



Carmen business consulting

Carmen Systems offers a unique combination of long business experience and advanced tools for detailed analysis.

Carmen Systems is a world leader in resource optimization solutions for the transportation industry.

Carmen has been delivering systems and services to ambitious transportation operations since 1988 and more than 130,000 crew members in 22 of the world's leading airlines are currently scheduled with one or more of Carmen's crew management solutions.

A total of 290 employees of more than 32 nationalities are employed worldwide. The headquarters is located in Sweden, with offices in Australia, Canada, Denmark, UK, France, Singapore and USA.

Our area of expertise

Carmen's area of expertise is crew management and resource optimization.

Carmen's consultants provide knowledge into the latest developments in crew management and actively assist in developing processes whilst helping organizations face the challenges of an increasingly competitive environment.

Thanks to Carmen's unique technology, it is possible to implement and adjust the business model for any transport operation and to show detailed effects of these changes with regards to all relevant cost and quality aspects.

In addition to a full suite of tools for analysis and decision support for crew, our consultants also have access to tools for fleet planning and a complete day-of-operation system, including integrated recovery optimization for crew, fleet and passengers.

Our clients

Carmen's airline clients vary in size, scope of operations and business concepts, and can be found in many different countries. Our current list of clients includes: Aeroméxico, Air France,



British Airways, Britannia Airways, Delta Air Lines, Finnair, KLM, Lufthansa, Malmö Aviation, Northwest Airlines, Philippine Airlines, SAS, Singapore Airlines, Virgin Atlantic and Widerøe.

Our consultants

Carmen's consultants have extensive experience from working closely with world leading airlines. They combine profound understanding of business problems with access to powerful decision support systems, providing a comprehensive set of tools for analysis and development of any airline operation.

Some consultants have held management positions in airline crew management departments, most have a long background in working with improving processes and IT solutions for airlines, and all share a passion for improving organizations through detailed analysis and careful change management.

Our services

Carmen provides a full range of consulting services, from benchmarking current crew management processes to calculating the cost of changing a specific agreement rule. Carmen can assist both with delivering well-defined studies or taking a more active part in the long-term change management process.

Examples of studies would be an efficiency analysis of today's crew agreement, evaluating possible changes in the crew infrastructure, identifying desirable feedback from the day of operation to the planning, estimating the crew cost impact of a fleet change, analyzing the current network and fleet utilization, etc.

Carmen can also assist with on-site support such as taking part in crew agreement negotiations, establishing relevant key performance indicators, building and promoting a business case for changing the current processes, etc.

Planning process analysis

We investigate how well your planning process is aligned with the overall company business goals, and suggest changes to increase performance. We investigate how planners and management actually work, and facilitate a common understanding of priorities and quality levels throughout the process. We analyze the follow-up actually taking place and quantify the potential of breaking down any barriers between different sub-processes.

Reduced operational costs
Reduced time-to-market
Increased flexibility

Crew dimensioning

We analyze and simulate crew dimensioning criteria, vacation award bottlenecks, standby distribution, training capacity, crew base structure, etc to ensure optimal crew levels for both short, medium and long-term dimensioning.

Reduced crew overhead
Reduced crew training costs
Increased operational robustness

Key performance indicators

We assist in establishing relevant key performance indicators for the entire planning process, ensuring that planners and system support share the same objectives and are adding to the company bottom-line.

Focus on bottom-line effects
Shared view on efficiency and quality

Crew agreement analysis

We assist in bringing forward new crew agreements by analyzing existing agreements and potential changes to them. The analysis can be made on pre-requested scenarios or with a more open approach, finding and identifying the overall change potential. Our experience from working with a multitude of crew agreements at airlines can be utilized to provide suggestions that greatly benefit both airlines and their crews. We can provide analysis in preparation for negotiations, and/or actively participate as facilitators using the tools as a common framework for constructive dialogue.

Cost analysis of crew agreement
Suggested rule changes
Facilitate constructive negotiations

Management training

Via workshops we bring together planning managers, key planners and other stakeholders such as crew representatives. Starting with some predecided operational challenges, various strategies and consequence analyses are discussed. The objective is to provide all parties with a common understanding of issues and of solution alternatives. The workshop may include simulations demonstrating the outcome of various problem solving strategies.

Common understanding of problem
Common understanding of solution strategies

If you have any questions about Carmen business consulting, please contact us at carmen@carmensystems.com



CARMEN SYSTEMS
RESOURCES IN BALANCE

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