



**STRATEGIC AVIATION  
SOLUTIONS (INTERNATIONAL) LTD.**



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### **INTRODUCTION TO SASI**

Strategic Aviation Solutions International (SASI) was established in 2005 to provide air cargo consultative and interim management services to a global aviation community consisting of airlines (joint-production and all cargo), Financial Institutions, logistics providers, NVOCC Carriers, integrators, airports, handling companies and government authorities. SASI's founding partners Simon Caviezel, Jack Keery and Stan Wraight have over 120 years combined experience in international airlines and air cargo logistics and express.

The Company's core competences are:

1. **Aviation Strategy Development**
  - **Business Planning**
  - **Project Implementation**
  - **Related Activities**
2. **Fleet Management including purchase and sale, wet or dry leasing**
3. **Training and Management services**

Whether it is part of the day to day operation of an airline or as part of the strategic planning for a new or existing airline, SASI has the knowledge, skills and experience to advise on the development or introduction of effective strategic and business planning processes. We provide absolutely neutral detailed short and long term plans with clear delivery mechanisms, and provide a platform for investment decisions.

A typical analysis would include strategic plans, contract reviews, business plans by segment, consolidated, accountability planning and processes for implementation including timeframes estimations. Typical business plans are rolling three to five year.

In cargo related matters results will demonstrate the value and profitability of creating or reinforcing cargo as a core competence for combination carriers, the added revenue and margins for all airlines, and the efficiency gains possible through restructuring. Cargo fleet and maintenance reviews typically reveal decision opportunities for passenger to cargo aircraft conversions, purchasing, selling, as well as dry and wet (ACMI) leasing.

SASI has provided expertise to airports, airlines and financial institutions across the globe. Our team is second to none – it comprises international experts and senior industry figures, which between them have unrivalled depth and breadth of experience both on a global and regional level, and are well versed in the successful delivery of projects in a range of areas. The selection of the right aircraft is critical for every airline and the decision to buy, sell or lease can mean the difference between profit and loss in today's aviation environment. SASI experts with their years of experience and practical know how can help guide the airline executives decision, and assist in negotiations to achieve the optimal results. Assistance will also be provided for support services for each aircraft type, and benchmarking in the decision to dry or wet lease.

Training can very often mean the difference between success and failure in today's aviation market. SASI offers extensive training programs in basic and advanced cargo, including management techniques that will allow you to differentiate yourself from the generic competition.



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Skills in financial models, operations, customer service and marketing will assist your staff either in an airline or airport operations to quickly master the techniques needed to be competitive. In addition, SASI offers highly focused in house seminars on subjects like Fleet Planning, Aircraft acquisition, financing options, specific market initiatives and more. These seminars are designed to allow your own staff to examine business components in great detail under the guidance of SASI experts in the appropriate disciplines.

### **WHO WE ARE**

SASI team members with expertise in many different fields work with one or more of the following:

#### **FOUNDING PARTNERS:** (please refer to separate pages for biographies)

*Schimun (Simon) Caviezel*

*Jack F. Keery*

*Stanley G. Wraight*

#### **ASSOCIATES:** (please refer to separate pages for biographies)

*Paul Sawhny*

*Roy Douthwaite*

*Lilian Tan-Keller*

*Vasily Savinov*

*John Mc Donagh*

#### **Recent projects by SASI:**

- Development and implementation of strategic plans for the expansion of Cargo Facilities at leading airports in West and Eastern Europe, Middle East as well as North America, including associated traffic forecasts, financial projections and layout plans.
- Review of business planning for a proposed start-up cargo airline in Europe and Africa and a leading Northern European cargo airline.
- Restructuring and assistance in the sale of an airline for principal investors
- Advisor to CEO of a European Passenger Airline on strategic cargo initiatives
- Passenger crew scheduling IT platform for a leading European Airline.
- Development of a complete customer service strategic concept plus related service manuals and training for all staff in a leading European Airline.
- Relationship management for an airport/airline infrastructure development project and related airline cargo handling planning.
- Assistance to a major aircraft leasing company on passenger to cargo conversions, market surveys and key client relationships.
- Completed negotiations on the lease and purchase of 747 and Bae 146 cargo



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### BIOGRAPHIES:

#### FOUNDING PARTNERS:



#### Schimun (Simon) Caviezel

Simon is a product of the logistics sector having served as President of Panalpina in Canada. Subsequently he became CEO of the first international licensee appointed by Federal Express. Simon then co-founded a very successful cargo ground handling company Cargo Airport Services (CAS) based in New York's JFK airport, thus acquiring far ranging experience in our business.



