staff in areas like fares, ticketing, commercial, cargo, operations and revenue accounting do not possess the required knowledge for the complicated tasks they are supposed to deal with. Training courses offered by IATA and other carriers are either not taken advantage of, are being considered too expensive by management, involving a long absence of staff from work or are simply not available at a suitable time for the airline.

As a consequence, INAVIA Aviation Consultants GmbH has, in close co-operation with the Airbus Business Academy, Toulouse, France, set-up seminars for airport and airline staff and management which are individually tailored to a client's needs and are being held at any location specified by a customer. Current problems of staff will be addressed and solved during these seminars by INAVIA's skilled trainers. As a result, staff participating in and passing the seminars will be able to cope with their demanding day-to-day tasks more confidently and skilfully.

Several seminars for management and staff in areas like revenue management, marketing and sales for airports and airlines, cargo and ground operations are available at the moment. . Additional seminars may be set-up on customer request.

TIME MANAGEMENT & TURNAROUND MANAGEMENT

INAVIA provides Time Management and Turnaround Management to airlines with a team of highly experienced consultants, all with decades of experience in the airline world. No matter if you are looking for a complete management team to kick-start an airline or just an experienced manager for a limited period of time - we can provide the right people to do the job.

You are an airport? Of course, we can offer you Time Management, too!

Time Management for Start-up Airlines

You want to start an airline? You have an idea, maybe a business plan and the financing already? But you need an experienced management team to take-off?

INAVIA can do it! Our management team will assist you and deliver an operating airline in a turn-key project. And because of our experience, you will save on costs and investment, because our team will avoid the usual costly but unnecessary errors in the start-up phase. We provide our world-wide business network as part of our management to work for your benefit.

Time Management for Airlines

You cannot find the right manager for a vacancy in your top management? Your head-hunter is asking for more time to source the right candidate?

Let INAVIA provide an experienced manager to do the job until you have found the right person to take over long-term. From CEO to department head - we can provide you with highly experienced people who can provide you with hands-on work in about any position and department.

The only jobs we cannot do is flying and maintaining your airplanes - but for this, we can draw on our network partners.

Turnaround Management for Airlines

Is your airline in need of a turnaround? Have the bottom lines of your balance sheets been printed in red for some time already? Does your bank demand a change or?

INAVIA will conduct a mini-due diligence, recommend solutions, and will provide the right manager or management team to get the company back on track. INAVIA has build a record in the aviation industry for its out-of-the-box thinking and its innovative, yet practical solutions.

But we will also honestly tell you if and when it is time to pull out and not throw good money after bad.

Time Management for Airports

Are you dissatisfied with your operational performance? Are your clients - airlines and retailers - complaining about the quality of service or business environment? Or do you need new ideas and tools to improve traffic or the network of routes served from your airport?

INAVIA has the solution! INAVIA can also provide Time Management to airports, both for operational and commercial positions. Our dedication to operational details is well known and our Route Development Studies do not leave a single question open except one: "When can we start flying the route?"

OUR PARTNERS

OUR REGIONAL REPRESENTATIVES


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Countries:
Afghanistan Bangladesh Bhutan
India Malaysia Pakistan
Sri Lanka Thailand Vietnam

OUR CLIENTS

AIRLINES

AIRPORTS

AIRCRAFT MANUFACTURERS

HANDLING COMPANIES

GOVERNMENTS AND PUBLIC ADMINISTRATION

TRAVEL AGENCIES & TOUR OPERATORS

**OTHER ORGANISATIONS AND COMPANIES
IN THE CIVIL AVIATION INDUSTRY**

REFERENCES (Extract)

Airlines

Air Mali S.A. (Bamako, Mali) / AMC Airlines (Cairo, Egypt)
Air Nostrum LAM S.A. (Valencia, Spain)
Augsburg Airways GmbH (Augsburg, Germany)
Cham Wings Airlines (Damascus, Syria)
CityFlyer Express Ltd. (London, United Kingdom)
Conti-Flug GmbH (Berlin, Germany)
EgyptAir Cargo (Cairo, Egypt)
Georgian Air (Tbilisi, Georgia)
Hapag Lloyd Flug GmbH (Hanover, Germany)
Sayakhat Air Company (Almaty, Kazakhstan)
Smart Aviation (Cairo, Egypt)
Somon Air (Dushanbe, Tajikistan)
VLM Airlines N.V. (Antwerp, Belgium)

