Middle East Guide to Customer Relationship Management

Guidance Document

Middle East Guide to Customer Relationship Management

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Foreword

The ME Guide to Customer Relationship Management was developed by the members of the ME ANSP, Airspace Users & Stakeholder Engagement (MEAUSE) Initiative. It is based on the CANSO – IATA Global Guide to CRM and tailored to fit the need of the Middle East Region.

The MEAUSE Initiative was established at the 1st CANSO MEAUSE Conference[1] in November 2010 – with the strong support of all participating stakeholders who jointly agreed and signed the so-called 'MEAUSE Declaration' with the target to establish a robust platform and mechanism for stakeholder[2] engagement and cooperation in the Middle East.

As an effective relationship between ANSPs and their civil and military customers is a crucial driver for ATM transformation and performance improvement, the MEAUSE members agreed to jointly develop the 'IATA-CANSO Middle East Guide to Customer Relationship Management' as their first deliverable. The CRM guidance paper is a living and practice oriented paper which will be updated over time, and will be complemented by IATA-CANSO CRM workshops and seminars.

MEAUSE is the Middle East regional platform on which all ME stakeholders of the aviation value chain, the States, the civil and military Airspace Users (Customers), the Airports, the Air Navigation Services Provider, the Suppliers – will engage and continue to work on joint initiative with the aim transform ATM.

On behalf of CANSO ME and IATA MENA, we want to thank all MEAUSE members for their unbelievable support and their valuable contributions.

Members of the MEAUSE Initiative:

IATA MENA, CANSO ME: CARC of Jordan, GACA of KSA, GCAA of UAE, Airways NZ, DFS Deutsche Flugsicherung GmbH, NANSC of Egypt, Serco ME, Abu Dhabi Airport Company (ADAC), Dubai Airports, Jordanian Air Force, Emirates Airlines, Etihad, Royal Jordanian Airlines, Saudia Airlines, Air Arabia, Airbus, Cairo Airport, NATS, Project Boost, Bulatsa (Bulgaria), DoT of Abu Dhabi

CANSO ME   IATA MENA   MEAUSE Chair

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[1] held in November 2010 in Amman and kindly hosted by CARC Jordan
[2] Aviation Stakeholders: Air Navigation Services Providers, civil and military Airspace Users (customers), Airports, States,

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Introduction and overview

2.1_Objective of the ME Guide to Customer Relationship Management (CRM)

The providers of Air Navigation Services in the ME recognised a long time ago that effective Customer Relationship Management is a powerful vehicle to improve overall performance. When developing the Guide to CRM, the MEAUSE members duly recognised that ANSPs in ME –as in any other region- are diverse, with some just beginning to establish engagement processes with their customers while others already have mature CRM models in place. The target of this guide is therefore not to prescribe how ANSPs shall engage with their customer, but to offer options of successful CRM.

This Guide provides an introduction to
— MEAUSE : ME platform for ANSP, Airspace User & Stakeholder Engagement
— CANSO – IATA Middle East Customer Relationship Model,
— The philosophy behind the ME CANSO – IATA CRM Model
— The importance and benefits of effective CRM
— The fundamental principles of CRM
— Application of the CANSO – IATA ME CRM Model
— Creating awareness and share best practice and experience
— ME Examples of ANSP and Customer Engagement

This ME Guide to Customer Relationship Management is intended to serve as a reference document for all ME Stakeholders who wish to embrace the CRM principles and wish to apply the ME Customer Relationship Process and tools.

The ME Guide to Customer Relationship Management is based on the principles contained in the CANSO Global Guide CRM and tailored to the need and regional specifics of the ME Region.

The 'CANSO Global Guide to Customer Relations Management'[3], which is one of the main reference documents for the ME Guide to CRM was developed in 2008 by the CANSO Global Customer Relations WG with the support of IATA. Recognising the need to support the aviation community in its efforts to maintain safety and achieve efficiency, IATA MENA and CANSO ME decided to take the 2008 cooperation one step further and agreed to develope this joint document to seek the adoption of CRM guidelines within the ME region.

Several of CANSO's Global CRM guidelines are adopted by ME Region such as
1. The Philosophy of Customer Relationship Management.
2. The principles of Customer Relationship Management.
3. The basic structure of the CRM Survey.

However, CANSO ME and IATA MENA members saw the need to tailor the global document to fit the specific needs of the ME Region. These are:

1. Creating awareness for the benefits of CRM.
2. Describing a ME CRM Process, the Evolution of CRM and guidelines for enhancing the relationship.
3. A 'tool-section', e.g. methodology / examples to conduct coordinated surveys to better align future plans, familiarisation programme, consultation processes, customer satisfaction, etc.
4. Including latest CANSO methodologies, such as the Fitness Check.
5. Showcasing ME best practice examples.

[3] CANSO Guide to Customer Relations Management is available on the CANSO website

2.2_CANSO-IATA Collaborative Approach to CRM

The ME region has had its share crises and shocks over the past 4 years including political unrest, decline in revenues and rising oil prices which added more challenges to this rapidly growing region. With the increase in traffic volume and airspace capacity ANSPs and airspace users are challenged by a restrictive regulatory environment in many countries and a restricted airspace which created congestion, all of which affects the relationship between the airlines and the ANSPs.

This CRM Guide comes as a result of collaboration between CANSO and IATA to support the aviation community in its need to sustain growth, while maintaining safe and economic operation in and out of the ME Region. In times like this, all stakeholders need to work together to cope with crises and challenges. Based on a thorough understanding of ANSPs and users requirements and capabilities, regional projects are far more successful in providing much-needed benefits in terms of increased safety, on-schedule operations and cost efficiency. CANSO and IATA wanted to include all stakeholders in this initiative. This guide was developed with the input and feedback of ANSPs, civil and military airspace users, and Airports.

2.3_CANSO Middle East RED SEA Vision and 7-Pillar Strategy

In 2009 CANSO ME invited ANSPs, Airlines, Airports, Military and CAAs to a strategic workshop to jointly develop and agree on a vision and strategy for the ME. The RED SEA Vision and 7-Pillar-Strategy received strong support from ME Leaders when it was presented at the 2nd ME Regional Conference in Dubai.

While 'Engaging All Stakeholders in the Aviation Chain' a joining link (beam) between the individual pillars 'Regional Customer Collaboration' is one of the 7 pillars that support the ME Vision. Establishing a mechanism for customer consultation to better align visions and future plans of ANSPs and their customers, the airspace users, is a key strategic objective of the CANSO ME Region.

2.3.1_The Stakeholder Approach: the special role of ICAO

To master the challenges that lie ahead, ME ANSPs have to work closely with their internal and external stakeholders, e.g. the States, the different types of customer, the civil and military Airspace Users (Customers), the Public and their staff.

We can say that among the stakeholders of Air Navigation Services Providers, ICAO plays a very decisive role. The safe and orderly functioning of global aviation depends on globally agreed and accepted, harmonised rules, practices and standards. (Responsibility of ICAO).

ICAO is responsible for the WHAT – for setting a uniform global framework through the development, agreement and publication of ICAO SARPS, Annexes, Manuals, Circulars, etc.

The States[4] , by signing the Chicago Convention, agreed to adhere to the ICAO SARPS. They –as the owners of the airspace above their entire sovereign territory- are therefore responsible for setting the national institutional / regulatory framework and for supervision (embedding SARPS in the national legislation, supervising their application / supervision ICAO conformity).

As the voice of ANSPs CANSO is addressing the HOW - developing ANS-industry coordinated policies, guidance material to promote, support and drive the global implementation of ICAO SARPs (global transformation of ATM).

Finally, the Air Navigation Service Providers (ANSPs) are responsible for the operational implementation.

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[4] ICAO Convention«… undersigned governments having agreed on certain principales and arrangements in order that international civil aviation may be developed in a safe and orderly manner and that international air transport services may be established on the basis of equality of opportunity and operated soundly and economically

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Philosophy and principles of ME Customer

Relationship Management

The ME Customer Relationship Management is founded on the belief that principles and processes can be developed to support ANSPs in their effort to build effective relationships with their customers. However, each relationship is unique and therefore principles and models have to be 'customised'. The interaction between ME ANSPs and their customers can be affected by e.g.

The level of maturity

The level of maturity of ANSPs and their customers is determined by a variety of organisational enablers, such as leadership, strategic direction, customer, stakeholder and people orientation, process, resource and performance-based management. The CANSO Fitness Check is an effective tool to assess the level of maturity.

