

Curriculum Vitae

Ricardo Pilon

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 Nationality : Dutch (1), Canadian (2)
 Mother tongue : Dutch and English
 Other languages (fluent) : English, French, Spanish
 Other languages (moderate) : German, Papiamentu
 Employed/active since : 1996



1. PROFILE

Ricardo Pilon is an active and driven strategic manager with a pragmatic approach. During his career, he has been employed or actively involved with many companies in a wide variety of capacities and roles, varying from commercial management at strategic levels as well as profit optimization, during which he was often responsible for long-term planning across divisions working for senior management and the executive office. He is particularly specialized in the development and improvement of business models, restructuring and business transformation.

Ricardo started his professional life at KPMG Management Consulting as Management Consultant in Transportation and Logistics. Afterwards, he gained experience in aviation, air transport, logistics, cargo management as well tour operating and charter airlines for over 18 years. His skills are notably around commercial optimization, the improvement of product/service delivery and profit maximization, always with a focus on overall organizational efficiency in process and delivery. Since 2006, Ricardo has completed 216 projects in 121 countries as independent *Executive Consultant* and *Business Transformation Specialist*. The Appendix provides an overview of a selection of these projects.

Ricardo has strong ambitions and a high level of motivation, is able to work with ambitious people in complex situations. He likes to contribute to the strategic direction and transformational activities that lead to higher efficiency, results, and profitable growth. His ongoing education and *Executive Leadership* programs help him to grow and use his people-focused approach while inspiring and motivating team members.

2. EDUCATION

High-School	: 1986-1992	VWO (Amersfoort), Amersfoort (Netherlands)
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	Master of Business Administration (MBA) – Concordia University (Montreal, Canada)
Doctorate	: 1998-2002	Doctorate in Strategic Management (Ph.D.) – Universiteit of Amsterdam (Netherlands)
Executive Training	: 2014-2018	Executive Leadership (Cert.) – Harvard Business School, H.U. (Cambridge, USA)
	: 2017-2020	Chartered Business Valuator (CBV) –York University (Toronto, Canada)

3. OTHER ACTIVITIES

Publications	: 2016	<i>“On a Wing and a Prayer – The Roots Air Start-Up”</i> (eBook) Available at www.amazon.com ; Kindle
Book (public release)	: 2014	<i>“Cruising to Profits – Strategies for Sustained Airline Profitability”</i> (Management Book) Available at www.amazon.com and www.barnsandnoble.com
TV other interviews	: 2014	<i>“Airline Revenue Management – Future Directions”</i> (eBook, Amazon Kindle)
	: 2002-2017	CBC Live TV, Radio Canada (Live TV), Bloomberg Business Week, National Post, Financial Post Brandchannel.com, Canadian Business Magazine, CTV
Conferences	: 2003-2016	Ricardo has spoken at over 66 international conferences in various roles, such as: <i>Speaker, Keynote Speaker, Round Table Chairman, Conference Chairman.</i> Examples: IATA, Marcus Evans, AGIFORS, Air Transport Research Group, World Low-Cost Airlines, eyefortravel. These events took place London, Amsterdam, Munich, Paris, Madrid, Kuala Lumpur, Seoul, Tokyo, Bangkok, Mexico D.F., New Orleans, Miami, Houston, Dallas, Vancouver, Toronto, Montreal, Warsaw, Krakow, Hong-Kong, Beijing, Rome, and Cairo.

