

Napoli, 28 Novembre 2015

- Organizzazione e Gestione di una “Ditta di Manutenzione”



Manutenzione

- Interventi (lubrificazione, ispezione , riparazione, revisione, sostituzione, regolazione, prova) sugli aeromobili e loro parti intesi a mantenerli in stato di aeronavigabilità.
- Scopo primario della manutenzione è quello prevenire possibili avarie o inconvenienti.
- A scadenza fissa (hard time) oppure “on condition” o “conditions monitoring”.

Caratteristiche della Manutenzione

- Obbligatoria; se non viene effettuata alle scadenze previste e con le modalità prescritte la navigabilità dell'aeromobile decade.
- Tracciabile ; ogni intervento effettuato deve essere registrato sui libretti dell'aeromobile e del motore ed i documenti utilizzati per registrare i lavori (maintenance records) devono essere conservati accuratamente.

La firma costituisce l'attestazione del lavoro eseguito e responsabilizza la persona che lo ha effettuato.

Evidenze degli interventi effettuati

- CRS
- tally sheet
- task cards
- elenco delle Airworthiness Directives (AD) e dei bollettini applicati
- elenco delle parti sostituite
- bollettini di prova relativi agli equipaggiamenti o agli impianti di bordo
- rapporto delle prove in volo (se necessario)

Figure di riferimento

- **Accountable manager**
- **Maintenance Manager**
- **Quality Manager**

- Accountable manager

Dirigente responsabile dell'impresa .

L'accountable manager, costituisce il riferimento verso l'Autorità. In qualità di Responsabile della certificazione ha il compito di:

- approvare il manuale dell'impresa (M.O.E.)
- assicurare l'applicazione

Per poter svolgere a pieno titolo le proprie funzioni l'accountable manager deve poter garantire i massimi poteri nella gestione delle risorse umane e finanziarie.

Maintenance Manager con responsabilità in materia di ufficio tecnico, programmazione, gestione parti di ricambio, esecuzione e controllo dei lavori e delibera in servizio degli aeromobili e/o componenti.

Oltre al maintenance manager, nell'ente "tecnico" sono previsti:

- Addetti alla programmazione
- Tecnici di Ingegneria di Produzione
- Controllori – Supervisor
- Meccanici (operatori/specialisti)
- "Certifying Staff" .

Quality Manager, che deve garantire il rispetto delle normative applicabili attraverso il monitoraggio dell'organizzazione, del prodotto e delle procedure.

E' responsabile della messa in atto del **Sistema Qualità** dell'impresa e della gestione dello stesso.

Deve verificare che i requisiti prescritti siano soddisfatti ed in particolare la adeguatezza di infrastrutture, strumentazione e personale in relazione alle attività da svolgere.
attraverso tecniche di "auditing".

Manuale dell'Impresa

L'impresa è tenuta a presentare il "Maintenance Organisation Exposition – MOE" nel quale viene descritta la propria organizzazione, le attività, le responsabilità e le procedure interne che assicurano il rispetto delle normative applicabili, secondo le indicazioni della Parte 145.

Sorveglianza da parte dell'Autorità (ENAC)

L'Ente effettua uno o più interventi per la verifica del mantenimento dei requisiti prescritti secondo un piano di audit, notificato preventivamente all'impresa.

Ciò ha lo scopo di garantire la correttezza delle verifiche e degli eventuali rilievi emersi nel corso degli audit.

Al termine degli accertamenti viene effettuata una riunione (de-briefing) con il Quality Manager, con il rimanente personale responsabile dell'impresa e con l'Accountable Manager, per evidenziare gli eventuali rilievi e l'andamento generale della conformità dell'organizzazione alle norme.

A seguito di ciò l'impresa viene vincolata ad impegnarsi a porre in atto le azioni correttive per l'eliminazione delle non conformità, nei tempi e nei modi concordati.

Risorse necessarie per la MRO

- Infrastrutture
 - Materiali
 - Personale
- Documentazione tecnica
 - Attrezzature

Atitech



BRIEF HISTORY

Atitech is a proved and expert Repair Station located in Europe, providing heavy maintenance services to Alitalia, the Italian flag carrier since the 70's.