Airports

Altenburg Airport (Germany)
Bristol Airport Plc. (United Kingdom)
Cairo International Airport (Egypt)
Canadian Forces Base (CFB) Lahr (Germany)
Canadian Forces Base (CFB) Söllingen (Germany)
Cardiff Wales International Airport (United Kingdom)
Cluj-Napoca International Airport (Romania)
Düsseldorf Express Airport Mönchengladbach (Germany)
Egyptian Airports Company (Egypt)
Egyptian Holding Company for Airports and Air Navigation EHCAAN (Egypt)
Frankfurt-Hahn Airport (Germany)
Fraport AG - Egypt Branch (Egypt)
Fraport Twin Star Airport Management AD for Burgas & Varna (Bulgaria)
Linz Blue Danube Airport (Austria)
London Luton Airport (United Kingdom)
Lübeck Airport (Germany)
Lviv International Airport (Ukraine)

Governments & Authorities

Altenburg County Council (Germany)

Ministry of Civil Aviation (Egypt)

Others

ACL Advanced Cargo Logistic GmbH (Germany)

Brandenburgische Boden Gesellschaft mbH (Germany)

Cross Trade Forwarding Consulting (Germany)

Macquarie Bank Limited (Australia/United Kingdom)

Romanian Airport Services (Romania)

sbc Restrukturierung & Investments AG (Germany)

TraVcon AG (Switzerland)

Country: Germany

Customer: Flugplatz Lahr GmbH

Project: **CONVERSION OF THE CANADIAN FORCES BASE (CFB) LAHR**

Consultancy Services: Elaboration of a project plan to ensure immediate civilian use as an airfield after departure of all Canadian Forces from the former Canadian Forces Base (CFB) Lahr.

Analysis of existing airport infrastructure and specification of required modifications and improvements for civil use as well as elaboration of proposals for a step-by-step realisation.

Year: 1993

Country: Germany

Customer: Townships of Hügelsheim & Rheinmünster, Baden

Project: **CONVERSION OF THE CANADIAN FORCES BASE (CFB) SÖLLINGEN**

Consultancy Services: Expert opinion about different proposals from politicians, industry, regional and city parliaments and organisations with regard to the realisation of the conversion of the former CFB Söllingen.

Participation at hearings, platform discussions and negotiations with politicians and political working groups.

Elaboration of the operating licence of the future civil airport in close co-operation with the authorities. Negotiations with the authorities on behalf of the two townships and reporting in the community councils.

Years: 1993 - 1996

Country: Great Britain

Customer: Bristol Airport Plc.

Project: **ROUTE STUDY BRISTOL - ZÜRICH**

Consultancy Services: Comprehensive study about the potential to establish scheduled services between Bristol and Zürich.

Identification of potential operators with a sufficient infrastructure to successfully operate the proposed services. Airline specific compilation of relevant data and prognosis of expected seat load factor per month, determination of the break-even point, profit/loss prognosis for the first two years of operations.

Years: 1993 - 1994

Remarks: Identical route studies have been performed for other airports like Cardiff Wales International Airport (routes: Cardiff - Düsseldorf and Cardiff - Frankfurt) and London Luton Airport (routes: London Luton - Düsseldorf / Frankfurt / Munich)

Country: Germany

Customer: Flughafen Düsseldorf GmbH

Project: **ANALYSIS OF THE PASSENGER POTENTIAL IN THE CATCHMENT AREA OF DÜSSELDORF EXPRESS AIRPORT MÖNCHEGLADBACH**

Consultancy Services: Theoretical and practical definition of the catchment area, analysis of the social-economical structure within the area, determination of the potential for business and leisure traffic, survey in selected travel intensive industry branches, ABC-analysis of potential routes.

Year: 1995

Country: Germany

Customer: Augsburg Airways GmbH

Project: **CREATION OF AN INTERLINE DEPARTMENT
FEASIBILITY STUDY FOR THE INTRODUCTION OF PROVISOS
ANALYSIS OF A NEW TARIFF STRUCTURE / RECOMMENDATIONS FOR ALLOTMENTS IN THE INVENTORY MANAGEMENT SYSTEM**

Consultancy Services: Training in all aspects of interlining with other carriers, e.g. tariffs, revenue determination, endorsements, provisos, etc.. Support during the application to become a member in various IATA agreements.