Cultural differences

It is a proven fact that culture has a tremendous influence. Different views how to manage processes, different approaches to leadership, transparency and delegation of tasks/power. These are only a few examples for failing to successfully implement processes that are nicely described on paper.
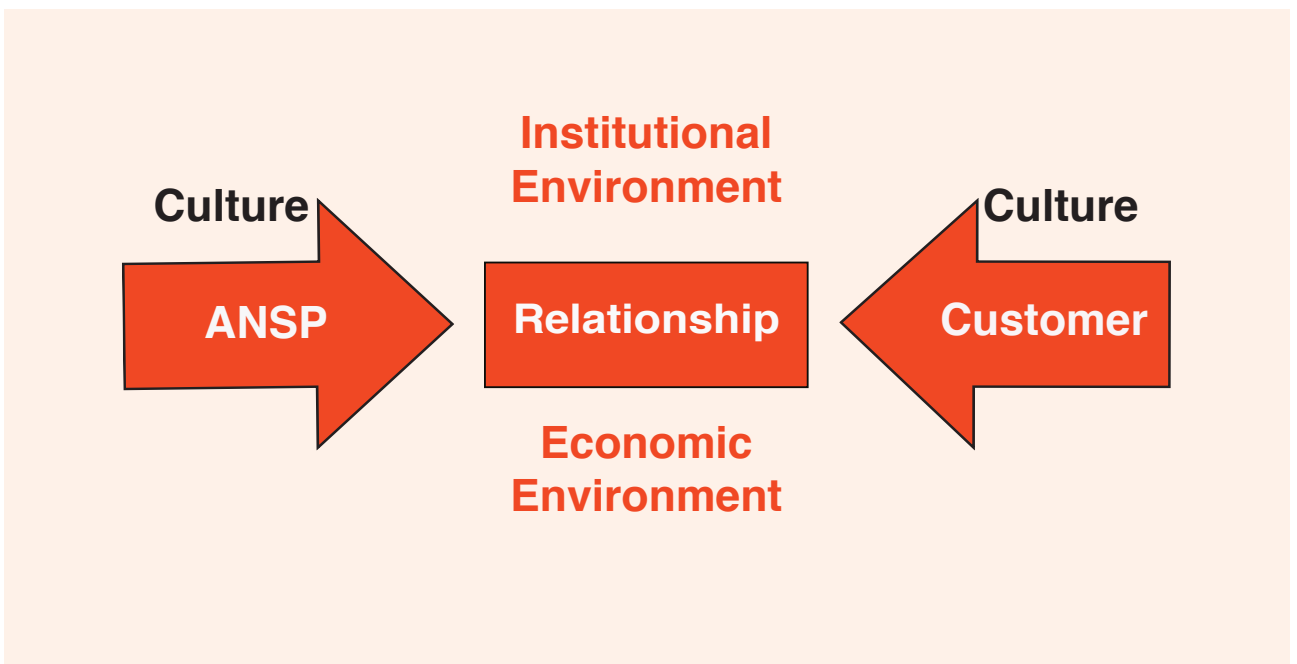
Lack of clarity, direction and commitment

One risk for failure is the lack of clarity and direction. ANSPs and Customers need to be clear on their joint objectives, agree objectives and commit themselves to achieve them.

The characteristics of the ANSP and the Customers

The different characteristics of ME ANSPs and their customers have to be taken into due consideration.

Institutional Environment

Culture → ANSP → Relationship ← Customer ← Culture

Economic Environment

3.1_Principles of Effective CRM

ME members also believe that, as stated in the Global Guide to CRM[5], effective Customer Relations and customer consultation should be founded on the following fundamental principles:

— **Mutual trust and understanding.** Relationships should be founded in an environment of mutual trust and understanding: It is equally important for customers to share information about what they are planning to do so that the ANSPs can take this into account when developing future plans;

— **Early involvement of customers.** Customers who may be affected by a policy or plan should be engaged from an early stage, and then throughout its development. Sufficient time should be allowed for organisations to consult with their customers;

— **True consultation.** Effective consultation should ensure that customers have the opportunity to have their say and know that their interests have been considered in policy decisions;

— **Clear and focused agenda.** Issues should be discussed informally with customers to establish an agenda and focus on the formal consultation process;

— **Clarity of proposals, the rationale and their impact.** Customer consultation should make clear the nature of proposals; parties most likely to be affected; the business case for proposals; specific questions on which feedback is requested; and time schedule for responses;

— **Clear communication.** Consultation documents should be concise, clearly laid out and should make use of simple language wherever possible;

— **Tailored processes.** Consultations should use methods appropriate for the subject matter including seminars, working groups and oral briefings as well as standard written consultation exercises;

— **Constructive participation.** Reasoned responses should be provided by interested parties; responses should be acknowledged and all respondents should automatically receive copies of the final decision document;

— **Convincing rationale shared following final decisions.** Decision documents should contain clear reasons for the chosen outcome(s), and should show how responses have been taken into account.
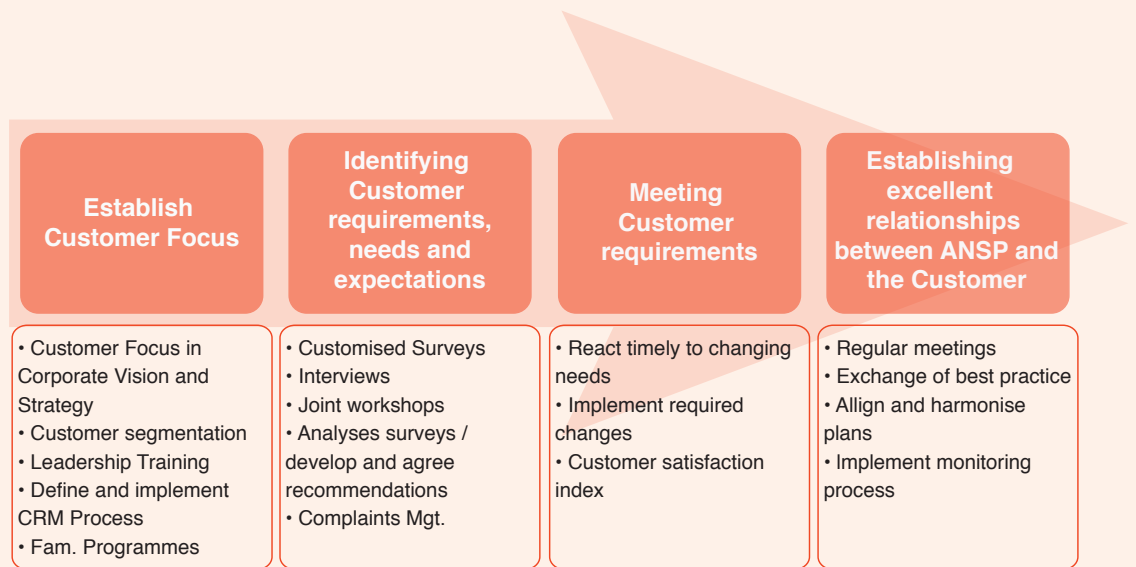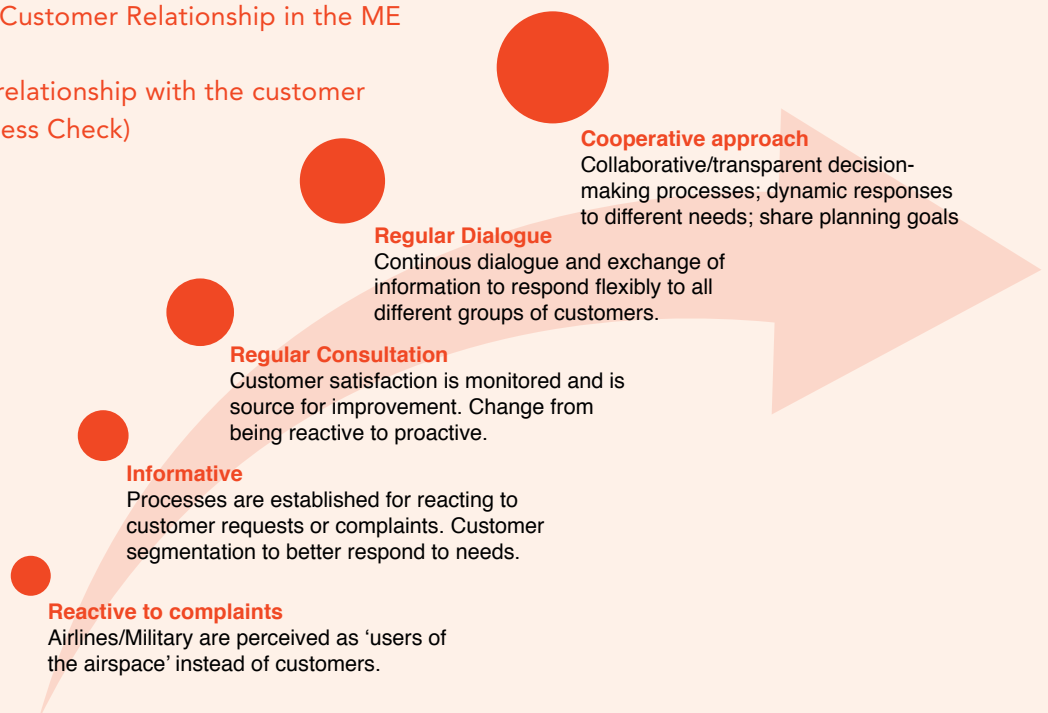
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The ME Customer Relationship Management Process

4.1_Elements of the ME Customer Relationship Management Process

ME Guide to CRM:
Basic Customer Relationships Management Process

Establish Customer Focus	**Identifying Customer requirements, needs and expectations**	**Meeting Customer requirements**	**Establishing excellent relationships between ANSP and the Customer**
• Customer Focus in Corporate Vision and Strategy • Customer segmentation • Leadership Training • Define and implement CRM Process • Fam. Programmes	• Customised Surveys • Interviews • Joint workshops • Analyses surveys / develop and agree recommendations • Complaints Mgt.	• React timely to changing needs • Implement required changes • Customer satisfaction index	• Regular meetings • Exchange of best practice • Allign and harmonise plans • Implement monitoring process

4.2_Evolution of Customer Relationship in the ME

Evolution of the relationship with the customer
(see CANSO Fitness Check)

Cooperative approach
Collaborative/transparent decision-making processes; dynamic responses to different needs; share planning goals

Regular Dialogue
Continous dialogue and exchange of information to respond flexibly to all different groups of customers.