With the privatization process, in November 2009, the Board of Directors has been renewed as far as the Managers of the Company.

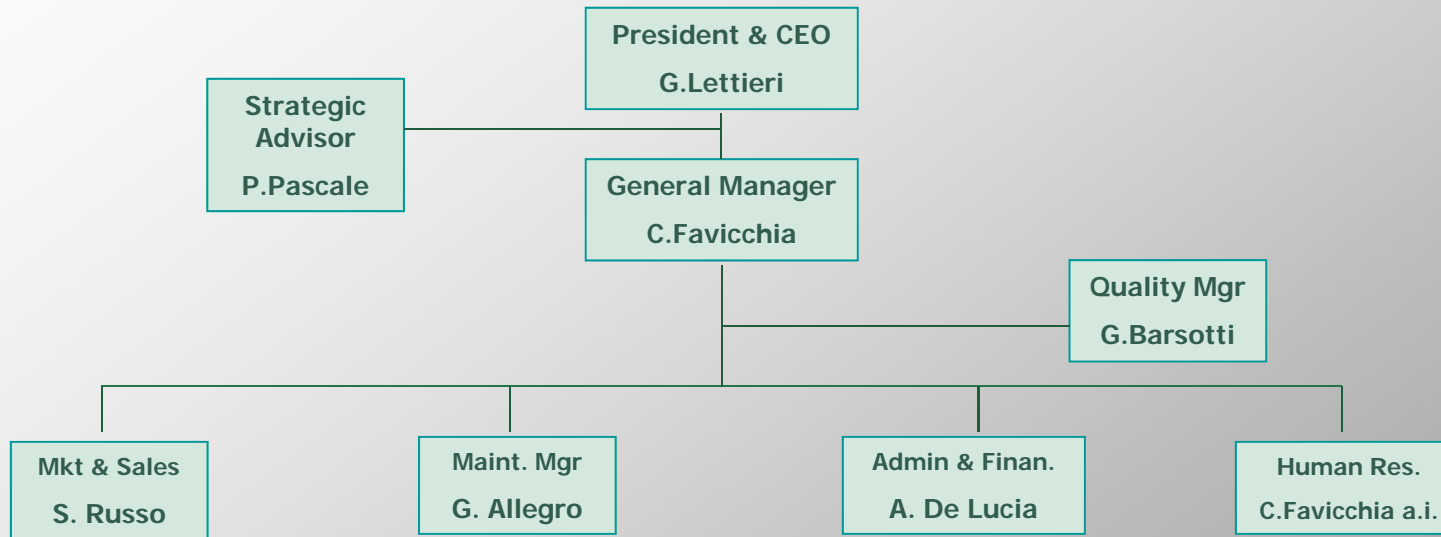
The New Company is managed by Gianni Lettieri, former President of "Unione Industriali" (Association of Entrepreneurs) with a proved experience in financial affairs, and President of the Private Equity Fund "MERIDIE".

Last news:

From 1st of June 2015 Atitech took over the business division of Alenia / Fimeccanica dedicated to the construction and maintenance of regional aircraft (based in NAP airport).

This transaction will allow, within a few months, to have available additional 3 hangars and about 200 additional human resources to deal with the growing volume of activity required by the market.

ORGANIZATION CHART



EXPERIENCE

- More than 1000 Heavy Checks performed
- Main Airbus/Boeing Modification Embodied
- Experience in handling a mature fleet (i.e.A321)
- Progressive TAT improvement & Costs efficiency

Nr. of Maintenance Visit, (Yearly Plan):

	Avg.
➤ Heavy Maintenance	70/80
➤ Light Maintenance/Modification	60/70
➤ Unscheduled	50/60

Some Atitech “plus” that can add value to the Customers relationships:

- Aircraft Painting: Atitech holds a painting hangar, completely separated by the other bays, fully equipped with the “state of the art” toolings.