Feasibility study on the effect of introducing provisos on all routes of the Augsburg Airways' network. Determination of revenue gains/ losses on a per route basis and elaboration of proposals for changes in tariffs and rules.

Analysis of a new tariff structure and its chances to help improve market share. Determination of optimal seat allocation levels for the new tariff structure within the Inventory Management System.

Years: 1992 - 1994

Country: Germany

Customer: Conti-Flug GmbH

Project: **SELECTION OF A REVENUE MANAGEMENT SYSTEM FOR A REGIONAL AIR CARRIER
SET-UP OF THE REVENUE ACCOUNTING DEPARTMENT AND SELECTION OF A REVENUE ACCOUNTING SYSTEM**

Consultancy Services: Selection of a Revenue Management System for a regional air carrier. Elaboration of a requirement definition and a request for proposal (RFP). Analysis of incoming offers and extensive tests of two systems on location at suppliers in the United States. Definition of the customisation within the software required by the customer.

Consultancy during the set-up of the Revenue Accounting Department (tickets and air waybills) as well as selection and introduction of a Revenue Accounting System.

Years: 1993 - 1994

Country: Great Britain

Customer: CityFlyer Express Ltd.

Project: **RE-ESTABLISHMENT OF SERVICES TO / FROM DÜSSELDORF AIRPORT**

Consultancy Services: Valuation of the effects of the forced transfer of CityFlyer Express' services from Düsseldorf Airport to Düsseldorf Express Airport Mönchengladbach after the devastating fire at Düsseldorf Airport on 17. April 1996. Presentation of the effects on passenger numbers and revenues.

The study was performed in co-operation with the "Alliance of European Aviation Lawyers" in Brussels to support a legal claim of CityFlyer Express to return services to Düsseldorf Airport.

Year: 1996

Country: Spain

Customer: Air Nostrum - Lineas Aereas del Mediterraneo S.A.

Project: **GENERAL CONSULTANCY DURING THE START-UP PHASE OF A NEW EUROPEAN REGIONAL AIR CARRIER**

Consultancy Services: Comprehensive analysis of the company and elaboration of a status report to the shareholders (Seratosa-family).

Elaboration of proposals for a complete restructuring of the organisational structure.

Analysis of the operational structure and elaboration of proposals for its improvement.

Evaluation of a new IMS (Inventory Management Systems)

Development of a new flight numbering system.

Introduction of a new tariff structure.

Design, programming and set-up of a marketing database.

Introduction of proviso calculations (fixed amounts for the accounting of revenues between airlines).

Negotiations with other airlines, e.g. with Iberia regarding franchising by Air Nostrum (now Iberia Regional).

Years: 1995 - 1996

Country: Germany

Customer: Hapag Lloyd Flug GmbH

Project: **EVOLUTION OF HAPAG LLOYD FLUG INTO AN INTERNATIONAL SCHEDULED AIRLINE**

Consultancy Services: Strategic consultancy regarding the required commercial infrastructure to become an international scheduled airline. Consultancy in the following areas:

- Set-up of the Inventory Management System
- Participation in various IATA-agreements and their practical introduction within the airline (e.g. BSP / MITA / ICH)
- Set-up of a Revenue Accounting department
- Interline and other co-operation agreements with other carriers

Year: 1997

Country: Romania

Customer: Cluj-Napoca International Airport

Project: **ROUTE DEVELOPMENT ANALYSIS**
Basic Route Development Study
Route Development Study Cluj-Napoca – Germany
Carrier Specific Addendum for Eurowings

Consultancy Services: Comprehensive studies about the potential to establish scheduled services between Cluj-Napoca International Airport and Germany as well as other countries.

Definition of theoretical and practical catchment area, aggregation and analysis of basic demographic data for Romania and the counties within the catchment area.

Analysis of existing international routes and identification of passenger potential. Elaboration of proposed schedule, interline possibilities and tariff structure. Identification of potential operators.

Specific proposal for Eurowings.

Year: 2000

Country: Germany

Customer: Brandenburgische Boden Gesellschaft für Grundstücksverwaltung und -verwertung mbH

Project: **BASIC FUTURE DEVELOPMENT CONCEPTION FOR FINOW AIRPORT**

Consultancy Services: Elaboration of a future conception for the development of Finow Airport and basic planning of areas and infrastructure required for realisation.

