

Curriculum Vitae (CV)

1. Name: RUXANDRA LUCIANA BRUTARU

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E-mail: ruxandra.brutaru@aviationeast.com

4. Date of Birth: 19/03/1980 **Nationality:** Romanian

5. Education

SEPTEMBER 2022 **POST DOCTORAL STUDIES**

(accepted)

Hasselt University, Belgium

Research Supervisor: Prof. Dr. Robert MALINA

Research Topic: “Business Models for sustainable aviation fuel production in developing countries: Bridging the gap between availability and affordability in developing economies”

DECEMBER 2001 **AEROSPACE MASTER OF BUSINESS ADMINISTRATION (EQF 7 - LEVEL 1)**

Ecolè Supèrieur de Commerce de Toulouse, France.

Full scholarship; Awarded French Aeronautics and Space Industry Award

AUGUST 2000 **BACHELOR OF SCIENCE IN AVIATION ADMINISTRATION**

St. Francis College New York, SUA.

Presidential Scholarship and „All-American Scholar Award 2000”, graduated Magna cum Laude

6. Awards/ Membership of Professional Associations: Elected by ICAO amongst the 70 Women Inspiring Generations of Aviation Professionals)

<http://www.aviationeast.com/images/brosura.pdf>

7. Other Training:

9-11/ 11/ 2007 PERSONA GLOBAL (MMM Consulting), Bucharest

Organizational Change and Human Resources Management

11 -15/02/2008 AIRBUS – AIR BUSINESS ACADEMY, Lisbon

Air Transport Seminar: Fleet Planning, Airline competition in Deregulated Markets

27/06/2008 ASC INTERNATIONAL, Bucharest

Airline Emergency Response - Executive Level Communication Course

02-06/06/2008 BOEING TRAINING CENTER, Seattle
Airline Planning Seminar

28-29/06/2010 JOINT AVIATION AUTHORITY, Netherlands
EU-OPS1 (CAT) Course

8. Countries of Work Experience: Belgium, Spain, Romania and, as a consultant, projects deployed in the UAE, The Netherlands, Uzbekistan.

9. Languages:

<i>Language</i>	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
English	Excellent	Excellent	Excellent
Spanish	Excellent	Excellent	Excellent
French	Good	Good	Good
Romanian	Excellent	Excellent	Excellent
Hungarian	Basic	Poor	Poor

10. Employment Record:

OCTOBER 2016 - PRESENT /ALICANTE SPAIN **INDEPENDENT CONSULTANT**
Performed an array of consulting services within the aviation sector with focus on commercial, strategy and finance. Representative clients were dnata Romania [pre-feasibility study for the extension of departure terminal at Bucharest International Airport], dnata UAE [expansion opportunity in Nashville, USA], Indra Business Consulting Spain [prepared on behalf of Indra, for the African Bank of Development, a white paper on financing mechanisms for aircraft purchasing; assessment of Air Côte d'Ivoire business development strategy] and World Bank Group [with various global assignments ranging from company and business feasibility to full restructuring of aviation sector in Central Asia].
[Business or sector](#) Aviation management consulting services

JUNE 2017- PRESENT BRUSSELS BELGIUM **AVIATION EXPERT**
EUROPEAN COMMISSION - www.europa.eu/sesarsju and www.cleansky.eu
As an independent expert I work both remotely and on-site, at the European Commission's headquarter, in evaluating the feasibility of various technological upgrades meant at enhancing the European airspace system and green, smarter airport developments, with the main objective of fulfilling the ambitious SESAR 2020 strategy and CLEAN SKY EUROPE (Horizon 2020).
[Business or sector](#) Air Navigation Safety, Air Traffic Management, Green & Smart Airport Developments

JUNE 2006 – OCTOBER **OWNER & MANAGING DIRECTOR**
AVIATION EAST Ltd. – www.aviationeast.com