- Engineering: Atitech is “D.O.A.” Easa Part 21 (subpart J) approved in order to support its Customers with “in house” solutions.

- Customer Care: At Atitech base, every Customer is followed by a dedicated Customer Support Manager.

- “On Field” assistance: Atitech can grant to its Customers an “AOG Team” completely independent that can fly everywhere with their “business aircraft” to solve the Customer needs.

New Atitech shareholders:

Manutenzioni Aeronautiche 60%

Alitalia / Cai 15%

Finmeccanica Group 25%

Forecast 2015

Staff 500

Turnover(M/€) 35

CAPABILITIES & SERVICES

Airframe Capabilities:

- Airbus A320F
- Boeing B737
- Boeing B767
- Embraer 175/190
- Canadair CL-415
- MD80/90
- ATR

Services:

- Airframe & Avionic Mod's
- Structural Repairs
- Cabin Interiors Refurbishment
- Lay-Out Modifications
- Aircraft Bridging Programs
- Engineering
- Aircraft Painting
- Logistic Support
- Qualified Training
- Components Support
- VIP Cabin Refurbishment

Approvals:

- ENAC – EASA Part 145/147
- DOA EASA Part 21 (Sub Part J)
- FAA – Part 145
- BERMUDA
- SHY 145 - TURKISH
- GCAA –UAE
- CAO – IRI- IRAN
- ISO - 9001

List of Approved Operations - Components

Approval on components is held in the following classes (mainly MD80):

- C4 – Stairs
- C5 – Batteries
- C6 – Seats, Toilettes, Galleys, Ovens
- C7 – Thrust reverser
- C8 – Flight Surfaces repair and balancing
- C14 – Wheels and brakes
- C15 – P.S.U.

List of Approved Operations - NDT

Approved methods: PT, MT, EC, UT, RX

Experience in VIP aircraft cabin refurbishment

Atitech started performing maintenance activities for A319CJ in 2011, taking care of Italian Government Fleet.

Our workers have been trained by one of the major players in the Industry, Jet Aviation Basel, whose leadership on the VIP Fleet markets is undisputable.

Then Atitech collected a number of partners able to provide every kind of service related to the VIP cabins, like:

- parts made of wood (partitions, furniture etc...),
- leather (seats cover),
- gold (basinets, faucets, etc...)
- and all the necessary skills capable to take care of such kind of interiors.

CARE OF DETAILS



Experience in EOL checks

Atitech started performing EOL checks in 2002, for the old Swissair.

Since then, several redelivery checks have been performed by Atitech for customers like (old lessee/new lessee):

- Swiss (5 aircraft)
- Air Nusantara (1 aircraft)
- Airone (15 aircraft)
- Air Malta (3 aircraft)
- Alitalia (12 aircraft)
- Olympic (5 aircraft)
- Belle Air (2 aircraft)
- Air Arabia (3 aircraft)
- Air Arabia Maroc (2 aircraft)
- Meridiana (1 aircraft)

Almost all these EOL checks have seen, beside the heavy check, also the aircraft repainting and the complete cabin refurbishment performed in NAP.