Proposal for the combination of three independent projects to make optimum use of the complete airport infrastructure, presentation of links and synergies between the individual project proposals, and first valuation of the economical impact on the operation of the airport. Illustration of the macro-economical effects of the airport development on the local and regional economy.

Identification of potential investors / operators and establishment of initial investor contacts.

Year: 2001

Country: Belgium

Customer: VLM Airlines N.V.

Projects: **ECONOMICAL EVALUATION OF VLM's MOENCHENGLADBACH TO LONDON-CITY ROUTE**
CO-OPERATION WITH OTHER AIRLINES
NEW CONTRACT WITH LONDON CITY AIRPORT
NEGOTIATIONS TO JOIN FREQUENT FLYER PROGRAMME
RELAUNCH OF PRODUCT "DUESSELDORF EXPRESS AIRPORT MOENCHENGLADBACH"
TRAINING OF SALES TECHNIQUES FOR OUTDOOR PASSENGER SALES STAFF
TRAINING OF SALES TECHNIQUES FOR INDOOR PASSENGER SALES STAFF (TELEPHONE AND COUNTER)

Consultancy Services: Analysis of the organisational and operational structures as well as potential of the route, and elaboration of proposals for their improvement.

Development and introduction of a new fare structure with the aim to increase the market share. Determination of optimal seat allocation levels for the new fare structure within the Inventory Management System.

Negotiations with other airlines regarding co-operation (slot swap and code sharing) on this specific route.

Negotiations with London City Airport, elaboration of a load related tariff structure for landing and handling fees, and preparations of a respective contract ready for signature.

Negotiations on behalf of VLM with Lufthansa Miles&More to become a member.

Initiative for a joint marketing campaign by airport operators and airline users for an improved image of Duesseldorf Express Airport Moenchengladbach.

Years: 2001 - 2002

Country: Great Britain & Australia
Customer: Macquarie Bank Limited
Project: **AIRPORT PRIVATISATION: COMPILATION OF BASIC DATA OF SELECTED GERMAN AIRPORTS**
Consultancy Services: Collection of general, geographical, technical, economical and financial data for major airports selected by the customer, as a basis for deciding to participate in possible future privatisation processes of these airports.
Year: 2002

Country: Georgia
Customer: Georgian Air
Project: **ANALYSIS OF AND COMMENT TO BUSINESS PLAN**
Consultancy Services: Analysis of the Business Plan prepared by the partners of a newly founded airline, with special emphasis on the economical aspects, including market analysis, product design, routes and scheduling, operations, evaluation of systems for reservations, revenue management, marketing & sales, and administration.
Year: 2002

Country: Mali / Egypt
Customer: Air Mali S.A. / AMC Airlines
Project: **MINI AUDIT AS INITIAL STEP FOR RESTRUCTURING**
Consultancy Services: Evaluation and expert opinion regarding the strategy of Air Mali S.A., including structures and work flows in the departments for administration, marketing & sales, finance, scheduling, as well as handling and operation of flights.
 Special emphasis was put on the assessment of bilateral air services agreements in respect of further strategic development, as well as the entire financial accounting as well as the revenue accounting of transportation documents.
Year: 2002

Country: Germany
Customer: Flughafen Frankfurt-Hahn GmbH
 ACL Advanced Cargo Logistic GmbH
Project: **INTRODUCTION OF NEW FREIGHTER SERVICES**
Consultancy Services: Acquisition of EgyptAir Cargo as new airline serving Frankfurt-Hahn Airport
 Review of available and elaboration of additional sales arguments, initial negotiation as well as coordination and assistance during negotiations of all relevant contracts between airport operator, handling agents, and the airline.
Year: 2002

Country: Belgium
Customer: VLM Airlines N.V.
Project: REGIONAL MANAGEMENT GERMANY AT MÖNCHENGLADBACH

Consultancy Services: Management of the German operation on a time management basis.

The tasks performed by INAVIA included the coordination and supervision of the day-to-day operations at MGL; review of the internal organisation with respect to staffing levels, working hours, organisational and workflow structuring, improvement of services, and elaborating a future direction for the MGL operation; improvement and supervision of all marketing & sales activities and management of key customers; reduction of costs wherever possible by cutting unnecessary spending, improving services from existing contracts, and negotiation of new, better contracts (in close co-operation with Headquarters). Also negotiations with the Fiscal Authorities in Germany to solve trans-border taxation problems.

