

1. Introduction

This information is representative of AP's capabilities in the airport sector – it is not an exhaustive summary. Our capability is drawn from experience of working in the sector for over 20 years. During this time we have delivered numerous project and consulting assignments and in the process worked with several hundred resources many of whom now form a key part of our "Airport Sector Practice". The structure of the document is intended to provide evidence of our approach to account management, evidence the depth of our resource capacity in the airport sector via a capabilities statement that shows AP competencies across the standard airport sector project development lifecycle and close with a resume of our applied project and consulting experience.

2. Account Management

Account Management is a key management service fulfilled by AP resources that have significant experience of working within the cultural and operational complexities of airports across the UK, Europe, Middle-East and Asia. The AP account management resources assigned to a Client will have a deep understanding of the airport sector, having worked in it for many years. They are qualified to support accurate definition of requirements and ensure that resources proposed for roles are both a cultural and technical fit for each requirement. They will ensure that each resource supplied is properly briefed and will support the AP resource throughout their engagement. Should our Client opt to request project / work package services from AP then our account managers are qualified to develop the requirement and deliver fully costed technical (deliverable based) project and service proposals.

3. The Managed Service (an extranet of prequalified resources)

Associate Planet offers a proactive and flexible resourcing model. This means that at our own risk we can collaborate with our Clients and to proactively schedule resources to a resource plan which includes unconfirmed requirements. This approach means that our Clients can bid for work with greater certainty knowing that resources are available when required and that time is available to fully induct ahead of live engagement. To further support the resource planning process AP can provide resources at short notice and for very specific durations and deliverable based outputs. This may mean providing project resources that work on a limited number of days per week or who will deliver specific tasks / outputs within defined time / cost parameters. This approach will support resource and delivery managers to plan for and deliver requirements cost efficiently. We are also able to plan work around requests for specific named AP resources.

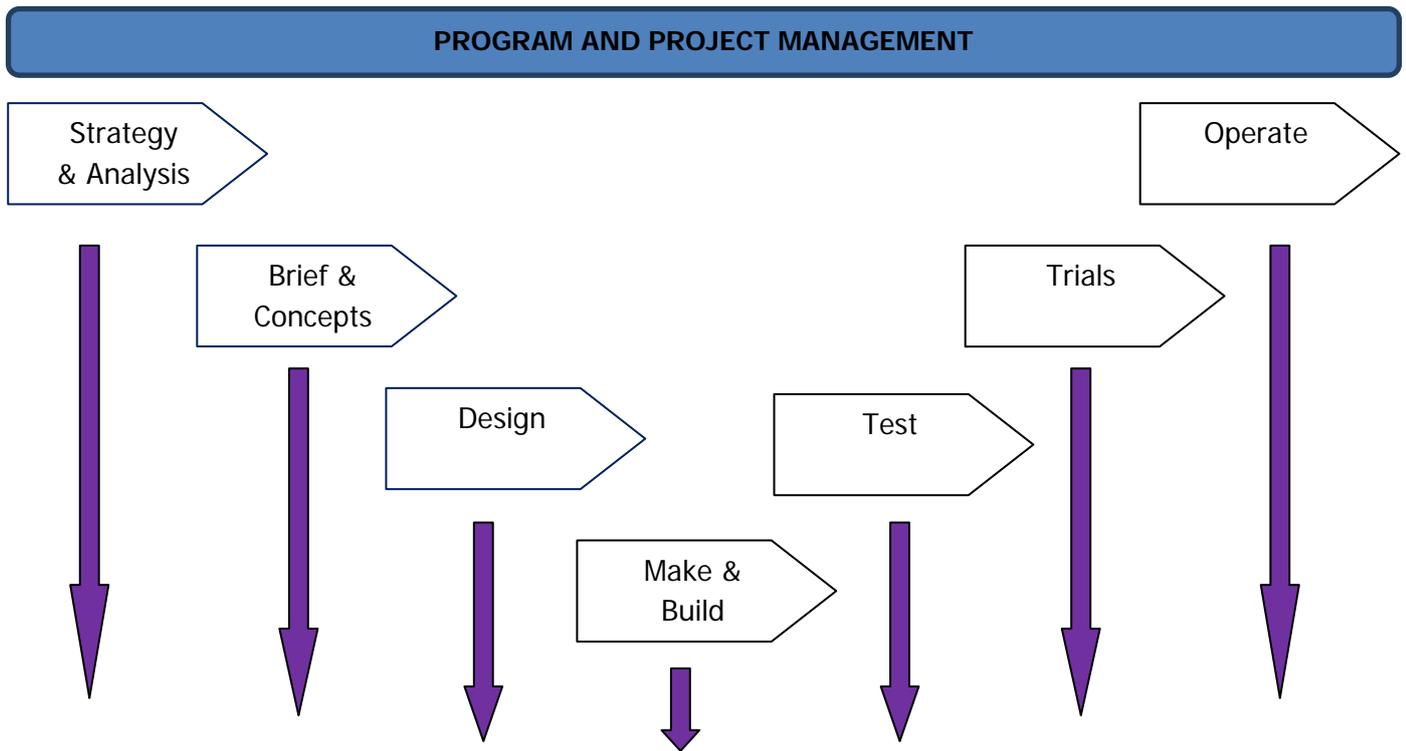
4. Commercial Engagement

AP account managers will be happy to work with Clients to develop a rate-card that maps onto the Clients program rate-card to ensure that commercial requirements and qualities of resource can be consistently met.