CARE OF DETAILS





Redelivery checks – external paint



Capodichino Apt



"New" facilities



FACILITIES

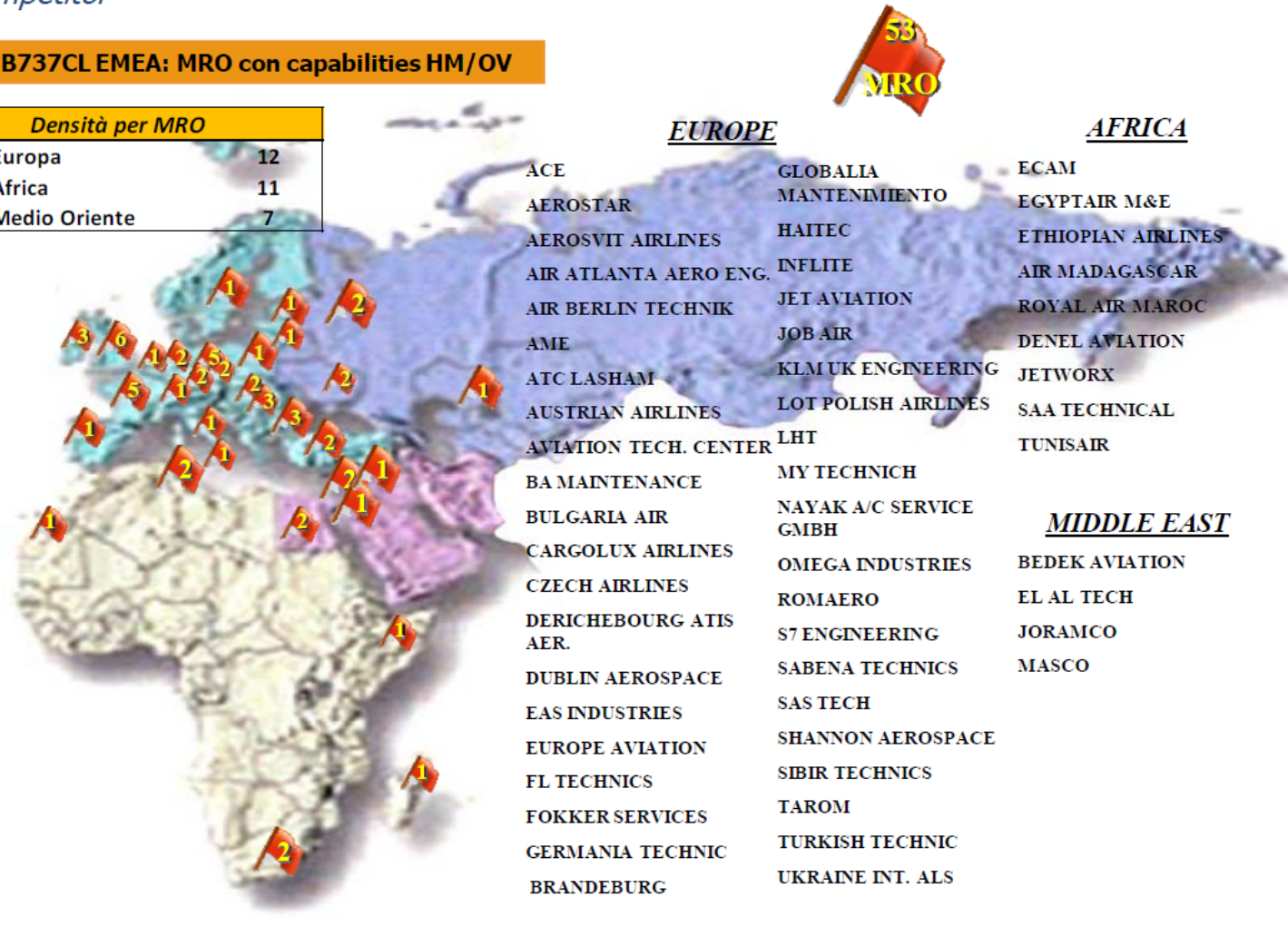


ATITECH MARKET POSITIONING

Competitor

B737CL EMEA: MRO con capabilities HM/OV

Densità per MRO	
Europa	12
Africa	11
Medio Oriente	7



Strengths

- Brand well known for competence
- Huge experience on Heavy maint
- Good Infrastructures
- Major Narrow Bodies in capability
- Tat's and renewed efficiency
- Competitive prices
- Dedicated painting hangar
- Knowledge of market

Weaknesses

- Limited range of services
 - No components
 - No engines/LG/T/R
 - No arc
 - No Camo
- No plans for High Tech aircraft (NEO/MAX)
- Few links with the market Key Players

Threats

- Captive customer fleet downsizing
- Future aircraft less labour intensive
- OEM's MRO competition
- Balkans competitors too close

Opportunities

- Line Maintenance in Italy
- ATR capability – new
- Good Relation with Etihad
- Shop capabilities (interiors/composite)
- Huge demand from new countries (CIS- IRAN)

Nov 2015

THE NEW CHALLENGE



Once enlarged the range of customers, in order to face the increasing workload to deal with and, at the same time, maintain high levels of quality and efficiency, Atitech has decided to reshape some key processes adopting the concepts of “lean manufacturing”.

