

# Curriculum Vitae

## Ricardo Pilon

Name : Pilon  
 Given names : Ricardo Vincent  
 Date of birth : 10 April 1973  
 Phone : +31(0)6-403-57128  
 E-mail : [ricardo.v.pilon@gmail.com](mailto:ricardo.v.pilon@gmail.com)  
 Nationality : Dutch (1), Canadian (2)  
 Mother tongue : Dutch, and English  
 Other languages (fluent) : English, French, Spanish  
 Other languages (moderate) : German  
 Employed/active since : 1996



### 1. EXECUTIVE PROFILE

Senior Business Advisor and Strategic Commercial Operations Excellence Professional with 25 years of international business management experience. Started his career as airline economist and strategic management professional that gained expert knowledge and experience in pricing, revenue management, and commercial strategy and optimization at airlines, air cargo as well as transportation logistics and technology (software) providers.

Through several executive positions in management and continued executive education, further specialized in business change, transformation, organization, and leadership (Harvard Business School) and obtained Chartered Business Valuation (CBV) and Professional Personal Certified Coach (PPCC) certification. This has introduced him to interim-executive roles in restructuring, business transformation where his expertise in delivering strategic change around revenue models and commercial performance as well as talent is needed.

Having worked globally, worked for a combination of 112 employers/clients in 98 countries with a total of 217 engagements. Ricardo's interests now also combining strategic business change and commercial strategy delivery around future business models (eJets, industry restructuring, AI in revenue generation) with training and leadership development, talent investment, recruiting, organizational and people advisory to airline, cargo, logistics and software providers serving the TTL industries.

### 2. EDUCATION / Ex. Ed. & Certification

College	: 1992-1996	International Management (B.Sc.) – IBS Business School (Netherlands)
Post-Graduate	: 1997-1998	Air Transport Management (M.Sc.) – Cranfield University (United Kingdom)
Post-Graduate (2)	: 1999-2000	International Aviation MBA – Concordia University (Montreal, Canada)
Doctorate	: 1998-2002	Doctorate in Strategic Airline Management (Ph.D.) – UvA (Netherlands)
Professional Training	: 2017-2017	Professional Personal Certified Coach (PPCC) – York University (Toronto, Canada)
Executive Training	: 2019-2019	Executive Leadership (Cert.) – Harvard Business School (Cambridge, USA)
Vocational (Certified)	: 2015-2016	CFA, and Chartered Business Valuator (CBV).

### 3. PROFESSIONAL EXPERIENCE

2018-2021

#### Senior Advisor, Airlines, Cargo, Pricing & RM, Training & Leadership Development, Recruiting (Freelance)

- Was often called in as an executive consultant to work with senior management teams for future revenue strategy work at renowned clients in the top ten airlines, top 5 tour operators and top 10 technology vendors. (Appendix)
- Revenue management strategy, delivery, organization design and talent effectiveness (for global logistics provider)
- Aviation policy / infrastructure / eAircraft and Future Airline Networks (for national governments and 2 airports)
- Restructuring, recovery, new revenue generation products (global network airline)
- Global Sales, AI technology / business development (for passenger, cargo, and pricing and RM providers)
- Commercial strategy, change and execution (air cargo carrier, P&RM vendor)
- Also acted as Deputy CEO during the commercial turnaround of Caribbean Airlines (2015).

**PROS (Houston, Texas)**

2019-2020

**Sr. Business Advisor, Air Cargo Line of Business and New Revenue Products**

- Was tasked with launching a new cargo RM line of business, including B2B pricing/quoting product road map.
- Built a pipeline of USD 9.7 million for a 2-year period within 6 months.

**Millennium Aviation, Inc. (Freelance/Contract) (Montreal, Canada)**

2006-2018

**Interim Executive/Advisor, Aviation, Cargo /Sr. Airline Revenue Officer, Technology in Travel**

- Assisted in and completed over 200 projects in pricing, revenue management, commercial strategy and optimization in airline, air cargo as well as transportation logistics including business systems working for operators and technology providers.
- Selection of clients is provided in the Appendix.

