



MOSTERT·PLOOG
& PARTNERS



M2P Service Offering
Collective Bargaining Agreement
Analytics and Negotiation Support

M2P supports airlines in negotiating union agreements to reach the right balance between operational costs and crew satisfaction

The growth of the aviation industry has come with significant shortage of qualified staff - especially for qualified crew. This has put airlines under pressure to invest in crew satisfaction to avoid unwanted attrition and attract new crew members. At the same time, operating with high flexibility at lowest possible costs is key for staying competitive. Finding the optimal ratio between serving today's crew needs, while having transparency on the costs of a union agreement before and during negotiations is the challenging task ahead for many airlines.



High crew demands and unwanted attrition



High pressure on operational costs and flexibility



But union negotiations are often a challenge

Increasing complexity of historically grown CBA agreements contradicting crew interests

Lacking resources and skills to prepare negotiations

Missing transparency on impact of rules on operations, interdependencies and costs

Intuitive decisions driving negotiations rather than quantified rationales

HOW M2P CAN HELP

- 1. Transparency through Analytics:** Costs/productivity impact assessment and benchmark of all rules for fact-based argumentation and innovate new rules
- 2. Well prepared Negotiations:** Effective structuring and stakeholder management, development of negotiation strategy, preparation and support during negotiations
- 3. Efficient Implementation:** Immediate Quick wins but also middle and long-term recommendations and prompt implementation in business and system infrastructure

	2-4 weeks	2-4 weeks	2-4 weeks (optional)	4-8 weeks (optional)
	Identification of productivity gaps	Quantification of productivity barriers	Preparation of negotiations	Support of negotiations
Goal	<ul style="list-style-type: none"> Transparency on operational KPIs in crew management Identification of productivity and fairness gaps 	<ul style="list-style-type: none"> Identification of productivity barriers in the CBA Price tags of impact of CBA rules Benchmarking 	<ul style="list-style-type: none"> Development of a negotiation strategy Identification of win-win constellations Preparation of negotiation team 	<ul style="list-style-type: none"> Creation and moderation of negotiations Elimination of productivity barriers incl. crew interests
Deliverables	<ul style="list-style-type: none"> Presentation of productivity gaps and benchmarking Issue log based on qualitative input 	<ul style="list-style-type: none"> Dashboard per major productivity barrier Price tag associated to individual rules 	<ul style="list-style-type: none"> Prioritized negotiation targets Negotiation and communication strategy 	<ul style="list-style-type: none"> Renegotiated collective bargaining agreements

M2P combines analytical competence and benchmarking with strong expertise in Crew CBA negotiations

Why M2P?

By linking M2P's experience in airline strategy, operations management as well as crew management, we are the **leading industry experts when it comes to collective bargaining management.**

Our strengths and your benefits

- Significant experience with Crew Management and Collective Bargaining Agreement negotiations as we have been working with more than 10 Airlines on this topic and thus **strong benchmarking capabilities**
- **Identification of sustainable savings potentials of up to 11% in crew costs**
- Functional and operational experience at all airline types (Network, Charter, LCC) and **proven tools** to solve your individual challenges
- Teams consisting of **ops specialists with hands-on mentality** including implementation support capabilities and experience
- Strong focus on the entire process—from analysis over strategy to implementation
- Vast Rule benchmark database to identify alternative CBA solutions
- Successfully applied **analytics tools and convincing fact-based arguments**

Our profile

- Serving the TT&L markets from our offices in Frankfurt, London, Dubai, New York and Hong Kong
- Partner to more than 50 TT&L companies worldwide with an industry focus on airlines and airports
- More than 500 successfully delivered projects within the past 20 years
- Medium-sized, specialized services delivered by more than 100 employees

Our References in Crew Management



Please find our Crew Management Study 2018 [here](#).

If you would like to request more information regarding our CBA project approach, please contact us:

Your contact at M2P



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