The first results are clearly visible in terms of TAT and quality of job done and this is witnessed mainly by the captive customer.

In fact, the new challenge, inspired by the combination of Alitalia/Etihad requirements is to minimize TAT's, improve the level of quality for the pax cabins (5 stars cabins) at competitive costs.

After such improvements, Atitech has been awarded of the new Alitalia/Etihad livery painting and of the whole narrow body and regional cabins refurbishment.

- Efficiency Improvement
- Increase Productivity and Competitiveness
- Cost Saving
- **Grounding Reduction**
- **Center of Excellence for Cabin Standard**
- **New opportunities (ATR, Cabin Items, Composites, ...)**



PROJECT FRAMEWORK

StartUp

- Full Lean Six Sigma Audit
- Training Schedule

DONE!



Pilot Bay

- Classrooms (125 people)
- Lean Six Sigma Training
- Design of a LSS-based experimental system
 - Trial of the new system
- Main Customer involvement
(see following chart for details)

DONE!



Projects

- Company-wide training (370 people – 12.000 hours)
 - Sharing of the Pilot Bay lesson learned
- Extension of the LSS principles to the enterprise

DONE!



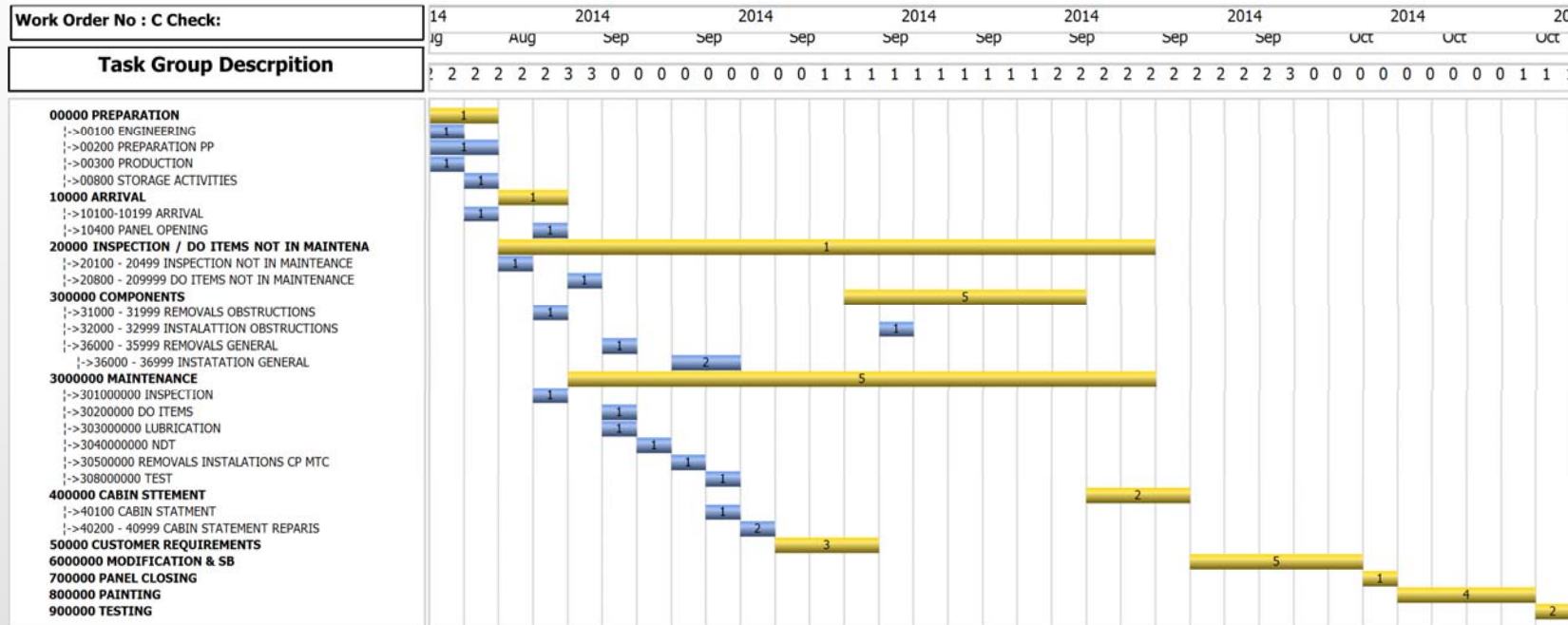
Wrap Up

- KPI's and benefits analysis
- Sharing of the Project lesson learned
 - Leadership strengthening

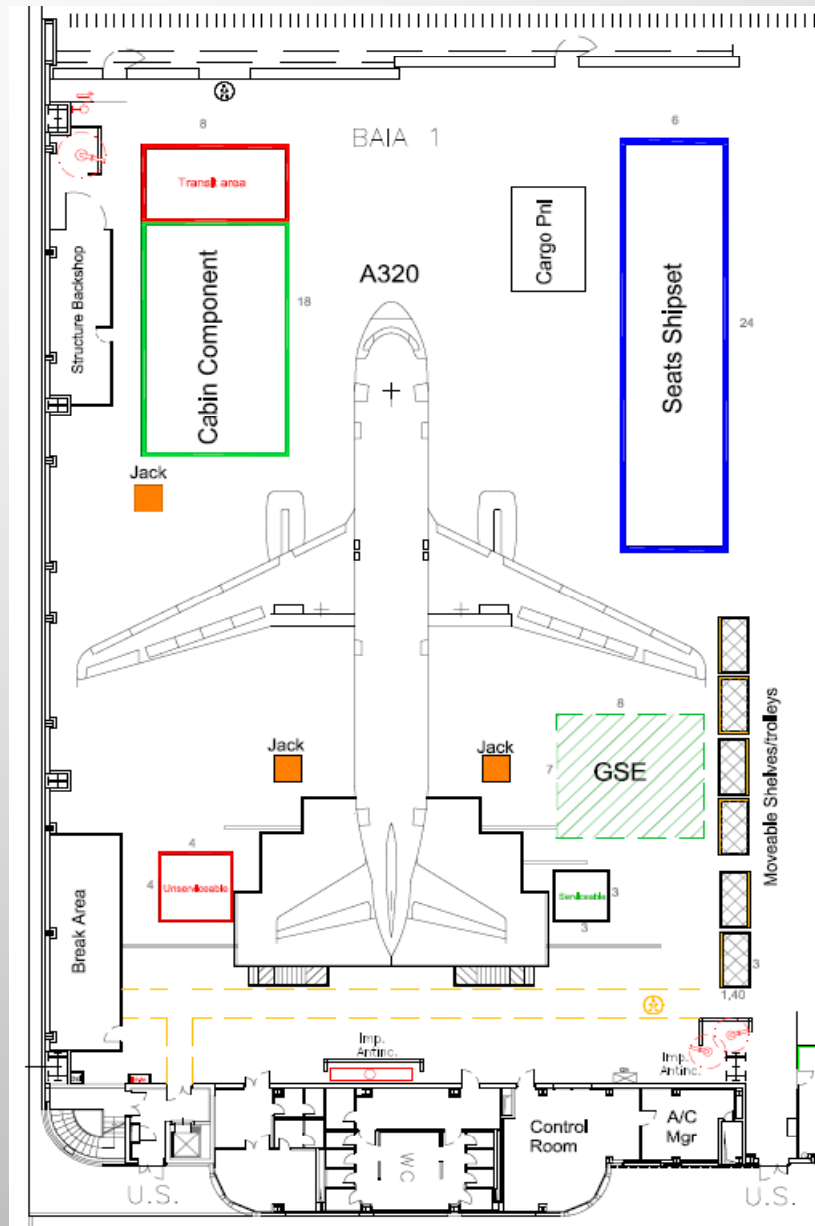
ON GOING

THE FLOW CHARTS

Work Order Planning Gantt chart



THE NEW BAY LAY OUT





Alitalia - Atitech meeting

(Rome, 27 oct 2015)