#### Jack F. Keery

Jack has been part of the air cargo industry for over 40 years beginning with a sales and operations career. After holding senior and executive management positions with scheduled airlines and the FedEx enterprise in Canada, Jack began a consulting career that now spans +20 years serving clients such as IATA, British Airways, KLM Cargo, Cargo Service Centre (CSC), Swissport and the GE/Lynxs Group, amongst others.



#### Stanley G. Wright

Stan brings 40+ years of industry experience gained through both senior management and board level positions at KLM Cargo, Atlas Air and AirBridge Cargo/ Volga-Dnepr.

As a consultant Stan has assisted Cargotalia, GECAS, GE/Lynxs, Malev Hungarian Airlines and numerous global financial institutions.

In 2008, Stan was awarded a "Lifetime Achievement Award" for contribution to the air cargo industry from Air Cargo News in London. Stan is a regular contributor to industry forums around the world and his vision of airline affairs is always a valuable and knowledgeable state of the art commentary.



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### ASSOCIATES:



#### Paul Sawhny

Paul is a highly specialised professional who focuses on fleet planning and asset management in the freighter aircraft market. Paul recently led engagements with large multi-national equipment Lessor and financial institutions in the development of freighter fleet planning strategies. In addition Paul has played an important role in concluding the procurement of freighter aircraft for various operators and financial institutions. Paul is regarded as the leading industry expert on the conversion of passenger aircraft to all cargo configurations.

Paul has a Bachelor of Science degree in mechanical engineering and a MBA in Business Administration and is based in New York.



#### Roy Douthwaite

Roy has over 35 years of air cargo, aviation operations and Cargo IT Systems experience gained through in-depth training, knowledge and practical experience across a broad spectrum of roles in air cargo, passenger, air operations and aircraft fleet management.

After departing the military, he continued his aviation passion with several positions in air transport and logistics services. Roy has an extensive knowledge of successful strategies in key areas within Freight Forwarding, Cargo Airline management, GSSA and IT system environments from Customer Services, through to company management and accounting. All of the early training has enabled Roy to take on projects creating the infrastructure for the benefit of our clients, developing the sales and customer service strategies, inserting IT systems and training in the overall management of a cargo operation on a day to day basis. Roy is based in London, The United Kingdom



#### Lilian Tan-Keller

Lilian is an Executive Coach and Trainer and works with organisations internationally. She aims to empower individuals and organisations to achieve their potential through training and coaching. Lilian is familiar with managing multi-cultural and multi-disciplinary teams due to her 20 years of high level aviation and logistics sales and marketing positions, working with Multi-National Corporations globally and especially within Asia.

Her core coaching and training competencies are Strategy Development, Change Management, Corporate Culture Development, Sales & Marketing, and Customer Service Management including team building and communications. Executive Coaching clients' current topics of interest are leadership skills, performance, and managing change and



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teams.

Lilian is an accredited Life and Executive Coach (Institute of Leadership & Management, UK), certified 'Train the Trainer' (Institute of Training & Occupational Learning, UK) and a certified Professional Logistician (CPL) from the Chartered Institute of Logistics and Transport, Singapore.



### Vasily Savinov

Vasily brings to SASI over 15 years of dedicated aviation experience in the Russian Federation and around the world. An experienced pilot, Vasily coupled his love of flying with a high level degree in economics and aviation, and has since 2002 been involved in the international scheduled and charter air cargo business with senior roles in a major airline. An experienced economist Vasily has been involved in all matters pertaining to business planning and government affairs, marketing plus extensive experience in commercial planning and industrial engineering.

With degrees in civil aviation and economics, plus a fluency in English and Russian, Vasily brings a particular strength and knowledge to our Russian Federation office in Moscow.



### John Mc Donagh

John brings with him more than 40 years of aviation experience and began his career with Trans World Airlines in 1969.

He joined Trans Mediterranean Airways (TMA) as Cargo Manager in 1971 and held this position for six years.

In 1977 John joined Martinair Holland and for almost 20 years held various management positions within the company, lastly as Senior Vice President for Europe.

He was CEO of Cargo Service Center (CSC), responsible for all worldwide activities, until its takeover by Swissport in 2002.

Since then, John has been an independent Aviation Consultant specializing in cargo, ramp, sales and security handling worldwide and has to date consulted various of the world's leading handling entities.



