



VZM Management Services

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VZM Management Services is widely recognized in providing organization change leadership, interim executive management, and business development advice to the aviation industry. It provides the following main services:

- Change Leadership
- Turnaround Management
- Strategy Alignment
- Business Development
- Organizational Change

Change Leadership

A key factor for successful improvement in business performance is effective Change Leadership. Without such leadership no new strategies will be designed, no new business opportunities will be entered, and no organizational improvements will be developed and effectively implemented.



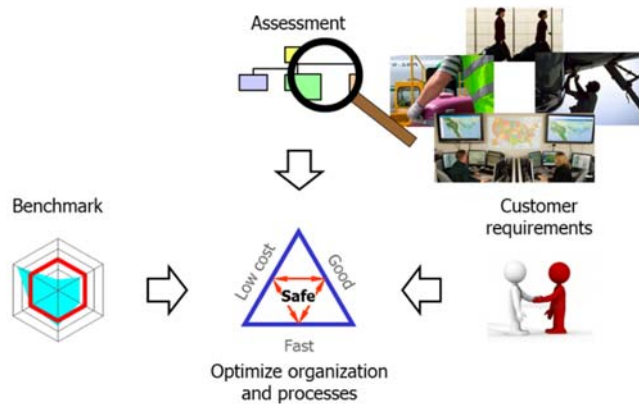
VZM Management Services has the people and the experience to help businesses in this field, either by providing interim-executive management, change leaders or consultancy support. There are experts to cover every level and function in the organization: strategic, tactical and operational. By

having this capability VZM can form highly effective teams focused on the specific requirements of each improvement project.

VZM believes that the most effective support projects result when VZM experts team up with people within the client organization. Combined, they build a complementary team to develop and introduce the required improvements. This will help with speed (smoother internal acceptance) and survival of the project after VZM has left, while the customer team members gain experience with developing and implementing changes.

Turnaround Management

Over the course of more than a dozen projects the VZM Management Team has demonstrated very effective turnaround management results. A typical response for this type of support request is to send in a team of 2 or 3 experts, with one of the team members placed in a leadership position as interim-executive. The remaining team members operate as supportive consultants at operational and tactical levels in the organization.



The VZM team normally needs only a few weeks to assess the organization using the extensive experience of each of the members. They will evaluate performances, processes and structure, and observe what is really happening on the shop floor.

While implementing quick improvements, the VZM team starts building plans to enhance

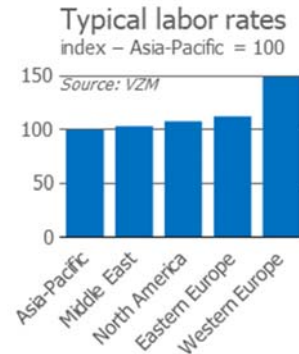
the organization with managers and employees from within the organization. Often elements of these plans are simultaneously implemented with the support of the VZM team.

Typical areas of team focus are short term cost reductions, turn-time or dispatch reliability improvements, smarter sales and more effective performance management.

Strategy Alignment

It is important to have realistic business goals and a supporting strategy for the profitability and continuity of enterprises. Effective strategies depend on alignment with changing business environments, although it is important not to make continuous significant amendments as this indicates the new strategy will never be fully implemented. From its many projects VZM Management Services has learned how to build in flexibility in strategic and business plans, keeping in mind the continuously changing environment.

VZM has supported customers by leading or facilitating the process of formulating a new business strategy. VZM Team members have also performed market studies to support this process. The annual *Market Outlook* published by VZM is one example of this type of support. The extensive knowledge of the market and enormous experience in the business assures that VZM can add real value for customers who need to update their strategic or business plan.



Business Development

In a constantly changing business environment new opportunities will always emerge.



Examples include mergers and acquisitions, introducing new business models or starting new business initiatives. Especially in uncertain markets, it will not only take courage but also extensive knowledge and experience to make the right moves.

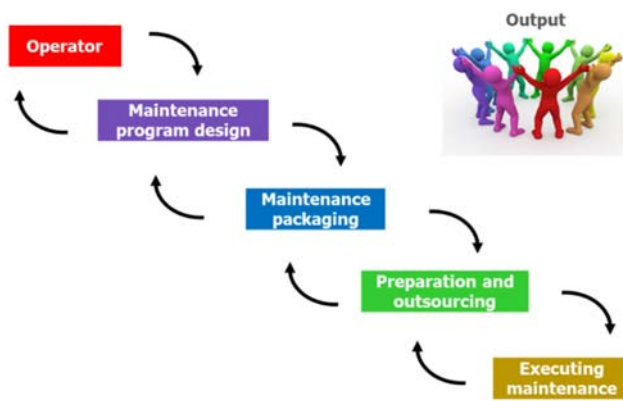
VZM Management Services' extensive experience, based on background and numerous assignments in the field, will enrich the client's understanding of the market and prevent costly, time-

consuming mistakes. Our independent position guarantees an objective, unbiased analysis of the targeted market opportunity. The unique combination of expertise of the VZM Management Team will prove to be invaluable during the joint venture, merger, acquisition, or due diligence process. Using our proven model to assess maintenance organizations, we will provide you with critical information about the profit potential of the company, the organization and its people.

Organizational Change

The company's Business Architecture – like the processes, organization structure, management controls, people skills and infrastructure – needs to fit with the business strategy. So, before designing and implementing organizational changes it is important that the strategy is clear.

VZM has been involved in numerous organizational change projects at airlines, MROs and other (non-)aviation related companies. The solutions offered are always tailored to the unique requirements of each customer.



For best results of these projects VZM recommends participation of management and employees from different levels and departments involved in the project. This will help create commitment and buy-in for the changes, sustainability of the implemented changes and will teach employees how to improve their processes themselves.

VZM uses an action driven approach with focus on quick wins and "convince-by-example" implementation. Frequently, VZM provides hands-on change leadership support to make these projects a success.

Integrating the process improvement actions into the company performance reporting systems helps management and employees during the implementation by making changes visible and measurable. VZM has also helped companies to set up or improve their performance management reporting introducing Balanced Scorecards.

June 2018

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