Regular Consultation
Customer satisfaction is monitored and is source for improvement. Change from being reactive to proactive.

Informative
Processes are established for reacting to customer requests or complaints. Customer segmentation to better respond to needs.

Reactive to complaints
Airlines/Military are perceived as 'users of the airspace' instead of customers.

4.3_Guidelines for Enhancing the Relationship Between Airlines and ANSPs

4.3.1_Assessment and Developing Business Case

There are times when airlines are taken by surprise from announcements of new equipment for air traffic control being purchased. In most of these cases, airlines and other airspace users were not consulted during the planning process and the technology was bound to disappoint.

Successful procurement projects are invariably associated with a planning and consultation process that draws upon input from representatives of the airspace users, as well as equipment manufacturers and neighbouring States. Such planning also helps airlines schedule their own investments in aircraft technology to work in synch with new air navigation services equipment, leading to clear operational benefits.

The following guidelines are proposed to be implemented by ANSPs when assessing a new technology;

a. Verify all information needed to make sound business assessments is available.
b. Assess the impact on service level and user charges, over the next 5 years.
c. Ensure that an implementation plan is in place, which includes awareness campaigns within ANSPs and Airlines.
d. Consider SMART approaches to improvements/projects.

4.3.2_Consultation with the Customers

Effective consultation means that the customers are engaged proactively from an early stage, and have the opportunity to have their say and know that their interests have been considered in policy decisions.

Transparent consultation involves the customer in defining the service, and adopting new systems, charges, and equipment.

The following serves as guidelines to ensure effective consultation;

a. Have assigned focal points among all stakeholders including the customer.
b. Request customers to share their future plans as soon as possible. This will help the ANSPs to bring their business planning in-line with demand.
c. Prepare consultation documents in collaboration with the customer to identify their information requirements.
d. Hold consultations meetings in coordination with, and in the presence of the customers. Such consultation meetings should provide status updates on ANSP business, ways of alignment ANSPs plans with customers' plans, agreement on deadlines and timelines.

4.4_Customer Relations Dos and Don'ts[6]

ANSPs

Do	Don't
— Engage customers early and proactively — Involve the customers in trade-off discussions — Consider customers' interests in policy decisions — Agree on the information to be exchanged at regular intervals — Be transparent and keep your promises	— Make complicated consultation papers — Wait for the customer of IATA to contact you — Organise a complex bureaucratic meeting structure — Hold back information

Airlines

Do	Don't
— Inform ANSPs of your capacity plans early — Exchange information regularly — Treat ANSPs fairly and try to understand their capabilities and requirements — For every complaint, come with a suggestion to improve the situation — Acknowledge the efforts of the ANSP	— Keep ANSPs in the dark about your plans — Focus exclusively on short term charges development — Complain about being invited to making a contribution

5

**Application of ME Customer Relationship
Management Process**

The ME Customer Relationship Process
is designed to be used by all Providers of Air
Navigation Services - regardless of their size and
structure.

5.1_Establishing Customer Focus

Customer orientation has to be embedded
in the vision and the strategy of the ANSP. The
vision should explicitly refer to the CUSTOMER
and not the airspace user. Calling the airspace
user CUSTOMER may sound simple – but it is an
effective change of attitude. The Vision of the
ANSP has to include a clear statement that the
ANSP is committed to deliver the outstanding
service to their customers. By using the plural
CUSTOMERs instead of just 'Customer', the ANSP
recognises the different needs and requirements of
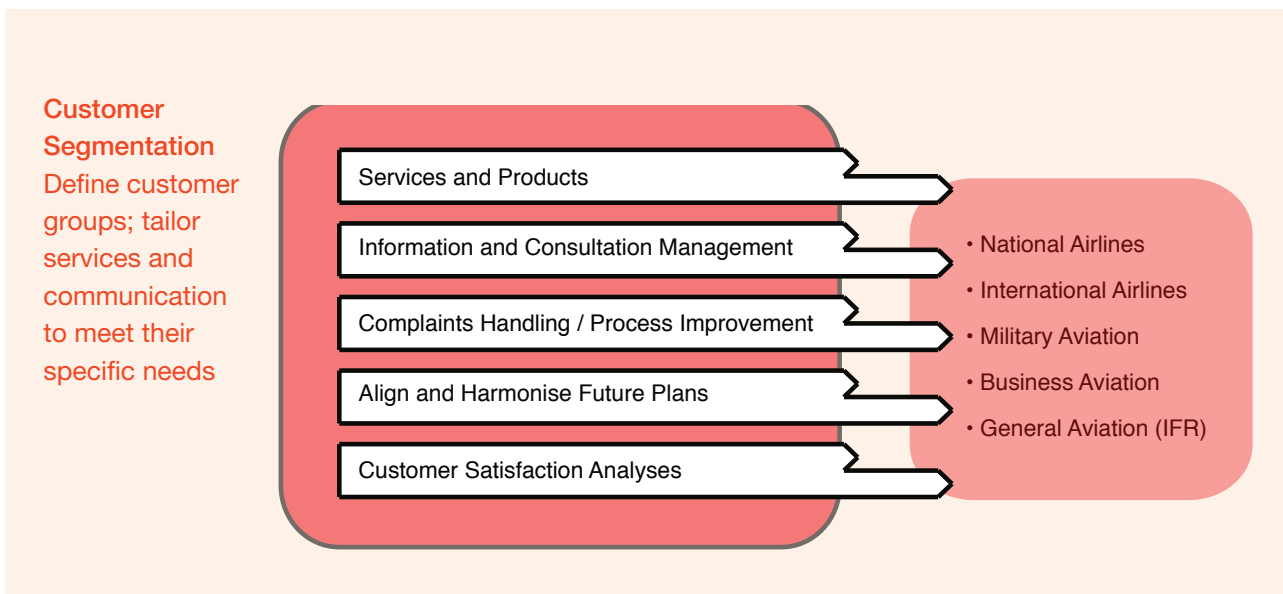the different types of customers.

5.1.1_Embed Customer Orientation in the Vision and Strategy

Following a very lean strategic planning
process, the steps would be to

— Embed Customer Orientation in the
  Corporate Vision Statement,
  — e. g. Safety is our top priority.
    Services are being tailored to the
    differing needs of our customers in an
    environmentally sustainable manner
— Develop a strategic direction and
  strategic objectives, e.g.
  — Define 'customer groups' to ensure
    that the different requirements are
    taken in due account
— Develop an action plan, e.g.
  — Establish CRM process and vehicles
  — Establish CRM vehicles
— Strategic controlling, e.g.:
  — measure and track progress (e.g.
    customer satisfaction), implement
    improvement measures when
    necessary

5.1.2_Conduct Customer Segmentation[7]

Customers are different; they have different
strategies, different objectives and therefore their

Customer Segmentation
Define customer groups; tailor services and communication to meet their specific needs

- Services and Products
- Information and Consultation Management
- Complaints Handling / Process Improvement
- Align and Harmonise Future Plans
- Customer Satisfaction Analyses

• National Airlines
• International Airlines
• Military Aviation
• Business Aviation
• General Aviation (IFR)

needs are different. It is an important part of the strategic analysis of an ANSP to define customer groups, analyse the different needs and ensure that that the CRM process is defined such that takes the specific needs of the ANSPs customers into consideration. Customers are e.g.

- National Airlines
- International Airlines
- Military
- Business Aviation
- General Aviation
- Airports

5.1.3_Leadership and Customer Orientated Culture

Leadership is a key component to establish a clear external focus and customer orientation. Top Management is responsible for embedding customer focus in the corporate vision and strategy and –above all- for creating a customer oriented corporate culture.