## **STRATEGIC AVIATION SOLUTIONS (INTERNATIONAL) LTD.**

### **OUR PORTFOLIO OF SERVICES**

We think our customers do not want 'text-book' solutions. They want solutions that work for their particular set of circumstances. SASI's strength is knowledge and having been part of highly successful corporations who successfully mastered similar sets of circumstances.

- **Marketing, Sales and Customer Service Support**
- **Strategic Planning, Business Planning, from the only neutral service provider**
- **Contract Review and Strategic out sourcing advice**
- **Market and Route Research and Analysis**
- **Fleet and Cargo Aircraft Planning**
- **Cargo IT Solutions including E-Freight**
- **Company Re-structuring, Change and Interim Management – “SASI Total Care”**
- **Financial Institutions**
- **Airport Infrastructure Development and Marketing**
- **Airport Infrastructure Planning and Operation**

#### **Marketing, Sales and Customer Service Support**

Product portfolio analysis and recommendations including express, postal services, and commodities geared to combination carriers and all cargo operators.

Key Account Management including sales support with major clients.

Distribution Channel Support, own sales or outsourced, forwarders and logistic companies.

Sales and Market planning for airlines, airport authorities and associated businesses.

Customer Service (CS) support including policies and procedures, centers of excellence, continuous improvement programs, quality systems, CS automation and telecommunications, customer relations/claims and telephone sales initiatives.

Advertising and press relations support, trade shows, public relations.

#### **Strategic Planning, Business planning provided by a neutral, global aviation specialist**

In today's business environment, positioning your airline or airport is becoming increasingly difficult as competition grows, which also implies that some decisions are often reactive rather than proactive and do not incorporate long term strategic foresight. In these times you want advice and business planning from professionals who are neutral and independent, who can influence results and achieve your objectives.

SASI maintains neutral access to key global leaders in the airline industry, Logistics management senior personnel, airport and property developers, ground handling companies and third party



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suppliers and OEM manufacturers and leasing companies for fleet. As a consequence you can be assured that strategic planning and business planning recommendations will be unbiased, with qualified and quantified freedom of choice.

### **Contract review and strategic out sourcing advice**

Difficult times and global competition require the airline industry and airports to seriously review all costs and third party contracts on an ongoing basis. Very often the choice to “make or buy” is clouded by legacy contracts and decisions that may no longer be relevant.

SASI experts will assist airlines and airports by reviewing the decision making process to identify cost saving opportunities, operational improvement and price efficiencies.

SASI expertise is un-biased, completely neutral thus assuring our clients of the widest choice of options and vendors.

### **Market & Route Research and Analysis**

As part of a comprehensive business plan key decisions must be made on routes, aircraft types to be utilized, and products to be offered. One of the key strengths of SASI is our knowledge of the air transport market supported by an industry network second to none. These contacts coupled to in-depth analytical skills and first hand industry knowledge capability allows SASI to spot opportunities well ahead of the market and provide first move advantage to our clients.

Engagement with key logistic clients, forwarders and airports is focused on succinctly identifying and introducing the opportunity, providing indicative traffic forecasts, outlining the key economics of industrial indicators that underpin proposed services, and addressing how the route fits in with the airline or airport overall strategy. SASI associates are unique in their ability to source information from key global players.

Critical decisions require correct and up to date data on all aspects of air cargo and logistics. Global trend analysis, economic indicators, policy and currency all affect air cargo. By maintaining an in-house data system, coupled with experienced analysts we are able to provide our clients with the necessary information required to make economically sound decisions.

SASI is able to undertake short term forecasts that can look from current demand to around 1 – 2 years ahead. This enables the identification and prioritization of target markets and potential operator types and provides analysis and route traffic forecasts to support discussions with airlines, potential strategic partners or airports.

We can also undertake longer term analysis looking up to 30 years ahead. This is of particular use to **airport operators and those considering major investments in aircraft and airport infrastructure.**

SASI's unique ability to test assumptions with leading industry figures assures our clients of the **best decision making platforms. Being the one truly neutral provider with this ability ensures the integrity of our analysis for the client.**



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### **Fleet and Cargo Aircraft Planning- Leasing Options Wet or Dry**

SASI can assist clients in all aspects of cargo fleet and aircraft strategic planning, acquisition, maintenance and representation in purchasing or selling aircraft and leasing either dry or wet, with emphasis on the following:

Cargo Fleet Planning & Purchasing or leasing Options, Asset Management, Aircraft Procurement & Remarketing, Freighter Conversion Program Management, Aircraft selection, fleet planning. Aircraft operating economics, Configuration, Technical specification development.