4. PROFESSIONAL EXPERIENCE

1.	<p>Period : 2006-2018 (Canada); 2019-present (The Netherlands)</p> <p>Company : ORGOPTIM / Millavia – based in the Netherlands (since 1/1/19)</p> <p>Role : Executive Consultant, <i>profitability and business transformation, change management</i></p> <p>Duties : Interim management and project management for clients as Regional Vice President (North, Central and South America)</p> <p>: Business development, strategic project planning, executive office support and project execution</p> <p>: Develop new management and revenue-enhancement methods and techniques</p> <p>: Coaching of middle-management, leading teams, and reporting to C-office and Board of Directors</p> <p>: Developing blueprints for commercial project and business process guidelines for execution</p> <p>: Negotiating large contracts on behalf of clients (5-15+ million USD)</p> <p>Context : Ricardo served 216 clients in 121 countries. These include organizations from a wide variety of corporate as well as national cultures at various levels of management, leading to a need for flexibility and the ability to adapt. Most clients and executives are very demanding, particularly when hiring interim professionals. The need to deliver drives one's reputation of quality, speed, and results. Examples of such clients are: Emirates, Etihad, Malaysian Airlines, Air New Zealand, KLM, and EY.</p>
2.	<p>Period : 2002-2006</p> <p>Company : Transat A.T. Inc. (Montreal, Canada)</p> <p>Role : Director, Profit Optimization</p> <p>Duties : Responsible for the design, implementation and execution of new methodologies and aimed at maximizing profitable growth, as well as market share</p> <p>: Design a blueprint for a tour operator + airline-wide mechanism to maximize profit and direct a self-proposed and accepted strategic program called “Lindbergh”, aimed at integrating capacity management (airline seats) for Tour Operating and seat-only airline commercial optimization</p> <p>: Support all divisional vice-presidents as well as the CEO regarding strategic initiatives and innovation</p> <p>: Coaching middle-management, teams, and reporting to the Board of Directors on strategic programs</p> <p>: Negotiating business technology contracts with yield and revenue management software firms</p> <p>Context : The Transat vertically integrated conglomerate is a very characteristically French-Canadian organization with a family-type culture as the founders are still present. It is listed on the stock exchange but has a culture that requires tactful skills, patience, and people skills to succeed with the adoption of forward-looking and creative innovation that might appear radical. Leadership skills to work with people, teams, and divisions to adapt to new business processes and technology are key.</p>
3.	<p>Period : 2001-2002</p> <p>Company : IATA – International Air Transport Association (Montreal, Canada)</p> <p>Role : Manager, Product Development</p> <p>Duties : Responsible for the design and implementation of new revenue-generating service products</p> <p>: Development of new marketing plans and monitoring the execution and results</p> <p>: Advisory on the scale, feasibility, and potential impact on revenues on new projects</p> <p>: Revenue forecasts and corrective action plans</p> <p>Context : IATA is a world-wide industry association for civil aviation. Its Head Quarters is based in Montreal. Due to its role, over 180 countries are represented by and within the organization, which brings about a unique working culture that requires create flexibility and adaptability, which is very stimulating and demanding. Conflict-resolution skills are of high importance to succeed in this company.</p>
EXPERIENCE : FIRST 5 YEARS	
4.	<p>Period : 1995-2000, KPMG Management Consulting. <u>Role</u>: Management Consultant.</p> <p>Period : 2000-2001, SkyService Airlines/startup of Roots Air. <u>Role</u>: Manager, Pricing, Network, Product Design</p> <p>: Advisory on service and product feasibility as well as revenue forecast.</p>

Appendix (1)

5. EXPERTISE / CORE COMPETENCIES

Acquired during 1995-2005

Business consulting
 Pricing and inventory management
 Business improvement and transformation
 Business process reengineering
 Commercial recovery
 Profitability enhancement
 Sales, large accounts



Employers during 1995-2005

KPMG Management Consulting, Rotterdam
 Skyservice Airline / Roots Air, Toronto
 IATA – International Air Transport Association, Montreal
 Transat A.T., Inc., Montreal

Acquired since 2005

Business development
 P&L management
 Customer facing and client experience delivery
 Management consulting
 Strategy execution / delivery
 Leadership and transformation skills
 Business model changes / transformation
 Business valuation
 Executive coaching
 Commercial and divisional restructuring



Selection of clients since 2005

Accenture (Montreal, Canada)
 Airbus (Berlijn/Duitsland, Toulouse/France)
 Air Canada Cargo (Montreal, Canada)
 Air New Zealand (Auckland, New Zealand)
 Aloha Air Cargo (Honolulu, HI, VS)
 Bombardier Aerospace (Montreal, Canada)
 Caribbean Airlines (Trinidad)*
 Cargo Airport Services (New York, USA)
 CHAMP Cargosystems (Luxembourg) *
 Concordia University (Montreal Canada)
 Cargo Transport Strategy Group (Toronto, Canada)
 COPA Airlines (Panama Cty, Panama)
 Deloitte Consulting (Montreal)
 Egypt Air (Cairo, Egypt)
 Emirates Airlines (Dubai, UAE)
 EY – Transaction Services, TAS (Toronto/Montreal)
 Etihad Airways (Abu Dhabi, UAE) *
 IBS Software Services (Atlanta/VS, Trivandrum/India) *
 IATA (Montreal/CA, Miami/VS, Geneva/Switzerland)
 Japan Airlines, JAL (Tokyo, Japan)
 JDA Software (Washington/USA, London/UK)
 Key Codes B.V. (Baarn, Netherlands)
 KPMG Management Consulting (Montreal/Paris)
 Korean Air Lines (Seoul, South-Korea)
 LOT Polish Airlines (Warsaw, Poland)
 Lufthansa German Airlines (Frankfurt, Germany)
 Malaysia Airlines (KL, Malaysia)
 Martinair Cargo (Amsterdam Schiphol, Netherlands)
 Royal Air Maroc (Casablanca, Morocco)
 Swiss (Zurich, Switzerland)