Leadership

- Top Management must lead and drive Customer Orientation and lead by example

- Top Management must ensure that all employees understand and embrace customer orientation

Creating a customer oriented culture

- Communicate vision / strategic targets and CRM process
- Conduct customer awareness programmes
- Communicate results of customer surveys to all employees (intranet)

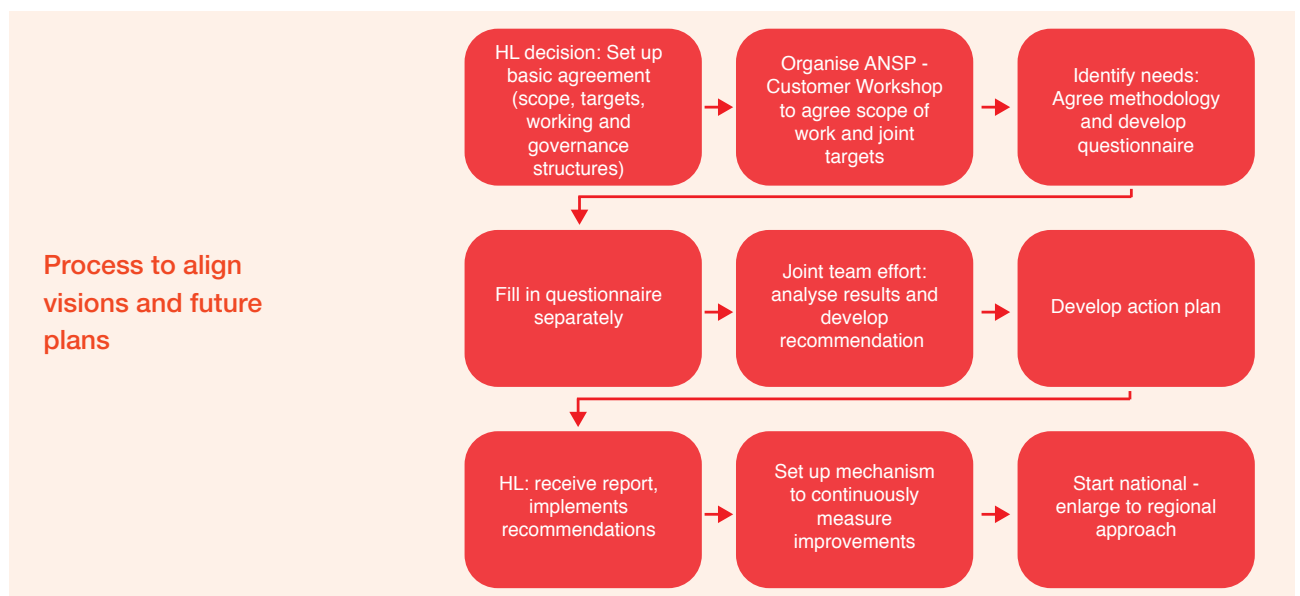### Recognise dependency

- satisfied employees <- -> satisfied customers

5.2_Identifying Customer Requirements, Needs and Expectations

Below process describes the basic steps to identify customer requirements, needs and expectations with a view to align visions and future plans. The process is started by the HL decision to work together.

5.3_Meeting Customer Requirements

The first step for ANSPs is to know what their Customers (airspace users) need and require.

Process to align visions and future plans

HL decision: Set up basic agreement (scope, targets, working and governance structures) → Organise ANSP - Customer Workshop to agree scope of work and joint targets → Identify needs: Agree methodology and develop questionnaire →

Fill in questionnaire separately → Joint team effort: analyse results and develop recommendation → Develop action plan →

HL: receive report, implements recommendations → Set up mechanism to continuously measure improvements → Start national - enlarge to regional approach

The following steps are an example how to ensure that customer requirements are met.

5.3.1_Agree the Targeted Relationships
ANSPs and Airlines have to agree the targeted relationship, e.g.

— Sign an MoU and agree HL targets and cooperation framework
  — Safety, efficiency, alignment of future plans, investment, etc.
  — Meetings, consultations process, etc.
  — Application of tools
— Create a structure that supports the implementation of the agreed targets
  — Steering Group, Task Forces
  — Nominate focal points / steering group that will coordinate the relationship and track progress
— Refinement of HL targets in operational goals
  — Develop and agree an action plan

5.3.2_Agree an Action Plan
Appoint a TF to develop an action plan consisting of e.g.

— Targets (HL, operational, etc.)
— Milestones
— Deliverables (HL, operational, etc.)
— Responsible persons
— Progress tracking
— Implementation of improvement measures (if necessary)
— Improvement of relationship over time

5.3.3_React Timely to Changing Needs
As already stated, the customers of ANSPs are very different. An effective Customer Relationship Management helps ANSPs to react timely to the changing needs and demands of their customers.

5.3.4_Measure Customer Satisfaction
Measuring customer satisfaction is a fundamental element of effective CRM. Regular surveys offer valuable answers if the agreed targets are met, if processes are optimises and if customers are 'delighted' with the service they receive.

The following examples can be used to assess the service level:

— Safety
— Punctuality
— Flexibility
— Planning reliability
— Freedom of action
— Cost-effectiveness
— Customer orientation

In addition the ANSP can also benchmark its service quality against that of other ANSPs (see also CANSO Performance Report). Benchmarking is a fantastic tool – but in order to deliver the desired results, that is to assess, compare and finally improve performance – respectively the effectiveness of their CRM, ANSPS as well advised to 'follow the rules' and set up a well structured Benchmarking process.[8]

5.4_Establishing Excellent Customer Relationships
The last phase of the basic process consists of establishing effective and excellent relationships with the customer. The following steps are examples how this can be achieved.

5.4.1_Regular Meetings and Dialogue
Regular meetings and continuous dialogue are an effective vehicle to strengthen the relationship between ANSPs and their customers. The following examples have proven quite successful:

— Meetings with Board of Managing Directors (all topics, 1 per year plus on demand)
— Head of operations meeting (operational issues, 3-4 per annum)

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[8] See also CANSO Guide to Benchmarking and CANSO Benchmarking Seminars (CANSO Global Benchmarking WG - GBWG)

— Chief pilots round table (operational topics to improve understanding, 1 per annum)
— Investment program consultation (financial issues and investments, 1 per annum)
— User consultation (financial issues, 1 per annum)
— Military customer forum (military operational and strategic topics, 1 every two years)
— Workshops (operational and technical topics, on demand,)
— Visits to customers (several per year)
— Telephone interviews
— Adhoc bilateral meetings with top airlines (all topics, several per year)

5.4.2_Cooperative Approach

ATM transformation and system improvement can only be achieved successfully if all relevant parties work together. Cooperative approaches in the following areas have led to tangible benefits:

— FUA (ANSPs – Military / Civil Airspace Users - Customers);
— A-CDM (ANSPs – Airspace Users / Customers – Airports);
— National and regional Airspace Optimisation (ANSPs – Airspace Users / Customers);
— National and regional Technological projects / investments / modernisation (ATM – CNS - ....) ;
— AIM – SWIM ;

5.4.3_Align and Harmonise Plans

The willingness for an open and trustful cooperative approach is the basis for aligning and harmonise future plans. As ANSPs and Airlines have to invest heavily in future systems they need to ensure that their investments deliver the desired results (measurable benefits).

5.4.4_Exchange of Best-Practice and Timely Communication

Open, transparent exchange of knowledge, experience and best practice is a powerful vehicle to assess and improve performance.

— HL topics (strategic direction)
— Operational topics (service quality, airspace structure, routing scheme, procedures, consultation processes, continuous improvement, etc.)
— Technological changes
— Political issues (Economical situation charges)

Communication:
— Contact management and customer newsletter
— Personal letters
— Ad hoc communication during crisis situation, distribution via e-mail lists
— (e. g. volcanic ash cloud)
— Internet, specific publications

6

Customer Relationship Management Tools

6.1.1_Customer Relationship Management (CRM) Survey

The CANSO CRM Survey consists of a set of questions that have to be answered by ANSPs and their customers. This effective tool was developed in 2008 by CANSO in cooperation with IATA. Asking ANSPs and Airlines to answer the same set of questions from their perspective enables the development of a valuable gap analysis and action plans for improvements.