 ETIHAD
AIRWAYS
PARTNER

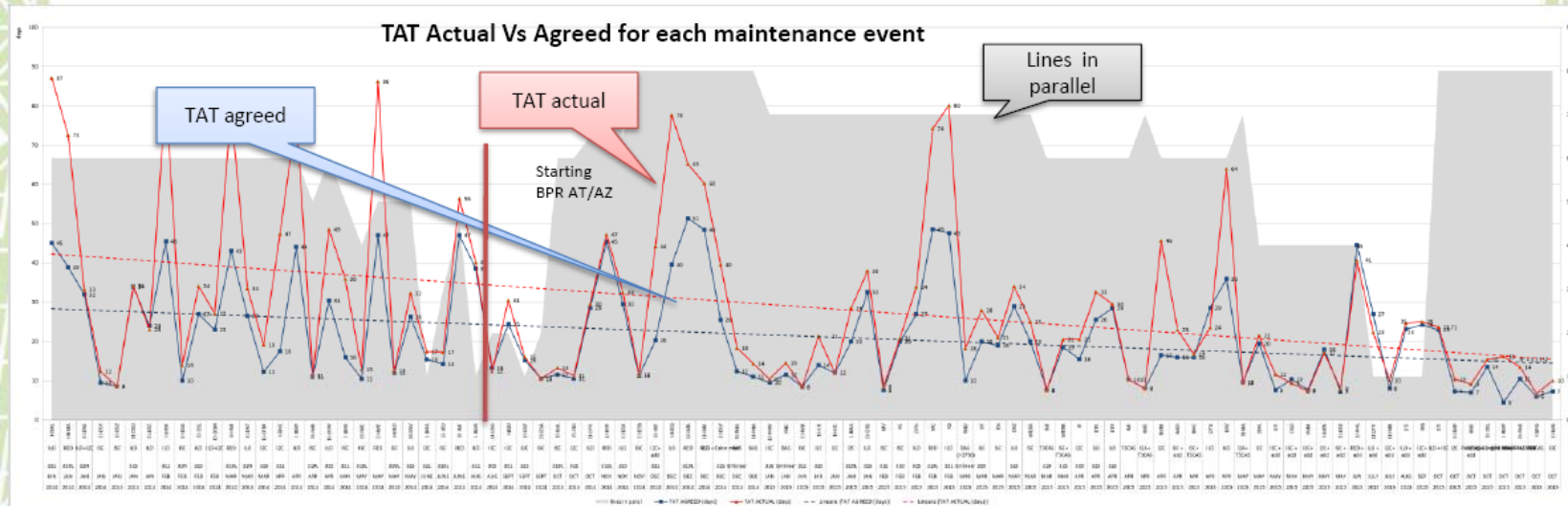
 **Alitalia**

 SKYTEAM

CONTENTS

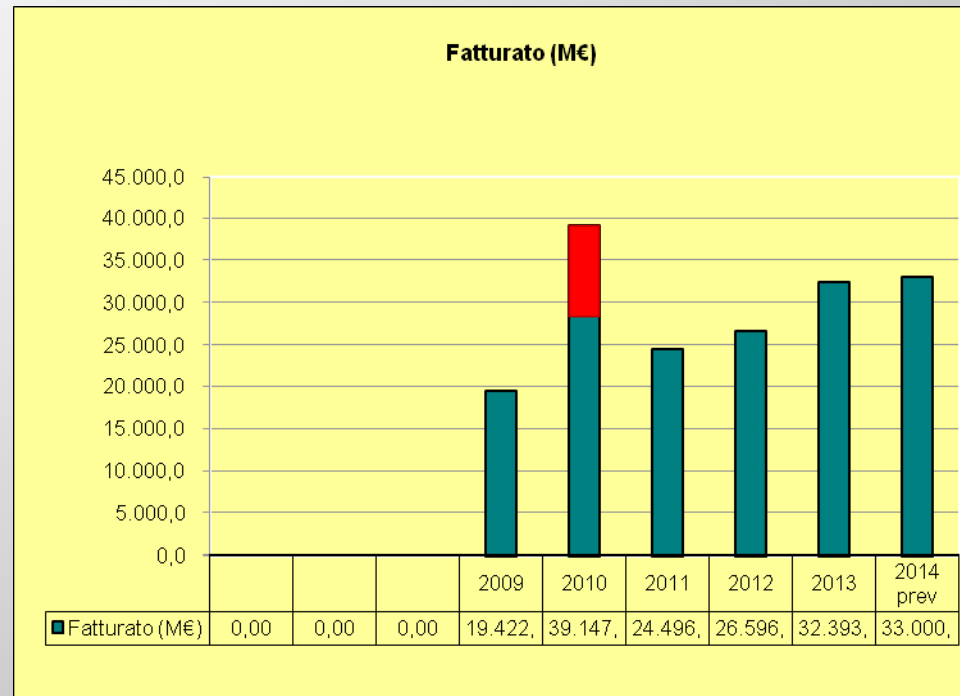
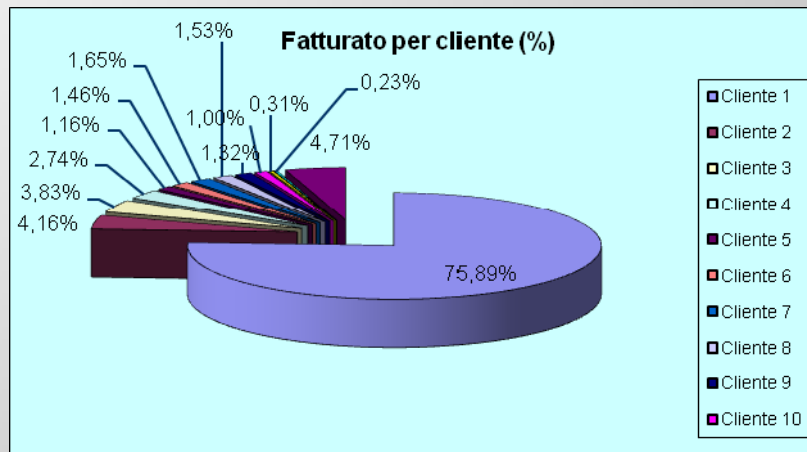
1. Atitech performance at a glance: from 2014 up to 25 oct
2. Main issues for AC delivered during winter season
3. Main issues for new Cabin Program start up
4. Material Management Analysis

1. ATITECH PERFORMANCE AT A GLANCE: FROM 2014 UP TO 25 OCT



TARGETS ACHIEVED

2010 turnover is overly inflated due to peculiar market conditions. 1/4 of 39.147,00 must be considered not indicative for an historical turnover analysis.



Cliente	Paese	Fatturato per cliente (M€)	Fatturato per cliente (%)	N. contratti (anno in corso)	N. conflitti (anno in corso) (*)
Cliente 1	Italia	24.583,00	75,89%	1	0
Cliente 2	Italia	1.348,00	4,16%		0
Cliente 3	Italia	1.242,00	3,83%	2	0
Cliente 4	Italia	889,00	2,74%	1	0
Cliente 5	Italia	377,00	1,16%	1	0
Cliente 6	Albania	474,00	1,46%		0
Cliente 7	Italia	534,00	1,65%	1	0
Cliente 8	Francia	495,00	1,53%	1	0
Cliente 9	Stati Uniti	426,00	1,32%	1	0
Cliente 10	Emirati Arabi	325,00	1,00%	1	0
Cliente 11	Italia	102,00	0,31%		0
Cliente 12	Lettonia	73,00	0,23%	1	0
Cliente 13	Altri	1.525,00	4,71%		0
		32.393,00	100,00%	10	0

CUSTOMERS