- 2016
BUCHAREST
ROMANIA
- Romanian consulting company developing activities within the aviation sector with focus on commercial, strategy and finance. The company had a wide range of clients from airline alliances, business aviation operators, to tour operators, airport handling and catering providers, focusing on commercial activities, project management, strategic development, and asset management.
[Business or sector](#) Aviation management consulting services
- MARCH 2012
– OCTOBER
2016
BUCHAREST
ROMANIA
- BOARD MEMBER AND OVERSIGHT**
HAPPY TOUR GROUP OF COMPANIES – www.happytour.ro
- Owned by the Spanish investment fund GED with an annual turnover of over 800 million euros, Happy Tour is the largest and most successful travel group of Romania with activities covering all travel markets: business travel, MICE, retail travel and integrated tour operation services. As a non-executive member of the Board of Directors, I oversaw the aviation business line of the company, while preparing the company's exit planned for 2019.
[Business or sector](#) Travel and tourism strategy and financial planning
- JANUARY
2009
– JULY 2011
- PRESIDENT & CEO**
VICE PRESIDENT & DEPUTY CEO
C.N. TAROM S.A. – Romanian National Flag Carrier – www.tarom.ro
- The Romanian national airline employs over 2200 employees and is the legacy carrier of the country with a network of 56 routes and a fleet formed of 24 aircraft, owning its own MRO and with participation in the largest ground handling provider as well as in the largest catering provider. In this role, I was responsible for establishing, implementing, and maintaining the company's commercial and operating plans, policies, and safety procedures, being accountable for the day-to-day operation of the airline, as well as for its financial and commercial performance.
[Business or sector](#) Airline management
- OCTOBER
2007
– DECE
MBER 2008
–
BUCHAREST
ROMANIA
- BOARD MEMBER AND OVERSIGHT – EXECUTIVE POSITIONS**
R.A. ROMATSA - Romanian National Air Navigation Service Provider
GLOBE GROUND – SWISSPORT ROMANIA– largest handling provider at Bucharest International Airport (over 65% of passenger/aircraft volumes)
ALPHA ROCAS SRL – DNATA EMIRATES GROUP– largest catering service provider at Bucharest International Airport (over 90% of business volume)
[Business or sector](#) Aviation management services
- JANUARY
2009
– JULY 2011
BUCHAREST
ROMANIA
- BOARD MEMBER AND OVERSIGHT – EXECUTIVE POSITIONS**
R.A. ROMATSA - Romanian National Air Navigation Service Provider
GLOBE GROUND – SWISSPORT ROMANIA– largest handling provider at Bucharest International Airport (over 65% of passenger/aircraft volumes)
ALPHA ROCAS SRL – DNATA EMIRATES GROUP– largest catering service provider at Bucharest International Airport (over 90% of business volume)
[Business or sector](#) Aviation management services
- MAY 2005 –
JULY 2006
GRAN
CANARIA
SPAIN
- INTERNATIONAL DEVELOPMENT MANAGER**
BINTER CANARIAS S.A. - www.binternet.com
- Private regional airline, spanned off from IBERIA Group in 2003, operates a fleet of 22 ATR-72 and Boeing 737-400/800 aircraft, headquartered in the Canary Islands archipelago, with an average of 1200 weekly flights and elected Best Airline of the Year by ERA 2005/2006. The company averaged 1000 employees and approximately 2,6 million passengers at the time of employment. The role consisted in implementing a strategic shift of developing international markets. The tasks involved preparing manuals and policies, developing new tariffs, setting up operationally and commercially overseas offices, as well as, to assist the successful introduction of a narrow body type of aircraft in an ATR turbo-prop fleet.
[Business or sector](#) Airline management – International relations and commercial

- MAY 2004 –
APRIL 2005
BUCHAREST
ROMANIA
- MARKETING AND SALES DIRECTOR**
BLUE AIR TRANSPORT AERIAN – www.blueairweb.com
- The first low-cost carrier of Romanian origin with the basis of operation in Bucharest, serving a point-to-point network of over 50 destinations with a fleet of B737-300/400/500. In this role I was responsible for product development, reservation system implementation, commercial contracts, and sales strategy.
- Business or sector** Airline management – marketing studies, tariffs, systems, and sales related activities
- JUNE 2001 –
MAY 2002
- Performance Review Unit –Report coordinator**
Support to States - intern
EUROCONTROL –European Agency for the Safety of Air Navigation
- European agency with over 2500 employees and 3 operational centers, structured in operational, auditing, safety and implementation units. The activities deployed were in Support to States and Performance Review Unit, for two specific projects, both responsible with the intra-European development plans
- Business or sector** Air Navigation Safety and Air Traffic Management

1. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned

Year	Client	Scope of Work deployed under Aviation East (2011-2016) and as an Independent Consultant (2017-2021)
2012 Amsterdam	SKY TEAM ALLIANCE	Supported, for one year, the Sky Team Office and the member airlines with the implementation of the five alliance projects: SkyPriority/ SkyTransfer/ SkyPort/ SkyLink/ FFP Connectivity and reported regularly to the Managing Director. The work scope consisted in proposing a methodology for overviewing the 5 priority projects, assisting the team with implementation, design and development of a digital dashboard to track/measure, by airport, the project deployment. Contributed to identifying roadblocks and solutions to progress, acted as liaison with the member airlines to facilitate progress.
2013 Romania	PRESTIGE TOURS (owner GED Capital - Spain)	Feasibility Study and Business Plan for the set-up of a charter airline operator to serve as transport segment of the tour operation activity.
2013 Romania/ Lebanon	COMPASS DESIGN	Preparation of tender book participation on behalf of architecture firm for the development of business lounges across Sky Team airport network. The task consisted in identifying the passenger profile, the passenger fluxes across connecting hubs and of future airport services.
2013 Romania	GLOBE GROUND	Due diligence for customer Swissport Romania (Globe Ground) for the acquisition of a local cargo company.
2013-16 Romania	BGI Insurance	Regional market analysis for existing fleet and future aircraft orders, as well as aircraft valuation estimations.
2014/2015 Romania/ Austria	TIRIAC AIR	FBO administration, cost-restructuring and re-definition of business aviation services (including FBO full renovation, asset management for private aircraft fleet, MRO reorganization, opportunity analysis for partnership with PrivatePort, etc)

2015 Romania	BRASOV AIRPORT	Feasibility Study for the development of a regional airport in Romania. Representing the private investor, we have analyzed the opportunity from a legal/financial and market opportunity perspective.
2016 UAE	DNATA CATERING	Market analysis and overview for Sharjah Airport consisting of forecasting and passenger profiling, passenger consumption habits and spending options while in the airport. Prepare presentation chapters and final document to support dnata's participation in tender.
2016 Romania/ Switzerland/ Worldwide	MB Telecom	Introduction of AERIA Roboscan aircraft scanner in the aviation security sector. The tasks consisted in understanding the aviation security legislation and preparing modification proposals to ICAO Annex 17, certification under ECAC/ STAC, introduction to ICAO specialists and to the market. We conducted introductory meetings with a wide realm of stakeholders, from US Homeland Security to regulators, airports or airlines.
2015 Romania	MILLENIUM (part of Heinemann duty- free group)	Participated in the development of the first on-line duty-free shop that interconnects the airline passenger inventory to the on-line shop www.bestvalue.eu allowing customers to purchase duty-free products two months ahead of travel. In charge of preparing the process behind the IT development for the interconnectivity with specific airlines inventory systems and global distribution systems.
2012/2016	Various customers (Dutch, Romanian and UAE)	Feasibility Study for the set-up of new airlines for passenger services. Included in-depth market analysis and passenger forecasting for specific markets as well as the creation of business plan as per European civil aviation requirements.
2012/2017	Various customers across Europe	Business aircraft sales and acquisition; setup of specific financing options and setup of operational capabilities.
2017/2018	DNATA Romania	Prepare pre-feasibility study for the extension of T3 departure terminal at Henri Coanda Bucharest International Airport.
2018 Spain	INDRA Consulting	Prepared on behalf of Indra, for the African Bank of Development, a white paper, on financing mechanisms for aircraft purchasing. The report considered airline analysis tools and excluded ECA financing methods.
2018 UAE	DNATA Catering Dubai	Prepare tender participation for Nashville Airport remodeling. The works consisted in analysing traffic data, passenger profiles and understanding the specificity of the market, to propose a package that would respond to the airport's request for proposal.
2018/2019	World Bank Group	Assessment of the National Aviation Company of Uzbekistan (NAC), specifically the viability of the airline (full audit - market, commercial and financial viability) and MRO segments, as stand-alone companies, within a gradually liberalizing market. Participated in defining the aviation sector structure and establishment of appropriate governance amongst the aviation stakeholders of the country.
2019	World Bank Group	Participation, as a rapporteur in the ACI-WBG workshop, engaging with airport finance leaders in proficiency simulations and produce the

