



MOSTERT·PLOOG
& PARTNERS



Workforce Optimization for Ground Handling Providers

Today's challenges and trends in Ground Handling workforce planning require new approaches and solutions

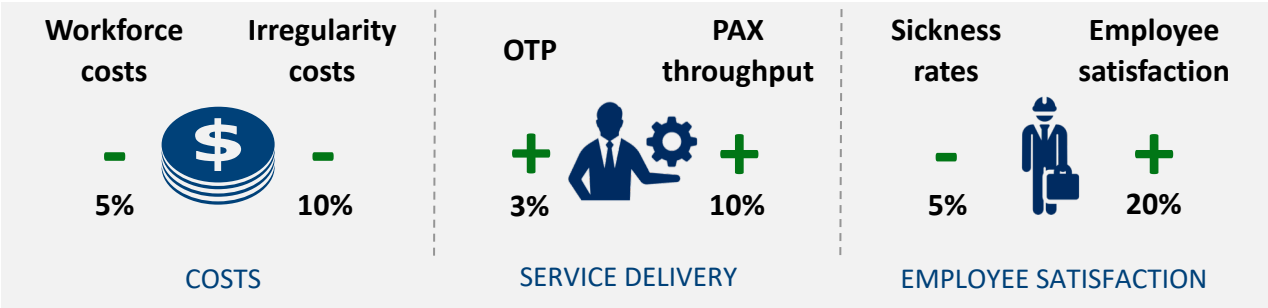
CHALLENGES IN GROUND HANDLING WORKFORCE MANAGEMENT

Given the challenging and fast paced nature of the aviation business, industry participants are increasingly pressured to reduce costs while complexity and requirements to operations intensify. Factors such as severe weather, traffic congestion and strong competition driving frequencies are now leading to a situation of unprecedented exposure to irregularity.

At the same time, it is becoming increasingly difficult to find and retain qualified and reliable employees - with today's workforce changing to be less homogenous and more demanding, high sickness rates and fluctuation are major challenges.



The above mentioned aspects lead to heavy disruptions and quality loss in planning and managing operations. The results are often represented by a reduction of delivered service quality and on-time performance – reputational damage for the airlines and SLA related penalties only come on top of skyrocketing actual costs of operations.

One key lever to reduce exposure in this context is to actually understand the interdependencies and to become more proficient at forecasting demand. The old, one-dimensional approach of maximizing productivity is too short-sighted and leads to significant short-term operational challenges. Hence, going to minimum staffing levels must be accompanied by a robust solution for when the actual diverts from the plan. For many of our customers we were able to achieve this through workforce optimization projects, by applying benchmarked industry practices, resulting from our wide network of aviation contacts and previous projects. The key take away for every client is to critically reflect on their own approach by comparing it to the industry standards in order to evaluate its value add.