In addition, INAVIA established a business plan for 2003 to improve the results on the MGL-London City route.

Years: 2002 - 2003

Country: Germany
Customer: Cross Trade Forwarding Consulting
Project: CARGO AIRLINE ROUTE COST SIMULATION

Consultancy Services: Development of suitable tools to simulate total costs for single legs of cargo flights operated within Europe by different aircraft types and on different routes.

Collecting of respective data from air traffic services (national and Eurocontrol), aircraft operators and lessors, airport operators, and handling agents.

Year: 2003

Country: Egypt
Customer: Egyptian Airports Company
Project: DEVELOPMENT OF OPTIONS AND IDEAS FOR THE DEVELOPMENT AND FUTURE USE OF 6th OF OCTOBER AIRFIELD

Consultancy Services: Evaluation of present facilities, land available, and location. Based on the findings, scenarios were developed how this airfield could be developed and operated in future, and what preconditions have to be met to achieve such operation. Several possible projects were highlighted for further discussions within the Egyptian Airports Company.

Year: 2003

Country: Egypt

Customer: Egyptian Airports Company

Project: **DEVELOPMENT OF OPTIONS AND IDEAS FOR THE DEVELOPMENT AND FUTURE USE OF BORG EL ARAB INTERNATIONAL AIRPORT**

Consultancy Services: Evaluation of present facilities, land available, and location. Based on the findings, a scenario was developed how this airport could be developed and operated in future. The study put special emphasis on the effects on the entire region and its economical development, as well as the closure of Alexandria's El Nouzha city airport and the competition with other airports in the region.

Year: 2003

Country: Egypt

Customer: Egyptian Airports Company

Project: **DEVELOPMENT OF OPTIONS AND IDEAS FOR THE DEVELOPMENT AND FUTURE USE OF PORT SAID AIRPORT**

Consultancy Services: Evaluation of present facilities, land available, and location close to the city of Port Said. Based on the findings, a scenario was developed how this airfield could be developed and operated in future. Special emphasis was put on the required co-operation with the Governorate and the combination with other major development projects and the economical effects on the city and the entire area served by Port Said Airport.

Year: 2003

Country: Germany

Customers: Flughafen Frankfurt-Hahn GmbH
ACL Advanced Cargo Logistic GmbH

Project: **INTRODUCTION OF NEW FREIGHTER SERVICES**

Consultancy Services: Acquisition of Royal Jordanian as new airline serving Frankfurt-Hahn Airport
Review of available and elaboration of additional sales arguments, initial negotiation as well as coordination and assistance during negotiations of all relevant contracts between airport operator, handling agents, and the airline.

Year: 2003

Country: Romania

Customer: Romanian Airport Services S.R.L.

Project: **PROCUREMENT AGENT FOR AIRPORT GROUND SERVICE EQUIPMENT**

Consultancy Services: Sourcing and supply of suitable used ground service equipment on several occasions.

Years: 2003 - 2006

Country: Germany

Customer: Flughafen Frankfurt-Hahn GmbH

Project: **BENCHMARKING OF FRANKFURT-HAHN AIRPORT WITH THREE OTHER EUROPEAN GATEWAYS IN VIEW OF THE OPTIMISATION OF AN INTERCONTINENTAL LOGISTICS CHAIN FOR PERISHABLES AND PRESENTATION TO A GLOBAL WHOLESALE AND RETAIL CHAIN FOR FOOD**

Consultancy Services: Analysis of supply chains of perishable foods (fruits, vegetables, fish), and flowers from producer via four airports in Central Europe to the central distribution warehouse of the sales chain.

Analysis of total transportation times, handling times, handling and transportation costs. Assessment of the various criteria to deliver a neutral total evaluation of all four channels.

Preparing a presentation to show individual as well as the total evaluation results.

Supporting the client with the presentation at the wholesale chain.