We can also provide interim resources and work package based services under a Firm Price commercial construct where deliverables are clearly defined.

5. Competencies

AP supplies resources to the airport sector across the entire project lifecycle. AP is a specialist provider of Program and Project Management Consultants to the airport sector (please see project summary information). We can provide expertise into each element of the project lifecycle as outlined below.



AP has considerable experience of providing expertise into the following areas of functional airport operations:

Information Management Strategies and Airport specific IT Management Systems and Applications

Operational Readiness, Supply Chain management and Logistics

Terminal Construction, Fit out, Integration, Refurbishment and Maintenance

Communications Strategies and Networks

Baggage Concepts and Systems

Security Strategies, Security Systems and Training

6. Capabilities

where solutions are our universe

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Over the years AP's key management has supplied resources and project teams across all functional areas of an airports infrastructure and operation. Work has been UK wide and Internationally based, across Europe, the Middle East and Far East, taking account of local culture and language. As well as augmenting our Clients resource and project requirements we can advise, mentor and train personnel to work within this complex environment and understand the multi various stakeholder relationships. AP also has extensive experience of collaborating and advising Tier 1 Suppliers into the sector to bid successfully for new projects and contracts. The following table outlines the disciplines we can cover and support:

Discipline	AP Resources Available	
1) Programme Management	<ul style="list-style-type: none"> • Program Managers and Directors • Program Office Managers • Portfolio Managers • Strategic Risk Management 	<ul style="list-style-type: none"> • Program Planning Managers • Construction Project Management • Client Stakeholder Management
2) Project and Change Management	<ul style="list-style-type: none"> • Project Managers • Expertise using all common project management software packages: <ul style="list-style-type: none"> - Primavera - MS Project etc • Risk Management • Change Management 	<ul style="list-style-type: none"> • Project Support Officers • Project Planners • Project Coordinator / Controller • Business Continuity Planning Manager • Delivery Manager • Work-stream Leads
3) Strategy, Analysis, Review, Audit, Assessments	<ul style="list-style-type: none"> • Airport Strategy • Business Case Development • Feasibility Studies • Business Development • Business Planning • Business Modelling 	<ul style="list-style-type: none"> • Business Analysis • Master Planning • Airport Resilience / Business Continuity / Crisis Management • Red Teaming
4) Brief and Concepts	<ul style="list-style-type: none"> • Requirements Capture • Business Studies 	<ul style="list-style-type: none"> • Stakeholder Analysis • Operational Reviews
5) Design	<ul style="list-style-type: none"> • Solutions Architect • Business Architect • Technical Design Authority 	<ul style="list-style-type: none"> • Design Specifications • Systems Architects
6) Make and Build	<ul style="list-style-type: none"> • Project Management • Quality Assurance • Software Development 	<ul style="list-style-type: none"> • Development Managers • Application Development • Mobile Application Development
7) Test	<ul style="list-style-type: none"> • Test Team Management • Test Work-Stream Leads • Test Analysts 	<ul style="list-style-type: none"> • Project Management • QA
8) Trials	<ul style="list-style-type: none"> • Project Management • Operational Performance 	<ul style="list-style-type: none"> • Operational Readiness • Training
9) Operate	<ul style="list-style-type: none"> • Project Management • Operational Management 	<ul style="list-style-type: none"> • Operational Performance • Training

7. Project and Consulting Requirements - Examples

The following information provides examples of projects and consulting assignments delivered by AP management and airport practice resources across the following functional areas:

- Baggage Systems
- Supplier Advisory
- Traffic, Passenger Flows
- Departure Control
- Procurement Process Support
- Program, PMO Management
- Design, Development and Commissioning of SCADA Systems
- Integration of airport infrastructure
- Maintenance Systems
- Airport Lighting
- Flight Schedules
- Airline Relocation
- Management of Multiple Technical Installation & Construction projects. e.g. X-Ray, Check In, Check out
- Resource Management
- Information Management

A sample of Projects that AP personnel have been involved with include:

- Provision of a Baggage System Master Planning Team at a major international UK airport, performing the analysis and programming of current and projected system requirements, conceptual design, design development where the architectural and engineering interfaces were defined, specifications, bidding/tendering services, construction administration and construction management.
- Development and deployment of an airport computer control system maintenance strategy in liaison with the airlines, government agencies, and Architects/Engineers.
- For a major construction company advising on projects at Heathrow Airport using six sigma methodology to improve the performance of the airport ground lighting.
- Investigation of traffic flows through the Terminal 1 baggage hall to facilitate the use of different types of baggage container dollies as part of the project to move the Star Alliance airlines into Terminal 1 following the departure of British Airways to Terminal 5.
- Analysis of future flight schedules to establish the capacity requirements contributing to the design of the Heathrow Eastern Terminal (Terminal 2 replacement).
- For AMEC Airports part of the team undertaking a feasibility study into the expansion of Airline Departure Control System links to the baggage handling systems' Sort Allocation

Computers for BAA Stansted. Supervising of an extension to the study to include the unification of existing systems with the new Terminal Extension Project systems.