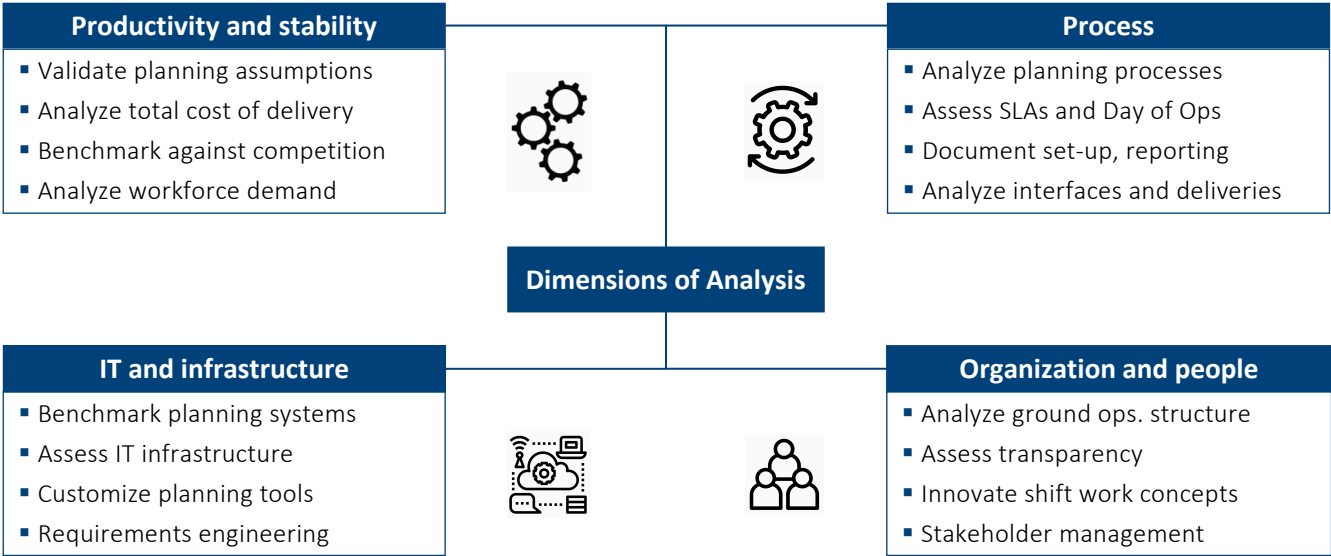
INFLUENCING TRENDS IN GROUND HANDLING

We seek to **optimize total productivity of the ground handling workforce** while maintaining **robust operations at high quality** through considering current and future trends related to workforce and supporting technologies.

Managing today's workforce successfully, both economically and operationally 	Leveraging appropriate technology for an operational advantage 
<ul style="list-style-type: none">▪ Organizational structure and required qualifications to be adjusted to changing industry conditions▪ Employment contracts and work concepts to address changes in available skill profiles▪ Self-rostering and bidding – Staff create duty plans and system aligns shifts with planning parameters▪ Digital staff – Exchange of information via digitalized documents and constant accessibility of employees▪ Work life balance – Incentive programs for employees and flexible working hours▪ Role-specific qualification check and flexible cross-utilization	<ul style="list-style-type: none">▪ Integrated data platforms and planning systems – Integration and harmonization of data from workforce planning systems▪ Predictive analytics and machine learning – analyze historic data to optimize duty rosters and future shifts▪ Digital tracking of equipment – Using RFID technology to optimize the handling and ensure fast access to available equipment▪ Virtual ramp control – using existing security technology to track activity status and detect FOD▪ Virtual trainings – independent from time and location: decreasing duty travel, cost and staff effort and educate staff more efficiently

Identifying the main efficiency levers of workforce planning requires a deep-dive at actual work volume forecasting on a granular level

WE ANALYZE FOUR AREAS ENABLING AN OPTIMIZED WORKFORCE PLAN COVERING ALL INFLUENCING FACTORS AND TRENDS



We have a wealth of project experience with industry-leading clients in the aviation industry

WHY M2P?




- ✓ Detailed process and system know-how within workforce management – from long- to short-term planning
- ✓ Hands-on project approach conducting the project together with the client team
- ✓ Proven tool-based analytics for duty plans, measuring the impact on efficiency and productivity
- ✓ Strong in analytics – approach based on quantitative and qualitative data resulting in data driven recommendations
- ✓ Project team experienced in GH Operations bringing in relevant industry benchmarks on productivity KPIs

M2P has a long history in the TT&L industry with clients ranging from major airlines to airports and logistics companies. The combination of our IT know-how and consulting skills proved to be highly beneficial to our clients. We act as a neutral party between different stakeholders facilitating cooperation. Later on, we support a sustainable implementation and change management while being an independent mediator.

M2P CLIENTS IN WORKFORCE EFFICIENCY STUDIES

Airlines	 Lufthansa	 Eurowings	 TUI fly	 Condor	 Emirates
	 SunExpress	 vueling	 CROATIA AIRLINES	 FLY SMART	
Airports	 Dubai Airports	 Fraport	 FBB FLUGHAFEN BERLIN BRANDENBURG	 Köln Bonn Airport	 PITTSBURGH INTERNATIONAL AIRPORT

M2P PROJECT EXPERIENCE (SELECTION)

	Project scope	Project result
2018	Efficiency assessment of a large European MRO provider workforce	 Productivity increase of 10% through shift rostering optimization and communication stream set-up
2018	Identification of productivity barriers reducing workforce productivity within the areas of network, union agreements and basing	 Productivity increase of 9% and employee satisfaction increase of 20% through a balance of analytics and stakeholder involvement
2017	Development of a new and customized winter service concept for a large German airport	 Cost savings of 15% through optimization of shift and stand-by planning