6.1.2_Customer Consultation

Customer Consultation is a first and crucial step towards building and strengthening the relationship between ANSPs and their customers; airspace users. In order to use this effective tool successfully, ANSPs and their customers have to define and agree on:

— Objectives
— Scope
— Mechanism
— Processes
— Focal Points

6.1.3_ATCO – Pilots Familiarisation Programmes

ANSPs and Airlines have recognised a long time ago, that the more ATCOs and Pilots know about each other's work the better their interaction is. A better appreciation by pilots and controllers of each other's operational environment can only help to improve the safe, efficient and effective operation of the Air Traffic Management system

Therefore many ANSPs and Airlines have established a number of potential programs and vehicles which support a heightened appreciation of operational issues to both pilots and controllers. These include:

1. Cockpit familiarisation flights made available to licensed air traffic controllers.
2. Visits by XYZ Airline pilots to ATC operational centers.
3. Visits by XYZ Airline Management to ABC ATC head office facilities
4. Visits by ABC ATC personnel to XYZ Airline operational facilities

6.1.4_CANSO Fitness Check – Customer perspective[9]

One key element of the CANSO Fitness Check is the 'Needs and expectations of customers and other interested parties'. This section of the Fitness Check describes 5 different stages of ANSP-Customer relationship from a purely reactive approach where Airlines / Military are perceived as 'users of the airspace' - to collaborative and transparent decision making process approach that include the sharing of future plans and planning objectives, where the 'users of airspace' are perceived as customers and partners in the aviation value chain.

It is the joint objective of CANSO and IATA to support their members to establish consultations mechanism that are suited to better align future plans.

Please refer to chapter 5 'MEAUSE Tools' for more information on the Fitness Check and other effective Customer Relationship Management tools.

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[9] CANSO Standard of Excellence: A Fitness Check for ANSPs; for further information contact the CANSO QM/BP Workgroup

1.3 Needs and expectations of customers and other interested parties					
a) What is the relationship to airspace users / customers? CANSO Global Vision 1. Seamless and Efficient Airspace 7. Customer Focused	Airlines are perceived as "users of the airspace", not really customers. Reactive approach to complaints.	Airspace is refined to respond to emerging traffic patterns. Processes are established for reacting to customer requests or complaints.	Airspace is proactively refined. Regular customer consultation. Customer satisfaction is monitored on a regular basis and is a source for improvement.	Continuous Dialogue and exchange of Information to flexibly respond to changing needs of various customer groups.	Collaborative and transparent decision making processes to provide a dynamic and proactive response to the needs of different groups of customers. (e.g. share planning objectives).
b) What is the relationship to other ANSPs? CANSO Global Vision 1. Seamless and Efficient Airspace	Little communication with other ANSPs.	Active engagement with other ANSPs.	Specific agreements for air traffic coordination with other ANSPs.	Formalised bilateral ANSP agreements.	Global performance driven cooperation between ANSPs.
c) What is the Civil-Military relationship? CANSO Global Vision 4. Civil/Military Collaboration 10. Security	Military is responsible for the provision of Air Navigation Services.	Separation between military and civil ANS. No regular exchange of information. No flexible use of airspace in place.	Civil/military cooperation, regular meetings to exchange information and look for joint solutions. Some flexible use of airspace in place.	Civil military Integration. Flexible use of airspace in place.	Cross-border civil/military cooperation. Crossborder flexible use of airspace in place.

Examples: Approaches to Managing Customer Relationships

How ANSPs manage the relationship with their customers has a tremendous impact on the achievement of their objectives. Many ANSPs already have parts or rather matures CRM processes while others are just starting to create the awareness for the benefits of CRM.

These may include:
— Nominate focal points on the strategic, tactical and operational levels with clear responsibilities and mandate for maintaining contact with customers;
— Memorandum of Understanding: Agreed cooperation structures covering all levels:
— Strategic – vision and direction, service levels, investments.
— Tactical – cost/benefit analyses, progress of projects.
— Operational – day to day service delivery.
— Familiarisation Programmes to enhance the understanding between e.g. Pilots and ATCOs;
— Simple and transparent consultation documents:
— 1-5 year Service and Investment Plan covering all aspects of performance (Safety, Service, Costs, Environment) with clear costs and benefits of investments.
— 1-5 year Budget Plan including charges.
— Sign-off process with customers.
— Customer Relations processes: Integrated with other processes across the organisation e.g. performance management, strategy and planning.
— Measurement over time and or benchmarks with other ANSPs;
— Customer Satisfaction Surveys
— Performance KPIs identified and agreed with customers.
— Customer complaints management and resolution processes.

7.1_Saudi Airlines and GACA ANS - Memorandum of Cooperation

In February 2011, the General Authority of General Aviation (GACA) of the Kingdom of Saudi Arabia and the Establishment of Saudi Arabian Airlines (SAUDIA), represented by their Air Navigation Services Department and 'Operations Sector', respectively, signed a Memorandum of Cooperation with the objectives to ensure optimum coordination and cooperation levels between the two organisation in areas such as safety, future plans and projects and operation.

The parties
— Defined joint objectives
— Defined and agreed areas of cooperation
— Established a structure to manage the Cooperation
— Set up a HL Committee
— Appointed Focal Points (Business Coordinators) for each area
— Agreed and established a monitoring and improvement implementation mechanism

It was further agreed to jointly address performance improvements in the following areas:
— Achieve a maximum of Flight Operations Safety in the National airspace
— Licensing and Qualification
— Safety Management
— Air Navigation Procedures
— Future Projects
— Coordination and interchange of information shall take place between the two parties regarding Communication, Navigation, and Surveillance Projects implement by ANS which has a direct impact on flight operations.

Moreover, arrangements shall be made between the two parties to prepare a Communication, Navigation, and Surveillance/Air Traffic Management (CNS/ATM) National Plan, beside a plan for Performance Based Navigation (PBN).
— Arranging a mechanism for visit and familiarisation of GACA and Saudia premises such as ACC, Tower, Approach, Dispatch, Crew scheduling, simulators and on cockpit.

7.2_ADAC - Etihad Airlines
— Monthly coordination meetings
— Safety Action Group Meetings
— Apron Operations Meeting
  (run by ground handler and not ANSP)
— Future Projects/facilities Meetings (run by Planning and Development Department)
— Annual Forecast review Meetings

7.3_Serco: Supporting Dubai Airports in Delivering the 'Strategic Plan 2020'

Serco's products and processes differentiate us from our competitors. But this goes deeper. The fundamental difference at Serco comes from the unique culture and values that underpin the way we run the company and the way we behave.

We value working with our customers in a collaborative, flexible and imaginative way. We understand the principles and passions that motivate our customers and we share their ethos and standards of conduct. We encourage social responsibility and try to treat people in the way we would wish to be treated. Our most powerful tool in improving performance is to instil a more stimulating culture where people feel they can personally make a difference. We have honed this tool into four Governing Principles that shape our individual behaviors and hence the way the company behaves.

1. Foster an entrepreneurial culture
2. Enable our people to excel
3. Deliver our promises
4. Build trust and respect

Our ANS strategy is directly aligned with and operates in support of Dubai Airports' Strategic Plan 2020. We have worked with our customers to determine future demand profiles and established a development program that will exceed our customers' expectations in the key focus areas of capacity, safety and operational performance.

Annual review of our ten year ANS contract allows us to work with our customers to determine key performance indicators – delivery against which determines the level of payment received by Serco on an annual basis. This is open book customer service at its best and allows both Serco and our customer to determine the key areas of focus in the short term while we continue to deliver in line with long term expectations.

At all levels of the business Serco Dubai Air Navigation Services (DANS) employees meet with our customer on an ongoing basis. Whether it is in line with, for example, the ATC/Pilot familiarisation program detailed in paragraph 7.4 of this guide, through Serco DANS' Senior Management lead role in the Runway Performance Enhancement Team at Dubai International Airport, at executive level meetings - we liaise at least monthly but generally more often, or through the many other forums and processes we have in place. Meeting our customers' requirements is our first concern.

MEMORANDUM OF UNDERSTANDING

Between

ABC ATC

and

XYZ AIRLINE

for the operation of the

XYZ Airline and ABC ATC Operational Awareness Program

SEPTEMBER 2011

Background

Air Traffic Controllers and Pilots principally interact in the operational environment through radio (voice and data-link) communications. While both are heavily dependent on the performance of the other, there are generally few opportunities for the development of a full appreciation of each other's tasks, including competing operational demands and cultural considerations which can impact on their working relationship. A better appreciation by pilots and controllers of each other's operational environment can only help to improve the safe, efficient and effective operation of the Air Traffic Management system.

Management

Management in relation to this program within XYZ Airline is the responsibility of (name of person and title). Within ABC ATC, the responsibility rests with (name of person and title).

Application of the program is subject to available resources of line and management areas and should not be permitted to interfere with normal or priority tasks. Protocols, rules and processes supporting the program are subject to agreement between both XYZ Airline and ABC ATC.

Program

There are a number of potential programs and vehicles which support a heightened appreciation of operational issues to both pilots and controllers. These include:

1. Cockpit familiarisation flights made available to licensed air traffic controllers.

2. Visits by XYZ Airline pilots to ATC operational centres.

3. Visits by XYZ Airline Management to ABC ATC head office facilities.

4. Visits by ABC ATC personnel to XYZ Airline operational facilities.

Termination

This memorandum of understanding may be terminated with immediate effect by either party serving written notice on the other party at the nominated address.

Legal Relations

Nothing in this memorandum of understanding is intended to create binding legal obligations between the parties.