When considering a wet or dry lease, SASI can provide some of the most experienced people in the business to assist in the decision making process. Miscalculations in the airline fleet planning process can lead to financial burdens that are often the difference between success and failure, profit and loss. Expertise in negotiating tactics, market dynamics and prices along with up to date knowledge of competitive pricing for reserves and deposits and suppliers will assist any airline or start up to obtain best available terms that meet or exceed business plan objectives.

If conversion programs are considered, we will assist to negotiate terms and conditions and contract provisions for conversion programs, On-going audit of certification plan to ensure progress consistent with contractual requirements. Technical Services Develop competitive specification and assist in contract negotiation of P to F programs. Aircraft Conversion support including technical evaluation of roll-off for suitability for conversion. Aircraft pre-purchase evaluations. Ensure compatibility with your Company's cargo program.

Review & analyze preliminary design and data. Assessment, compliance and feasibility of FAA or EASA certification plan. Engineering / FAA (DER) representation at project/critical design review (P/CDR) meetings with contracting party and suppliers. Liaison with FAA or EASA certification offices as required. On-going audit of certification plan to ensure progress consistent with contractual requirements.

Pre-purchase Inspections of aircraft, Aircraft Purchase, Sale and Lease Documentation, Aircraft Lease Technical Provisions, Aircraft Returns & Preparation for New Lease, Repossession & Damage Limitation, and Operating Lease Placements - Support sales and marketing teams in development of LOI's, contracts negotiations, approval papers, etc.

Aircraft Preparation and Delivery, Aircraft Technical Monitoring Programs and Technical Records Audit and Analysis, Aircraft Lease Monitoring and Pre-return Inspections.

Aircraft Maintenance Representation, contract review and analysis, Maintenance Reserve Management, Engine Planning & Maintenance Shop Selection, Engine Contract Services. Develop pricing matrix for on-ramp cost. Prepare & forward technical budgets for approval.

### **Cargo IT Solutions**

IT solutions "off the shelf" exist today to meet the needs of most airlines, but typically involve very long term commitments and major investments. Important capital investments of this type



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and for such strategically important elements require in depth analysis of the carrier requirements and specifications to ensure the right product is chosen.

SASI expertise comes from years of industry involvement with major airlines and practical hands on experience with the major providers. SASI associates will work with clients and make recommendations on the right choice; tailor designed to your carriers needs. Revenue management, sales and marketing, CRM, accounting, process control, messaging requirements will all be analyzed. SASI can also assist clients in negotiations with providers and advice on the right solution, at the right price.

### Company Re-structuring, Change and Interim Management - "SASI Total Care"

SASI is unique in the industry offering complete *neutral* management assistance and short term in-place key advisors or interim management to assist airlines in restructuring and development of their products and procedures. SASI will provide key management for short or longer term assignments, assist in recruitment and training of new management, and provide coaching where required. SASI is totally independent without any airline investment, thus the Company prides itself as being totally unbiased and objective.

We undertake diagnostic review of management and operating structures; recommend alternatives with emphasis on strategic out-sourcing coupled with applied labour relations initiatives.

SASI associates have decades of practical experience in the air industry which includes fleet analysis and recommendations regarding the use of all cargo or joint production aircraft, both owned or leased, wet and dry, and the day to day practical experience so necessary to turn a marginal contributor into a profitable core business. We call this assistance: "TOTAL CARE".

#### **"Total Care" management assistance:**

- Hands-on, fully accountable interim management assignments by SASI associates,
- Coaching and training in all aspects of including negotiating skills and Key Account Management.
- Sales and Marketing training, including development of a product portfolio
- Fleet and leasing
- Cargo I.T. systems and Global platform assistance
- Contract reviews, outsourcing solutions, cost reduction programs

### Financial Institutions

Through its extensive network SASI management maintains contact with key service providers and customers on a global basis. Through personal meetings or telephone consultations SASI provides advice on the global aviation market and the key associated industries to financial institutions. This advice is vital when investment strategies are being considered or reviews are taking place on existing holdings.



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In addition, SASI can provide full range assistance to companies in re-organization (either driven internally or under court appointed supervision) providing diagnostic review and options for success.