N.B. * = See further information in Appendix 2

Appendix (2)

6. PROJECTS

1.	Project Name/Period	: <i>Caribbean Airlines Revival and Restructuring, 2015</i>
	Client	: Caribbean Airlines-CAL (Port-of-Spain, Trinidad & Tobago)
	Division	: Corporate, CEO and Board of Directors
	Objective	: Turnaround and reorganization of commercially struggling carrier
	Role	: Senior Executive and Interim Deputy CEO. Supporting the CEO and advisory to SVP team.
	Description	: Preparation and realization of a <i>Turnaround Plan</i> for CAL.
	Responsibilities	: The Senior Executive and Interim Deputy CEO was responsible for strategic planning and the blueprint of the turnaround plan, as well as short-term and tactical “quick wins” to reduce losses and turn the company towards profitability. : A total of 81 projects were created and its implementation designed. : The Senior Executive was also responsible for the corporate Balanced Scorecard. : Due to the very political environment and government involvement in overall implementation, as well as the upcoming elections, not all projects could be completed.
3.	Project Name/Period	: <i>CHAMP-ION Americas, 2010-2014</i>
	Client	: CHAMP Cargosystems (HQ, Luxembourg)
	Division	: Global Commercial Operations
	Objectives	: Aggressive growth in revenues, clients and profit in North, Central and South America
	Role	: As <i>Head of the Americas</i> , responsible for the region’s Profit & Loss account, including sales targets and profitable growth : Responsible for a team of Sales Directors in each sales region and their teams
	Description	: Preparation and execution of <i>The Americas’ Strategic Expansion plan</i>
	Responsibilities	: Overall responsibility for the regions performance, the design, development and execution of specific strategic and tactical plans for Mexico, Chile, Argentina and Brazil : Given my experience, I was also responsible for setting up a business consulting practice offering <i>best practices coaching & consulting</i> .
2.	Project Name/Period	: <i>IBS Americas Expansion and Strategic Positioning</i>
	Client	: IBS Software Services (HQ, Trivandrum, India)
	Division	: Global Cargo Line of Business
	Period	: 2006-2010
	Objective	: Aggressive growth in revenues, clients and profit in North, Central and South America : Target of 30% year-over-year growth in revenues between 2008-2009
	Role	: <i>Vice President, Americas</i> , responsible for the P&L of the Americas’ region.
	Description	: Preparation and execution of <i>The Americas’ Strategic Expansion plan</i>
	Responsibilities	: Development and documentation of tailor-made integrated cargo management system and cargo revenue management application requirements that would allow the penetration of Americas market. The system was gradually deployed in 2009. The sales pipeline grew from USD 0.5m to \$22m with revenues of \$6.5m by 2010.
4.	Project Name/Period	: <i>Etihad Commercial Performance Scan, 2009</i>
	Client	: Etihad Airways – Crystal Cargo (HQ, Abu-Dhabi, UAE)
	Division	: Cargo (EVP, Cargo)
	Objective	: Benchmarking study and advisory on the commercial performance, resulting in recommendations for a restructuring and re-optimization of business processes
	Role	: <i>Subject Matter Expert en Transformation Consultant</i>
	Description	: Execute a deep performance scan and present an executable change plan
	Responsibilities	: The SME was personally responsible for the deliverables, reporting directly to the EVP, Cargo The time pressures and demanding environment represented a challenging task, which Was completed to the full satisfaction of the EVP A <i>skills-based</i> talent framework was also proposed for future growth

Appendix (2) – (cont'd)

