



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.

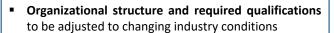


INFLUENCING TRENDS IN GROUND HANDLING

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





- 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 crossutilization

Leveraging appropriate technology for an operational advantage



- 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

Productivity and stability

- Validate planning assumptions
- Analyze total cost of delivery
- Benchmark against competition
- Analyze workforce demand





Process

- Analyze planning processes
- Assess SLAs and Day of Ops
- Document set-up, reporting
- Analyze interfaces and deliveries

Dimensions of Analysis

IT and infrastructure

- Benchmark planning systems
- Assess IT infrastructure
- Customize planning tools
- Requirements engineering





Organization and people

- Analyze ground ops. structure
- Assess transparency
- Innovate shift work concepts
- Stakeholder management

WHAT WE OFFER

Our proven **four-step approach** includes leveraging industry benchmarks along the project steps and can be individually tailored to each client's specific requirements:

Steps		Activities (Selection)	Deliverables (Selection)	
1 Analysis of As-Is Situation		 In-depth analysis of flight schedules Identification of workforce demands per workgroup Analysis of necessary personnel and stand-by demand Analysis of necessary personnel and qualifications regarding shifts Benchmark of best industry practices 	Service-based workforce demand per season, week, traffic day with our tool Job- and qualification-based shift demand Gap analysis comparing best in class peer airlines	
2 To-Be Picture		 Identification, realignment and definition of new process standards and KPIs based on analysis 	Calculation and demonstration of cost and manpower improvements	600 600 500 500 500 500 500 500 500 500
3 Implementat Roadmap	ion	 Development of roadmap for implementation of upgrades and processes 	Improvement upgrades incl. action plan considering operational needs	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Monitoring o Ops KPIs (actual and p		 Task and process-based analysis for the DoO (duration, interfaces, stakeholder involvement) Development of KPI report 	Day- and post-ops client- specific KPI-Reporting (operational and management dashboard)	804 SUPPLESS CONTRACTED



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

































M2P PROJECT EXPERIENCE (SELECTION)

Project scope

et 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%** trough 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