Signed by duly authorised representatives of ABC ATC and XYZ Airline.

(name of person and title).	(name of person and title).
Date: / /	Date: / /

1. Cockpit familiarisation flights made available to licensed air traffic controllers

Air Traffic Controllers employed by ABC ATC will be provided with access to XYZ Airline' flight decks for the purposes of operational familiarisation with flight deck procedures and issues, subject to certain requirements. The number and timing of such visits will be at the discretion of XYZ Airline.

Controller familiarisation flights will comply with the following requirements:

- Minimum 15 days notice required using the standard application form detailed on page 5.

- Flights will be subject to review by XYZ and should not be seen as vacation travel. Cockpit familiarisation flights may be requested and allowed at XYZ discretion.

- No approval for ATC travel when blackout periods apply.

- Approval is for flight deck observation and is dependent on the approval of the operating Captain.

- No guarantee of uplift is given.

- Controllers are responsible for ensuring they meet visa / passport requirements of any overseas ports visited.

- Controllers must display their ID cards at all times.

- Controllers must be suitably attired (business attire).

- Feedback, positive or negative, should be passed back through the Coordinator who will in turn notify (name of person and title) XYZ Airline. ABC ATC will treat this information as confidential.

Confidential and Privileged information

Through the educational process, access may be gained by non-XYZ Airline staff of confidential and/or privileged information. Any participation in the program is conditional on the non-divulgence of any such information. ABC ATC agrees to take reasonable measures to ensure that its staff will keep all such information strictly confidential.

Procedures

1. (name of person and title) will fax completed applications to (name of person and title) at XYZ Airline who is responsible for progressing the request within XYZ Airline.

   (name of person and title).
   Fax:
   Tel:
   Email:

2. On approval, (name of person and title) will notify the (name of person and title). ABC ATC and provide an *authority to travel* advice or booking reference at least four days prior to the scheduled flight.

   (name of person and title).
   Fax:
   Tel:
   Email:

3. (name of person and title) will notify the XYZ Area Manager and the respective Airport Services Managers of any Air Traffic Controllers who are undertaking cockpit familiarisation for ticketing purposes.

XYZ Airline
Cockpit Familiarisation Application Form

Applicants should familiarise themselves with the program policy and be aware that:

- A minimum of fifteen days notice is required
- Familiarisations are limited to a single stage return journey
- Time spent at the nominated destination must be for business purposes only (either to visit the airline's operational facilities or to visit local ANSP facilities).
- Copy of **passport and ATC Licence** should be provided either by fax or scanned document.

COCKPIT FAMILIARISATION

Date request submitted:	
Full name of participant:	
Position Title	
Sector	
Employee ID:	

Business phone:		**Mobile:**	

Business fax:	
Email:	

Unless specifically nominated, travel with an airline will be determined by the route flown. Participants should note that they can only fly routes relevant to the sector they work in.

Date of Famil:	From:	To:	Preferred departure time:
Return Journey	From:	To:	Preferred departure time:

By nominating a date and time you are committing yourself to that period. Cancellations for reasons other than illness are not acceptable and may affect your opportunity to participate in the familiarisation program again.

Authorised by: _____

Please print name: _____

2. Visits by XYZ Airline pilots to ATC operational centres.

ABC ATC will permit XYZ Airline pilots and senior management to visit the ABC ATC unit. The number and timing of such visits will be at the discretion of (name of person and title).

Familiarisation visits to ABC ATC facilities must comply with the following requirements:

- Minimum 7 days notice required using the standard application form detailed on page 7.

- Visitors must present valid identification on arrival and display any issued security card at all times.

- Visitors must be escorted at all times.

- Visitors must obey instructions issued by operational staff.

Confidential and Privileged information

Through the educational process, access may be gained by staff of confidential and/or privileged information. Any participation in the program is conditional on the non-divulgence of any such information. XYZ Airline agrees to take reasonable measures to ensure its staff keeps all such information strictly confidential.

Procedures

1. Completed application forms should be faxed at least 7 days prior to the requested date to:

    (name of person and title).
    Fax:
    Tel:
    Email:

    (name of person and title) ABC ATC will provide confirmation together with an itinerary to (name of person and title) XYZ Airline at least two days prior to the requested familiarisation date.

Operational Facilities Familiarisation Application Form

OPERATIONAL FAMILIARISATION

Date request submitted:	
Name/s & titles of participant/s:	1. .... 2. .... 3. .... 4. .... 5. ....

Employee ID#:	1. 2. 3.	4. 5.	
Contact Phone number:		**Mobile:**	
Email:			

Date of Familiarisation:	
Port:	
Preferred time:	
Areas of Interest:	Control Tower ☐ ACC Centre ☐ Terminal Control Unit ☐ Training Simulator ☐
Are there any specific topics/areas you would like covered or to discuss?	

By nominating a date and time you are committing yourself to that period. Cancellations for reasons other than illness are not acceptable and may affect your opportunity to participate in the familiarisation program again.

Authorised by: _____

Please print name: _____

3. Visits by Management staff of XYZ Airline and [ABC ATC] to Head Office facilities

Agreements have been made to facilitate reciprocal familiarisations to the facilities of ABC ATC at ABC Airport and XYZ Airline operational facilities.. As these programs are generally tailored to the individual's interests, procedures aren't defined but determined on a case by case basis. In addition, they may be allocated at the discretion of XYZ Airline and ABC ATC, for the purpose of specialist personnel to visit head office facilities overseas.

Applications should be made to persons listed in items 1 and 2.

7.5_CARC Jordan – Royal Jordanian Airlines Route Check Flight Program

1_ General

1.1 This program as signed between the RJA and CARC for providing, share and exchange experiences between pilots and ATCO's in Jordan for familiarisation purpose.

2_ Conditions

2.1 The program allows ATCOs to use all RJA programmed destinations except those located in the United Stated of America due to duty Visa requirements.

2.2 Once a year for each ATCO.

2.3 Maximum three ATCOs per month.

2.4 ATCO shall wear the formal uniform.

2.5 ATCO shall hold the ATC license.

2.6 Senior ATCO is allowed for long trips with hotel accommodation (one night only).

2.7 Junior ATCO is allowed for short trips only under condition to be kept with Crew (no overnight stop flight).

3_ Procedure

3.1 CARC send a list of all ATCO's including status Junior or Senior.

3.2 ANSP send the list of ATCO's required to join the program monthly including The following:

  3.2.1 Name of ATCO's and required destination.

  3.2.2 Number of ATCO's and long or short trip.

  3.2.3 Class of ATCO's Junior or Senior.

3.3 RJA/ HR executive manager coordinates with CARC / ATM executive Manager to obtain approval.

3.4 RJA/ HR executive manager sends the approval to the RJA Roaster Unit.

3.5 RJA sends the final approval to CARC.

3.6 CARC / ANSP shall brief the ATCO about the procedure, behavior and attitude to be followed during the trip.

3.7 Cockpit seat is only allowed to be used for the ATCO.

4_ Pilot Familiarisation

4.1 On pre-programmed dates twice per month pilots visit terminal area control center (RADAR) for familiarisation purpose.

4.2 Maximum three pilots per visit.

4.3 Main RADAR cabinet discipline.

4.4 Briefing and debriefing in accordance.

4.5 Closed meetings.

5_ General Meetings

5.1 Quarterly Pilot/ATCO meetings.

5.2 Both decide the place of meeting.

5.3 Approved agenda should be prepared well in advance by both sides.

5.4 Recommendations, Results and Case study shall be disseminated for all concerned.

7.6_NANSC Example

Mindful of the inevitable fruitful results of adopting Customer Relationship management approach, NANSC has taken solid and tangible steps in this direction. NANSC has called on the formation of standing joint committee of cooperation and coordination with the users of the Egyptian Airspace, especially the flag carrier, Egypt air. The committee has already been constituted in 2007 with the purpose of exploring the users' needs and satisfaction, improving the NANSC performance, establishing better mutual understanding of collaborative requirements and capabilities and above all establishing an effective mechanism of engagement processes with the customers. The committee included among its membership representatives from: NANSC, Egypt Air , Airports Company, Cairo Airport Company, Egyptian Civil Aviation Authority and other airliners. This committee has to fulfill its assigned

tasks in two parallel lines:

On the one hand, the committee has to convene once every month with different bodies operating Cairo Airport. The same committee (without Cairo Airport Bodies) has to convene once every three month to address and tackle Egypt air issues over Cairo FIR.