5.	<p>Project Name/Period : <i>Air New Zealand CMS Implementation, 2007, 2008, 2009, and 2010</i></p> <p>Client : <i>Air New Zealand (HQ, Auckland, New-Zealand)</i></p> <p>Division : <i>Global Cargo</i></p> <p>Objective : <i>Commercial and Operational Readiness study for the implementation of a full-blown Cargo Revenue Management system.</i></p> <p>Role : <i>Subject Matter Expert and Revenue Optimization Consultant</i></p> <p>Description : <i>Run a deep commercial and business process performance scan and present a phased Business Improvement plan</i> <i>Verify the client's business requirements against industry best practices</i> <i>Present and help execute a manual-towards-automation method for yield management</i></p> <p>Responsibilities : <i>I was responsible for all best-practice based business requirements and the deliverable of an executable business and process plan for the cargo division</i> <i>Coaching and training of the cargo revenue optimization staff</i> <i>The challenge in this assignment was that the various regions (catchment areas) of Air New Zealand Cargo had differing and often conflicting business requirements</i> <i>People and coaching skills were necessary to create consensus and deliver results</i></p>
6.	<p>Project Name : <i>COPA Airlines, 2009, 2010</i></p> <p>Client : <i>COPA, Office of the CEO (Mr. Pedro Heilbron)</i></p> <p>Division : <i>Office of the CEO</i></p> <p>Objective : <i>Commercial Performance & Recommendations scan for the cargo department</i></p> <p>Role : <i>Subject Matter Expert and Executive Consultant/Advisor.</i></p> <p>Description : <i>Execute a performance scan of commercial performance as well as the strategic position of COPA Cargo regarding its future growth strategies for network growth in Latin America as well as the USA and Canada</i> <i>Evaluate existing and future skills requirements to support commercial growth</i></p> <p>Responsibilities : <i>The SME was responsible for the validation and benchmarking of profitability in the Cargo segment in the region and various lanes of the network</i> <i>I was also responsible for evaluating and recommending business improvements in Business practices, methods and processes in cargo management, capacity management pricing (cargo tariffs) and cargo strategic account management of freight forwarders</i> <i>Several presentations to the CEO were performed with a great amount of exposure in a Dynamic and demanding environment</i></p>
7.	<p>Project Name/Period : <i>Training/Coaching courses provided as an independent expert (Millennium-T2P), 2006-2018</i></p> <p>Clients : <i>200+ clients, sometimes as subcontractor via IATA, Concordia University, UUA China</i></p> <p>Division : <i>Depending on client: (a) Divisional Executives, (b) Business Unit, (3) HR</i></p> <p>Objectives : <i>Training and coaching middle-management and VP-level executives on industry best practices, and inspiring professionals to think creatively and strategically</i></p> <p>Role : <i>Subject Matter Expert en Executive Coach & Instructor.</i></p> <p>Description : <i>Design and deliver training programs that are current and forward looking and incorporate (future) trends in the are of commercial and strategic management</i></p> <p>Note : <i>Many of the revenue management, strategic management, pricing, and business Transformation and business model and change management courses have been sold to clients such as IATA and universities under licensed agreements</i></p> <p><u>Clients include</u> : <i>Accenture, Aer Lingus, Aeromexico, Air Afrique, Afriqiyah, Airbus, Air Canada Cargo, Air France, Air New Zealand, Air Transport News, Aloha Air Cargo, American Airlines, Avianca, Bombardier Aerospace, British Airways, Caribbean Airlines, Cargo Airport Services, Centurion, CHAMP Cargosystems, Concordia University, Cargo Transport Strategy Group, COPA Airlines, Deloitte Consulting, Delta Airlines, Egypt Air, El Al Israel Airlines, Emirates Airlines, Emirates Sky Cargo, EY – Transaction Services, Etihad Airways, IBS Software Services, IATA, Miami/VS, Geneve/Switzerland), Japan Airlines, JDA Software, Kenia Airways, Key Codes B.V., KPMG Management Consulting, Korean Air Lines, LAN, LATAM, LOT Polish Airlines, Lufthansa German Airlines, Malaysia Airlines, Martinair Cargo, Mercury Air Cargo, Nippon Cargo Airlines NCA, Polar Air Cargo, Qatar Airways, Royal Air Maroc, Royal Jordanian, SAS, SITA, TAP Air Portugal, United Airlines, US Airways, Swiss, Westjet, TAM Brazil Airlines. (Total of 217 in 119 countries as of 2019)</i></p>