**CHAMP Cargosystems (Montreal/Luxembourg)**

2009-2013

**Head of Commercial, Air Cargo Management and Optimization**

- Delivered commercial growth strategy and grew customer base for the Americas region.

**IBS Software**

2006-2009

**Vice President, Air Cargo Line of Business**

- Responsible for Americas region's commercial growth performance and future business plan.

**Transat A.T. Inc.**

2002-2006

**Director, Airline and Tours Profit Optimization & Expert, Business Systems**

- Was tasked with the introduction of revenue management principles, new business practices and processes as well as revenue management systems.
- Spearheaded and named a corporate Project Lindbergh, which involved an educational program and multi-divisional program of projects (tour operator, airline, operations, travel agency and distribution systems) with a direct report to Transat Founder and CEO.

**IATA – Air Transport Association (Montreal, Canada)**

2001-2002

**Manager, Product Development**

- Responsible for the design and implementation of new revenue-generating service products.
- Development of new marketing plans and monitoring the execution and results.

**Roots Air/SkyService Airlines (Toronto, Canada)**

2000-2001

**Manager, Pricing, Network, Product Development and Member of the EMT / Roots Air start-up airline**

- Responsible for the commercial start-up plan and execution for start-up airline Roots Air in Toronto.
- Development of strategic market plan for start-up and post-startup.

**KPMG Management Consulting (Rotterdam, Amstelveen, Netherlands)**

1995-2000

**Senior Consultant, Transportation & Logistics**

#### 4. OTHER INFORMATION

Publications	: 1999-2018	<p><i>“On a Wing and a Prayer – The Roots Air Start-Up”</i> (eBook) (2016) Available at <a href="http://www.amazon.com">www.amazon.com</a> ; Kindle</p> <p>12 strategic management and revenue optimization papers and methodologies through <a href="http://www.millavia.com">www.millavia.com</a> and <a href="http://www.transformodology.com">www.transformodology.com</a> (also on <a href="http://www.amazon.com">www.amazon.com</a>)</p>
Books (public release)	: 2014	<p><i>“Cruising to Profits – Strategies for Sustained Airline Profitability”</i> (Management Book) Available at <a href="http://www.amazon.com">www.amazon.com</a> and <a href="http://www.barnsandnoble.com">www.barnsandnoble.com</a></p>
	: 2014	<i>“Airline Revenue Management – Future Directions”</i> (eBook, Amazon Kindle)
	: 2016	<i>“The Disruptor Airline – From Transportation to Content Aggregator”</i> (Amazon)
	: 2022	<i>“Airline Business Transformation Models before and after COVID-19”</i> (T&F Routledge, UK)
TV, other interviews	: 2002-2020	CBC Live TV, Radio Canada (Live TV), Bloomberg Business Week, National Post, Financial Post Brandchannel.com, Canadian Business Magazine, CTV, NOS, BRN
Conferences	: 2003-2021	Ricardo has spoken at over 66 international conferences in various roles, such as: <i>Speaker, Keynote Speaker, Round Table Chairman, Conference Chairman.</i>

## ***APPENDIX- Selection of Clients***

Accenture (Canada)

Airbus

Air Canada

Air France

Air New Zealand

Bombardier Aerospace

BlueYonder (with partner HCL)

British Airways

CAS – Private Equity/VC Holdings

CHAMP Cargosystems

COPA Airlines

Deloitte Consulting

Emirates Airline

EY – Transaction Services

Etihad Airways

IBS Software Services

IBM

IATA - International Air Transport Association

InterVistas

JAL Japan Airlines

JDA Software

KPMG Advisory

Lufthansa Group A.G.

Matlin Patterson, MP Global Advisory (Venture Capital)

PriceWaterhouseCoopers (PwC)

PROS

Qatar Airways

Revenue Technology Services (RTS) Corp.

SH&E

Singapore Airlines

SITA

*(Total of 218 engagements in 98 countries for 112 clients as of 2021)*