The tangible results of these regular meeting could shortly be represented in:

— Restructuring airspace to have direct routes.
— Better operational conditions.
— Distance, time and fuel saving.
— CO_2 emission reduction.
— Meeting Aircraft capabilities.
— Flexible Use of Airspace.
— Controller / Pilot Familiarisation visits

7.7_Airways NZ Example: Focus on Excellent Relationships

Airways New Zealand is very focussed on maintaining positive and constructive relationships with customers and stakeholders. Airways, as a commercial entity, charges airlines and other operators directly for services provided. These commercially astute customers are looking to ensure value for money from the services provided and predictability of future costs as much as possible. They look to ensure any capital expenditure Airways undertakes is focussed on service enhancement and ideally provide them with greater business efficiency and safety. To this end the following processes and protocols are in place:

Strategy

In establishing its ANS business strategy, Airways actively involves its customers and other stakeholders looking out over a 3 – 5 year window. This was done for example with the creation of the Vision 2015 ATM Strategic Plan. This sets the agreed investment pathway for industry taking account of current and future aircraft capability and the necessary supporting infrastructure to enable best return on that capability. Vision 2015 is reviewed with the airline customers on a regular basis and is about to go through a major rewrite looking out to 2025.

Annual Disclosure

Airways delivers an annual presentation on Financial, Commercial, Operational and Safety performance of Airways and the Business Plan for the next year to customers and customer representative bodies. Held in conjunction with the CAPEX programme consultation this process provides a bridge from one financial year to the next and provides transparency to customers on Airways performance in the areas specified and an understanding for the focus areas for the next year.This also includes consultation on the annual Capital Expenditure (CAPEX) programme where the costs, timeframe and benefits of the programme are discussed and agreed. This is particularly important where an enhancement, as opposed to lifecycle replacement, is proposed and Airways requires an increase in charges to fund the programme. Examples are the introduction of Cat III ILS at a particular airport and the development and introduction of a collaborative traffic sequencing tool.

Traffic Capacity Forum

Senior management group from airlines, airports and Airways that meets 3 times a year to address medium term issues in the market and review operational performance reports. This group is briefed on pending infrastructure investments and systems development.

Customer Liaison Meetings

Airways hosts formal meetings with customer representatives twice a year with a formal agenda covering items such as:

— ATC Sector performance, staffing levels, procedure changes

— Equipment changes
— Technical and regulatory changes
— Progress on capital works underway
— Regulator update

Pricing Consultation

A formal consultation process is undertaken whenever Airways seeks to change its service pricing model. In a less formal process but still important, customer consultation occurs any time there are changes to Airways service prices, normally a small increase resulting from increased business costs. This ensures customers understand the reason for the change and can budget accordingly.

Safety Reporting

It is imperative that customers have a positive understanding of the focus Airways has on safety of service and continued improvement in safety performance. To this end we report regularly on safety performance and, if necessary, involve customers in individual incident investigations as we seek causal factors and introduce measures which prevent future occurrences.

CAM/ASPIRE

As most flights to and from New Zealand are long haul flights, fuel efficiency is a major imperative for Airways airline customers. Airways, along with neighbouring ANSP's, has worked with international airline customers to develop and trial the "perfect flight" scenario from gate to gate, known internationally as "ASPIRE", using RNAV and PBN to its optimum alongside the most efficient way to operate the aircraft. Fuel savings achieved on flights between USA and New Zealand were impressive and validated the concept of optimising the capabilities of both the ANS system and the aircraft on-board systems. Airways has also developed a sequencing tool – Collaborative Arrivals Manager – which requires the airlines to nominate their flight priorities and select their slot times from those available. This

system differs from most traffic sequencing tool in that it is not just the ANSP making the slot allocation decisions, the airlines are also involved and take responsibility for meeting the times they have committed to. Once again fuel savings and time savings have been significant fleet-wide thus validating the value of the capability. Airlines have enthusiastically adopted the concept and taken responsibility for their own flight management and accurate flight operations profiles.

7.8_DFS Example: Complaints Handling and Customer Consultation

7.8.1_List of Contact Persons

DFS has published on its website homepage (www.dfs.de) points of contact for the relevant target groups, for example the press or customers.

7.8.2_Complaints Handling Process
Defining the Term "Complaint"

A complaint is the expression of dissatisfaction by customers about a discrepancy between the expected and the resulting service or service quality.

A service is shaped by a wide range of factors such as operational, technical, administrative, political and social factors. Customers may be prompted to lodge a complaint to a company based on one or more of these factors.

Defining the term "complaints handling"

Complaints handling means all measures which a service provider takes in connection with customer complaints.

Complaints handling should be given an important status by every service provider as the complaints voiced by customers are the basis for improving and modifying the services offered. For this reason, it is highly advisable for service providers to establish a systematic complaints handling procedure.

Of course, it helps if there is a culture within

the company of recognising complaints as free-of-charge consulting services rather than as an unnecessary inconvenience.

The following phases should be followed in a systematic complaints handling process:

- Stimulating complaints

It must be made clear to complainants that their needs and concerns are important to the company and that one department or point of contact is dedicated to professionally handling of their issues.

- Receiving complaints

The key issue of this phase is deciding on the best way for customer complaints to be received by the company. It is generally advisable to receive and document complaints at a central point. This ensures that the information is not lost and can be analysed at a later stage.

- Processing complaints

In this phase, the causes of a complaint are determined. Depending on the importance of the complaint, it is assigned a certain priority. This will determine the length of time that it will take to respond to the customer.

- Responding to complaints

The complaint owner coordinates the response and addresses it to the customer either directly or indirectly (if somebody else has assumed responsibility for the complaint).

- Analysing complaints

In this phase, the company assesses the complaint, categorises it according to its relevance and determines the potential for improvement in the company. More complaints arising on the same topic reflect the importance of this issue and the need to make improvements.

7.8.3_Customer Consultation Process

DFS uses a consultation process for important projects. The aim of the consultation process is to learn about the interests and opinions of customers concerning a planned DFS project. During the consultation process, customers have the opportunity to give their personal opinions or statements on behalf of their companies. These opinions can be conveyed to DFS via different channels, for example, by means of direct contact with customers (workshops, meetings) or by conducting surveys as the most frequently used method. DFS poses a certain set of questions. DFS staff assesses the answers and include them in the decision-making processes. The effects of the project on the customer – in terms of costs and benefits – should particularly be assessed.

This process can also be used to find out more about the customers' developments and plans in order to deduce potential consequences for DFS.

7.9_The NATS Example: Comprehensive Consultation Regime

NATS has developed a comprehensive consultation regime covering investment, safety and operations and includes airline, business aviation and airport customers. The consultation regime includes:

— Annual consultation on Service and Investment Plan (recognised by IATA as best in class). The SIP consultation reviews the program of planned investments and service targets that aim to deliver safety, service and value benefits to the airlines. NATS encourages comments from all customers and as well as group consultations offers customer bi-lateral meetings to discuss the content further.
— Operational Partnership Agreement meets 3 times annually and is focused on joint activities to improve service delivery over an 18 month timeframe. The OPA sets operational targets

with NATS and annually sets Hotspot projects to address specific operational improvements. The OPA sub-group activity includes review of the air space for quick win fuel saving opportunities which to date have delivered annual savings of over £32m.

— Future Airspace Strategy Industry Implementation Group meets quarterly and focuses on strategy for SESAR and airspace deployment to 2020. Group includes airports, airlines, business aviation, general aviation and the government and regulator. Target is a jointly agreed implementation plan for "Airspace 2020" by end 2012.

— Safety Partnership Agreement meets quarterly and is focused on joint approach to safety improvements and includes airlines and business aviation.

— Regular bilateral meetings with airlines and business aviation including sharing individual airline scorecard information.

— UK & Ireland Functional Airspace Block Management Board. The UK & Ireland FAB is unique in that it has airline customers chairing the service provision working group and present on the FAB management board.

— Customer website providing weekly performance data, records of all multilateral meetings and supporting documents, operational information and contacts.

— Specific consultations on technical and airspace changes.

8

Examples: Collaborations of Organisations / Associations

8.1_CANSO – IATA Meetings

IATA and CANSO as representatives of their members joined forces in regional projects and conferences, with the aim of bringing the views closer together among airlines and ANSPs. Such collaboration included;

— Exchanging views and ideas through regular meeting & teleconferences.
— Jointly developing conference material with continued consultation among all stakeholders.
— Inaugurating initiatives such as MIDRAR and A-CDM.

Such collaboration resulted in;
— Identifying areas of focus and high priority for both ANSPs and airlines.
— Develop a mutually agreeable solution to address such areas of priority.

8.2_IATA RCG

The Regional Coordinating Group (RCG) is a body of Member Airline representatives elected by the Operations Committee (OPC) to support and guide the work of IATA Regional Office in meeting the policies and objectives. The RCG involves;

— Regular consultation with RCG members through circulation and exchange of messages, teleconferences, and regular bi-annual meetings.
— Regular engagement with other stakeholders such as ANSPs, Airports, and ICAO.

During RCG meetings, representatives from ICAO, CANSO, ANSPs, States, and Airports are invited to discuss specific topics of interest to the airlines. Such meetings always provide open engagement with stakeholders and exchange of ideas.