### **Airport Infrastructure: Development and Marketing**

SASI provides industry leading expertise to help airport authorities correctly position their facilities in the global market. Development and Marketing planning in the context of network driven opportunities can only be achieved with key client interface at the highest level. Clearly, many airports around the world are looking to improve their cargo, maintenance or general infrastructure to remain competitive. Their customers demand better facilities to more efficiently schedule capacity, handle freight through regulatory processes and into the logistics chain, or provide a competitive edge versus other airports in the geographic region.

SASI is uniquely equipped to assist airports and their airline/logistics clients in the development of aviation related facilities such as handling terminals, freighter ramp, GSE maintenance facilities, maintenance hangars (up to B747-8F) and warehouse material handling equipment design, procurement and installation.

SASI management maintains strong relationships with global infrastructure developers specialized in airport and logistic facilities around the world. Through these relationships and our in-house capabilities we are able to advice on both on airport and off airport facility development, financing, construction and operation.

SASI is unique in our ability to market airport services through our global network and key account knowledge.

### **Airport Infrastructure: Planning and Operation**

Cost effective and “fit for purpose” infrastructure is the key to profitable airport development. Working closely with our clients SASI can assist in specifying the appropriate level of airport infrastructure and the timing of the project process. From design to turnkey solutions with third party developers if required, SASI can ensure that new or redeveloped facilities are not only operationally efficient but commercially optimized so that they can be successfully financed. This includes not only the buildings and adjacent land use but also terminal materials and handling options.

One of our major core competences is the ability to help in the selection of handling alternatives for each airport and airline. SASI can assist with cost analysis/comparisons, contract specification, negotiation and establishment of on-going procurement policies that include oversight and measurement processes.



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### **STRATEGIC ALLIANCES, AIRLINE PARTNERSHIPS**

Airlines and airports are not only dependant on their national markets, or national airlines, very often alliances are required to fill in a strategy. SASI maintains relationships with senior airline executives and can advise its clients on the best solutions for both tactical and strategic alliances in a neutral and effective way. SASI associates work with their clients in designing comprehensive incentives and attributes which major airlines or logistics companies look for when choosing an airline partner, or airport.

### **TRAINING**

SASI is the only neutral supplier of advanced training programs for the air cargo industry. In house training expertise for air cargo matters including basic and advanced cargo is a must for airlines, airports and government authorities involved in the air cargo market. Proper decision making will only occur when the entity management and staff have a full understanding of air cargo and all of its interwoven components.

Courses can be designed to suit the client's needs, with the minimum and maximum participants agreed in advance and typically are for a 5 day duration held in the airlines or airports premises. Upon completion both staff and management will be capable of understanding the complexities of the business model, capable of handling all operational and customer service related air cargo issues.

Customised training courses are also available to meet a particular clients needs. Workshops, seminars and individual department training dedicated to sales and marketing or customer service are typical examples of this. Industry experts can also be brought in to speak to the participants and share their experiences and answer questions as required. This option can be structured as in house seminars dealing with very specialized subjects such as fleet planning, aircraft acquisition, market strategies, etc.



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**SASI TRAINING PORTFOLIO:**

Currently Available	Currently being Developed
<ul style="list-style-type: none"> <li>➤ Basic Scheduled Cargo</li> <li>➤ Advanced Scheduled Cargo</li> <li>➤ Strategic Business Planning</li> <li>➤ Cargo Financial Management</li> <li>➤ Marketing &amp; Sales Management</li> <li>➤ Successful Strategic Selling</li> <li>➤ Customer Service (Policy &amp; Procedure)</li> <li>➤ Airline &amp; Cargo IT (CargoSpot, etc.)</li> <li>➤ BUP &amp; Aircraft Loading</li> </ul>	<ul style="list-style-type: none"> <li>➤ Cargo Handling Process Engineering</li> <li>➤ Business Process &amp; Quality Management</li> <li>➤ Pharmaceuticals &amp; Time-Temperature Cargo Handling</li> <li>➤ Health, Safety &amp; Environment (HSE)</li> <li>➤ Perishables</li> <li>➤ Live Animals</li> <li>➤ Project Management</li> <li>➤ DGR</li> <li>➤ Security</li> <li>➤ Communications</li> <li>➤ Team Building</li> <li>➤ People Managing &amp; Managing Diversity</li> <li>➤ Change Management</li> <li>➤ Performance Management</li> <li>➤ Emotional Quotient for Managers &amp; Leaders</li> <li>➤ Train the Trainer</li> <li>➤ Labour Relations</li> </ul>



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