		published report.
2019	World Bank Group	Assessment of Air Seychelles (part of Etihad group) commercial and financial viability and business strategy, to make recommendations for the Government of the Republic of Seychelles, regarding the required measures and level of impact.
2020	INDRA Consulting	Reviewed the business development strategy of Air Côte d'Ivoire to identify critical risks and to propose potential solutions. The work consisted in a detailed assessment of its market position, and of the commercial and financial viability of envisaged business plan.
2020-2021	World Bank Group	Development of Covid-19 induced business protection plan and five years business development strategy for Uzbekistan Airways JSC. Ongoing project – assisting the airline with implementation.
2021	World Bank Group	Reevaluation of Air Seychelles post-Covid19 financial position and its impact on the fiscal exposure of the country. Recommend cost cutting initiatives and risk assessment of ongoing liabilities. Ongoing project.
2021	World Bank Group	Participate in the development of an Airline Policy Response for the African continent. Assessment of market situation, post-Covid 19 and definition of policies that would enable the existence of African airlines in the new post-Covid19 market. Deep dive into Kenya Airways. Ongoing project
2021	World Bank Group	Write the airline chapter on the “Handbook for the development of the air transport sector”, to be issued by the WBG during FY2022. Ongoing project
2021	World Bank Group	Participate in the development of an aviation policy response for Southern African countries with focus on airline developments. Assessment of market situation, post-Covid 19 and definition of policies that would enable the development of air transport in the region.
2021	World Bank Group	High-level business report on Cabo Verde Airlines, the national carrier of the Republic of Cabo Verde, evaluating its new business plan's financial viability, prospects and fiscal risk exposure to the Government of Cabo Verde.
2022	World Bank Group	Support to Lao Airlines corporate governance and fiscal risk assessment. Conducted an in-depth assessment of the Lao Airlines’ s market, operational, governance, financial and fiscal risk and to help identify the root causes of the challenges faced now as well as prospects of the airline’s continued operation.
2022	World Bank Group	Provided analytical support to empirically analyze government holdings and managerial incentives in the airline industry, and its implication to the overall liberalization efforts on the African continent. Investigated the question of how government holdings influence managerial incentives to reduce operational costs inefficiency from a global perspective and benchmarked to African continent.

2022	World Bank Group	A diagnostic to better understanding connectivity, finance and institutional governance structures to address Air Malawi's sustainability challenges. Benchmarked operational performance of Malawi Airlines/Ulendo vis-à-vis comparator African based airlines.
2022	Dnata Emirates	Led the team that prepared the tender materials for the food and beverage offering at Sofia International Airport. Consisted of market analysis, commercial and financial proposal and marketing presentation for the concept design.
2022	World Bank Group	Feasibility study of LAM Mozambique airlines, financial standing and future strategy. Prepared a debt restructuring plan, outlined governance gaps and recommended performance management techniques. Made recommendations to sustain the financing of the airline throughout the restructuring period.

12. Published papers:

World Bank Policy Note 2022 (co-author) - "The Covid-19 pandemic and African aviation"

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes my qualifications, my experience, and myself. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

[Signature of staff member or authorized representative of the staff]

Date: 05//09/2022
Day/Month/Year

Full name of authorized representative: Ruxandra Luciana Brutaru