8.3_IATA OPS Forum

The IATA OPS Conference brings together aviation professional from around the World and to provides interactive discussions amongst airlines, regulators, service providers and other industry representatives on the major challenges facing our industry, with the aim of building constructive solutions for the industry.

8.4_CANSO OSC

The CANSO Operations Standing Committee (OSC) facilitates the promotion, exchange and implementation of industry best practice in operations and technical areas. It comprises the following Workgroups: Operational Performance Work Group (OPWG), Collaborative Airspace Work Group (CAWG), Environmental Work Group (ENVWG), ATM Services Harmonisation Work Group (ASHWG), and the Aeronautical Information Management Work Group. The OSC works closely with IATA, ICAO, ACI and other industry partners to ensure a collaborative approach on a global level. The annual OSC – Conference brings operational experts as well as leadership together to present progress and jointly discuss and agree on priorities and joint activities.

8.5_State Visits by Airlines

On various occasions, airlines and IATA joint delegations visited airports and ACCs to exchange views and ideas on areas of improvement, and share the concerns of the

airline operators with airports and ANSPs.

Such visits provide an open dialogue among stakeholders with the aim of improving the relationship, and meeting customer requirements.

It is an example of customer feedback, first hand, given to the provider, to bridge the gaps.

8.6_PBN Go-Teams

The ICAO 36th General Assembly Resolution A36-23 urged Planning and Implementation Regional Groups (PIRGs) and States, to complete a Regional PBN Implementation Plan by 2009 to achieve specific implementation goals starting with 2010. Accordingly the first version of the MID Regional PBN Implementation Strategy and Plan was developed in Oct 2008 and was adopted by MIDANPIRG/11 in Feb 2009 in order to allow sufficient time for the MID States to complete development of their national PBN plans.

The formation of the GO-Team under the Global PBN Task Force assisted in developing knowledge and expertise in various States in the Regions.

The Go-Team is usually composed of a combination of ICAO and IATA representatives with selected subject matter experts from States and Industry partners, which serves as an example for collaboration among stakeholders.

The first PBN Go Team visit to our region was made to the UAE in January 2011

Notes

CANSO –
The Civil Air Navigation Services Organisation is the global voice of air traffic management and its Members support over 85% of world air traffic. Members share information and develop new policies, with the ultimate aim of improving air navigation services. CANSO represents its Members' views to a wide range of aviation stakeholders. CANSO has an extensive network of Associate Members drawn from across the aviation industry.

www.canso.org/join-canso

IATA –
The International Air Transport Association (IATA) is the trade association for the world's airlines, representing some 250 airlines or 84% of total air traffic. With its mission to represent, lead and serve the airline industry, IATA continues its efforts to be the force for value creation and innovation driving a safe, secure and profitable air transport industry that sustainably connects and enriches our world.

www.iata.org

CANSO MEMBERS

Full Members - 87
— Aeronautical Radio of Thailand (AEROTHAI)
— Aeroportos de Moçambique
— Air Navigation and Weather Services, CAA (ANWS)
— Air Navigation Services of the Czech Republic (ANS Czech Republic)
— AirNav Indonesia
— Air Traffic & Navigation Services (ATNS)
— Airports and Aviation Services Limited (AASL)
— Airports Authority of India (AAI)
— Airports Fiji Limited
— Airservices Australia
— Airways New Zealand
— Albcontrol
— Austro Control
— Avinor AS
— AZANS Azerbaijan
— Belgocontrol
— Bulgarian Air Traffic Services Authority (BULATSA)
— CAA Uganda
— Cambodia Air Traffic Services Co., Ltd. (CATS)
— Civil Aviation Authority of Bangladesh (CAAB)
— Civil Aviation Authority of Botswana
— Civil Aviation Authority of Mongolia
— Civil Aviation Authority of Singapore (CAAS)
— Civil Aviation Authority of Swaziland
— Civil Aviation Regulatory Commission (CARC)
— Comisión Ejecutiva Portuaria Autonoma (CEPA)
— Croatia Control Ltd
— DCA Myanmar
— Department of Airspace Control (DECEA)
— Department of Civil Aviation, Republic of Cyprus
— DFS Deutsche Flugsicherung GmbH (DFS)
— Dirección General de Control de Tránsito Aéreo (DGCTA)
— DSNA France
— Dutch Caribbean Air Navigation Service Provider (DC-ANSP)
— ENANA-EP ANGOLA
— ENAV S.p.A: Società Nazionale per l'Assistenza al Volo
— ENAIRe
— Estonian Air Navigation Services (EANS)
— Federal Aviation Administration (FAA)
— Finavia Corporation
— General Authority of Civil Aviation (GACA)
— Ghana Civil Aviation Authority (GCAA)
— Hellenic Civil Aviation Authority (HCAA)
— HungaroControl Pte. Ltd. Co.
— Instituto Dominicano de Aviacion Civil (IDAC)
— Israel Airports Authority (IAA)
— Iran Airports Co
— Irish Aviation Authority (IAA)
— ISAVIA Ltd
— Japan Civil Aviation Bureau (JCAB)
— Kazaeronavigatsia
— Kenya Civil Aviation Authority (KCAA)
— Latvijas Gaisa Satiksme (LGS)

— Letové prevádzkové Služby Slovenskej Republiky, Štátny Podnik
— Luchtverkeersleiding Nederland (LVNL)
— Luxembourg ANA
— Maldives Airports Company Limited (MACL)
— Malta Air Traffic Services (MATS)
— National Airports Corporation Ltd.
— National Air Navigation Services Company (NANSC)
— NATS UK
— NAV CANADA
— NAV Portugal
— Naviair
— Nigerian Airspace Management Agency (NAMA)
— Office de l'Aviation Civile et des Aeroports (OACA)
— ORO NAVIGACIJA, Lithuania
— PNG Air Services Limited (PNGASL)
— Polish Air Navigation Services Agency (PANSA)
— PIA "Adem Jashari" - Air Control J.S.C.
— ROMATSA
— Sakaeronavigatsia Ltd
— S.E. MoldATSA
— SENEAM
— Serbia and Montenegro Air Traffic Services Agency (SMATSA)
— Serco
— skyguide
— Slovenia Control
— State Airports Authority & ANSP (DHMI)
— State ATM Corporation
— Sudan Air Navigation Services Department
— Tanzania Civil Aviation Authority
— Trinidad and Tobago CAA
— The LFV Group
— Ukrainian Air Traffic Service Enterprise (UkSATSE)
— U.S. DoD Policy Board on Federal Aviation
— Viet Nam Air Traffic Management Corporation (VATM)

Gold Associate Members - 10
— Airbus ProSky
— Boeing
— FREQUENTIS AG
— GroupEAD Europe S.L.
— ITT Exelis
— Lockheed Martin
— Metron Aviation
— Raytheon
— Selex ES
— Thales

Silver Associate Members - 70
— Adacel Inc.
— Aeronav Inc.
— Aireon
— Air Traffic Control Association (ATCA)
— 'Association Group of Industrial Companies "TIRA" Corporation
— ATAC

— ATCA – Japan
— ATECH Negócios em Tecnologia S/A
— Aveillant
— Aviation Advocacy Sarl
— Aviation Data Communication Corp (ADCC)
— Avibit Data Processing GmbH
— Avitech GmbH
— AZIMUT JSC
— Barco Orthogon GmbH
— Brüel & Kjaer EMS
— Comsoft GmbH
— CGH Technologies, Inc
— CSSI, Inc.
— EADS Cassidian
— EIZO Technologies GmbH
— European Satellite Services Provider (ESSP SAS)
— Emirates
— ENAC
— Entry Point North
— Era Corporation
— Etihad Airways
— Guntermann & Drunck GmbH
— Harris Corporation
— Helios
— Honeywell International Inc. / Aerospace
— IDS – Ingegneria Dei Sistemi S.p.A.
— Indra Navia AS
— Indra Sistemas
— INECO
— Inmarsat Global Limited
— Integra A/S
— Intelcan Technosystems Inc.
— International Aero Navigation Systems Concern, JSC
— Jeppesen
— JMA Solutions
— Jotron AS
— LAIC Aktiengesellschaft
— LEMZ R&P Corporation
— LFV Aviation Consulting AB
— Micro Nav Ltd
— The MITRE Corporation – CAASD
— MLS International College
— MovingDot
— NEC Corporation
— NLR
— Northrop Grumman
— NTT Data Corporation
— Núcleo de Comunicaciones y Control, S.L.U.
— Quintiq
— Rockwell Collins, Inc.
— Rohde & Schwarz GmbH & Co. KG
— RTCA, Inc.
— Saab AB
— Saab Sensis Corporation
— Saudi Arabian Airlines
— Schmid Telecom AG
— SENASA
— SITA
— SITTI
— Snowflake Software Ltd
— STR-SpeechTech Ltd.
— Tetra Tech AMT
— Washington Consulting Group
— WIDE