- Project Management of Airlines Moves and Changes for Heathrow CTA. Responsible for the relocation of numerous Airlines from Terminal 2 into Terminals 1 and 3 as well as other Airline moves (into / out of the CTA, and within the terminals during the Terminal 1 and Terminal 3 refurbishments). Included all Check-in, Boarding Gate and Transfer desk facilities at Heathrow.
- Delivery of a Feasibility study for one of the Frame Work Partners, into the expansion of Airline Departure Control System links to the baggage handling systems' Sort Allocation Computers for BAA Stansted. Supervision of extensions to the study to include the unification of existing systems with the new Terminal Extension Project. Involved making initial course selection of options and the presentation of them to the airport management with recommendation of a decision path to pursue. Then assisting in the selection of a contractor to carry out the detailed study and supervising the work of the selected contractor. Finally extending to implementation of the link to carry SITA CUBES information to the existing Sort Allocation Computers.
- Assigned to a key Frame Work Partner at Heathrow Airport. Responsible for Installation of new fully automated baggage handling and x-ray screening systems, as a specialist consultant for and on behalf of BAA. Responsibilities involved liaising with Terminal management staff to ensure airport operations were not affected by installation works. Managing all aspects of the installation including both mechanical and electrical, i.e. installation of conveyors, x-ray machines, computer racks, control panels, electrical trunking routes. Also project management to ensure co-ordination with 'other trades' and that the project does not fall behind program including producing management report. Design of control rooms and computer rooms including equipment layout and electrical/data cable distribution. Approval/checking and commenting on software specifications, attending factory acceptance tests and subsequently site acceptance tests. Organising and managing baggage handling system tests at various stages throughout the project. Approval/checking of SAC test documents and witnessing of Factory Acceptance Tests of the baggage sortation system. Approval/checking of SITA CUBES 3.16 test documentation. Witnessing of CUBES 3.16 site tests and pre cut-over parallel running DCS to CUBES 3.16 tests at T1. Approval/checking of SITA CUBES 3.17 test documentation. . Witnessing of CUBES 3.17 site tests. Involved in the SPOF analysis of the CUBES/SAC network. Testing and approvals of the CUTE/MIS baggage handling system message service.
- Assignment of a Senior Project Manager responsible for overall management of projects across Heathrow T5 terminal building. Appointed to oversee project development to ensure timely operational readiness. Led planning and management of this major shell and core infrastructure program. Co-ordinate end to end project activities from design to installation and review Provided leadership & support to a production team of 20 management professionals. Led the development of integrated management and installation programs. Oversaw projects to ensure full integration between departments and activities. Established and implemented a new logistics plan for supply chain operations. Implemented process of electronic take off from the SME to reduce resource levels. Advised on preparation and installation activities to ensure overall project success Ensured delivery of projects within stringent timescale and quality requirements.

- For Barbados airfield, control of the lighting circuits on the runway from a control desk in the control tower. Responsible for the contract covering design to commissioning, based on GEM80 PLC's.
- For Heathrow Airport, part of a team developing an Expert system that was designed for assisting Airport staff to decide which facilities were required where, for each arriving aircraft, e.g. specific refuelling equipment, steps, food trucks, etc.
- Sao Paulo (Brazil) Airport Apron Monitoring SCADA system, involving the design, coding, testing and commissioning of the SCADA system based on AMIGA PC's. Implemented a Dexterity package which requested information from a PLC that monitored the power on the airport apron. Commissioned equipment and trained personnel.
- At Gatwick Airport, Project Management and a Technical Authority on the control systems for the complete Baggage Handling function. The system comprised a dual DEC MicroVAX and Siemens PLCs controlling a Logan Fenamec conveyor system.
- Heathrow Airport on baggage sortation systems, responsible for commissioning and accepting baggage handling equipment for terminals T1, T2 and T3 produced by GEC Alstom Engineering. Designed the generic tracking control system software using Allen Bradley SLC500 Series PLC's, BASIC Modules, interfaces to Welch Allyn bar code terminals and Factory Link SCADA System.
- Design study for the software for a Flight Information system for British Airports Authority.
- Production of Passenger flight information systems at Ferranti Automation, using Argus 700 computer control and Ferranti visual display units. The system accessed the main-frame flight data and then presented it throughout the Airport on the visual terminals, and also on the rotating flight information boards in the main hall.
- Based in Saudi Arabia with responsibilities for Electronic Systems, which involved assessing all the computing, Networking, Air Traffic Control, Air Defence and Strategic Operational Control Facilities and providing the Client with a cohesive set of development plans. Project covered design, installation and commissioning local and wide area networks, resolving system incompatibility problems, (software and hardware) with such other work as required by clients from time to time.