Year: 2004

Country: Egypt

Customer: Fraport AG - Egypt Branch
Ministry of Civil Aviation of the Arab Republic of Egypt
Egyptian Holding Company for Airports and Air Navigation
Cairo Airport Company

Project: **HUB DEVELOPMENT STRATEGY FOR CAIRO INTERNATIONAL AIRPORT - PASSENGER & CARGO**

Consultancy Services: The study was prepared for the Egyptian Government on behalf of Fraport AG - Egypt Branch as part of their management contract for Cairo International Airport, and included the following subjects:

- Analysis of competing hubs in the region
- Analysis of existing passenger & cargo traffic of major airlines operating at Cairo International Airport
- Analysis of the potential and limiting factors for hub development within the national carrier (organisation, IT, marketing, revenue management, fleet)
- Potential for hub development
- Limiting factors (Bilateral Air Services Agreements, airport infrastructure, procedures, authorities, airspace structure, marketing)
- Development of hub strategies – passenger & cargo
- Elaboration of an initial wave concept for a passenger hub
- Evaluation of traffic flows
- Recommendations
- Development of a simulation tool for future passenger O&D (Origin - Destination) and connecting traffic
- Presentation to the Minister of Civil Aviation and top aviation officials of Egypt

Year: 2005

Country: Syria

Customer: Cham Wings Airlines

Project: **MINI DUE DILIGENCE AS BASIS FOR A RESTRUCTURING PROCESS**

Consultancy Services: On-location analysis and preparation of a report about the current company structure with a special view on department responsibilities and work flows, plus recommendations for changes.

Identification of potentials for optimisation through restructuring, especially changes to work flows and organisational structure of various departments.

Recommendations for structuring and optimisation of product creation and presentation, marketing & sales, direct customer contact, and cooperation with other airlines (interlining).

Extensive proposals to increase revenues and reduce costs.

Year: 2008

Country: **Switzerland & Kazakhstan**

Customer: TraVcon AG & Sayakhat Air Company

Project: **BUSINESS PLAN TO FACILITATE FINANCING OF WESTERN-BUILT AIRCRAFT**

Consultancy Services: Establishment of a Business Plan to initiate change from Russian built aircraft to equipment from western manufacturers, including especially the following topics:

- Company organisation
- Short analysis of existing and future routes
- Development of a calculation model to establish costs and revenues for each route
- Risk analysis
- Calculation of projected financials for five years

Year: 2008

Country: Germany

Customer: ACL Advanced Cargo Logistic GmbH

Project: **EXPERT WITNESS OF THE CLAIMANT IN AN ARBITRATION CASE AT THE INTERNATIONAL CHAMBER OF COMMERCE IN GENEVA**

Consultancy Services: Perusal and analysis of extensive case documentation from first and second part of the arbitration case

Analysis and examination for plausibility and reference to reality of comprehensive statistics and witness statements of the Respondent

Detailed written expert witness statements on behalf of the Claimant in reply to several witness and expert witness statements of the Respondent, based on own professional expertise and with the help of other factual and professional information sources

Development of an alternative volume calculation model as part of a complete calculation model for a transparent determination of damages to be decided upon by the Arbitration Tribunal

Participation and examination as Expert Witness in the hearing of the arbitration

Year: 2008

Country: Tajikistan

Customer: Somon Air

Project: **MINI DUE DILIGENCE AS BASIS FOR A RESTRUCTURING PROCESS**

Consultancy Services: On-location analysis and preparation of a report about the current company structure with a special view on department responsibilities, plus recommendations.

Identification of any potential for optimisation through restructuring and changing responsibilities between various departments.

Identification of cost saving potentials through improvement of working processes in general, and especially through optimisation within the Flight Operations department.

Recommendations for structuring and optimisation of product creation and presentation, marketing & sales, direct customer contact, and cooperation with other airlines (interlining).

Extensive proposals to increase revenues and reduce costs.

Years: 2010 - 2011

Country: Germany

Customer: Altenburg County Council & Flughafen Altenburg-Nobitz GmbH

Project: **EVALUATION OF A STUDY ON LEIPZIG-ALTENBURG AIRPORT**

Consultancy Services: Preparation of an extensive analysis evaluating statements and prospects made in a separate study by another consultant on the future of the airport.

Year: 2010

Country: Germany

Customer: Flughafen Lübeck GmbH

Project: **SHORT VERSION OF A ROUTE DEVELOPMENT STUDY**

Consultancy Services: Compilation of statistical and other material to support the economic and operational feasibility of the LBC-LON-LBC route

Presentation of passenger and tariff mix

Identifying of a suitable airline (existing infrastructure, destination, marketing, fleet size, seating capacity of different aircraft types)

Elaboration of a tentative schedule, also covering transfer connectivities at the destination airport in the Greater London area

Initial contact with the target airline

Year: 2011

Country: Austria

Customer: Blue Danube Airport Linz GmbH

Project: **WORKSHOP TOWARDS CARGO AIRLINE ACQUISITION**

Consultancy Services: Principles of cargo airline acquisition

Operational background

Route cost calculation

Year: 2012

Country: Germany

Customer: sbc Restrukturierung & Investments AG

Project: **DUE DILIGENCE AS PREPARATION OF A POSSIBLE TAKE-OVER OF A REGIONAL AIRLINE**

Consultancy Services: Contact establishment with the airline

Extensive consulting regarding all aviation related aspects

Conducting of an in-depth due diligence

Participation in M&A consultations

Year: 2012

Country: Germany

Customer: sbc Restrukturierung & Investments AG

Project: **CONSULTING DURING TENDER PROCESS FOR A REGIONAL AIRPORT IN NORTHERN GERMANY**

Consultancy Services: Valuation of the company according to available documentation
Valuation of the future growth potential
Elaboration of a four-pillar business development plan including a financial model
Elaboration of the detailed offer to the tender
Conducting various discussions with officials of the tenderer and the political bodies involved

Year: 2012

Country: Ukraine

Customer: Lviv International Airport

Project: **PROCUREMENT AGENT FOR AIRPORT GROUND SERVICE EQUIPMENT**

Consultancy Services: Sourcing and supply of suitable used ground service equipment.

Years: 2012 - 2013

Country: Egypt

Customer: Smart Aviation

Project: **INTRODUCTION OF THE HAHN AIR e-TICKETING-SYSTEM**

Consultancy Services: Workshop explaining the commercial pre-conditions and associated opportunities and risks to maximise revenues with the system.
Special emphasis was put on the following subjects:
Connectivity to CRS/GDS, Booking Classes (RBDs), Through-Fares, Interlining, Revenue Accounting incl. Proration, Space Control and Revenue Management.

Year: 2013

Country: Germany

Customer: sbc Restrukturierung & Investments AG

Project: **CONSULTING DURING TENDER PROCESS FOR AN AIRPORT IN SOUTHERN GERMANY**

Consultancy Services: Valuation of the company according to available documentation
Valuation of the future growth potential
Elaboration of a multi-pillar business development plan
Elaboration of an initial offer to the tender
Conducting various discussions with officials of the tenderer and the political bodies involved

Year: 2013

Country:	Bulgaria
Customer:	Fraport Twin Star Airport Management AD (Fraport Bulgaria)
Project:	ROUTE DEVELOPMENT
Consultancy Services:	Elaboration of a detailed study with the aim to develop at least one new route each from the airports of Burgas and Varna Evaluation of current traffic volumes and traffic flows according to existing statistics and purpose-made additional statistics Description of the competitive situation of neighbouring airports within Bulgaria and adjacent countries Identification of new markets and short evaluation of their potentials Comparison of travel times via various possible transfer points Brief description of possible regional solutions with respect to airlines and an advanced tourism concept (extension of the season) Evaluation about several airline candidates regarding the possible opening of routes to Burgas and/or Varna, based on connectivity at the home bases of these airlines Selection and proposal of one candidate airline
Years:	2011 - 2013

Country:	Bulgaria
Customer:	Fraport Twin Star Airport Management AD (Fraport Bulgaria)
Project:	EXTENDING THE TOURIST SEASON
Consultancy Services:	Elaboration of a concept for a joint effort by all participants of the touristic service chain to extend the tourist season at the Bulgarian Black Sea Coast (Golden Beach and Sunny Beach) as a mid- and long-term perspective to generate more traffic at the airports of Varna and Burgas Elaboration of an extensive questionnaire as well as selection and segmentation of tour operators offering mass travel but also niche products Conducting interviews with tour operators, and detailed evaluation of answers given (incl. further remarks received during individual discussions) Research and evaluation of similar projects in other destination areas Elaboration of a concept for a workshop (participants: all parties involved in the touristic service chain, tourism associations, authorities, regional governments, etc.) with topics and a structure for various working groups
Year:	2014