Business Plan

Strategic and managerial philosophy

2010 - 2014

NAVIAIR

Air Navigation Services

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Crisis, change, development and moving full speed ahead

In 2009, the gravity of the consequences of the global economic crisis hit the aviation industry. In Europe, the air traffic declined by approximately six percent on last year's figures. For a number of years, the aviation industry had already had a strong focus on efficiency and retrenchments. Even though, the pursuit to find measures to improve the economy was intensified yet again. At the same time, the crisis put the need for significant alterations and changes into relief.

It has been hard times for Naviair, too. In Denmark the air traffic decline is even sharper, i.e. more than ten percent on the figures from 2008, and with it our revenues was significantly reduced. Already in the autumn of 2008, we were aware of the development. Consequently, we have constantly been working on cost reduction both through a thorough economy and cost-effectiveness campaign and through general awareness of cost-conscious behaviour in our everyday life.

The responsible financial conduct has yielded good results. It has lead to an even stronger focus on efficiency and greater flexibility in performance of tasks e.g. In future, we still focus on realizing any possible efficiency improvement and cost reduction without compromising our high safety levels and without lowering the quality of services to our costumers.

At the same time, it is important to maintain our high level of ambition and keep the course towards our objectives. We have been successful with this in 2009, and must continue to be so in the years to come, constantly ensuring the optimum support of our customers' businesses.

In 2009, we implemented the plans to expand the cooperation with our Swedish neighbouring Air Navigation Service Provider (ANSP), LVF/ANS, and founded a joint subsidiary, NUAC. Within the next few years, NUAC will take over the operation of the Air Traffic Control (ATC) (en-route etc.) in both Danish and Swedish airspace. This opens up the possibility to create substantial synergies to the benefit of our customers. At the same time, the Danish Ministry of Transport and the Swedish Ministry of Enterprise, Energy and Communications, have declared a Danish-Swedish FAB (Functional Airspace Block) facilitating harmonization of the Air Traffic Management (ATM) in the airspace of the two countries. The joint airspace places Denmark and Sweden ahead of other European countries when it comes to realizing EU's ambition to harmonize and streamline ATM in Europe. In the long term, it will be beneficial to both airlines, travellers and environment through reduced travel time and fuel consumption and in general, a more cost-effective ATC.

In the next few years, we will continue to expand our international cooperation with our alliance partners, constantly enabling us to sustain our position in the top league among the most safe and efficient ANSPs. At the same time, we will internally continue developing Naviair as an attracttive enterprise with exiting and motivating tasks for all employees.

Behind all our initiatives to change, develop and improve our services, lie outstanding performance and strong cooperation among Naviair's employees. Every Naviair employee is ready to meet the future challenges and continue working on the basis of the ambition of Naviair as one of the best and most efficient ANSPs.

Naviair's Business Plan describes our strategies and plans – and our prioritized activities on which we will be working hard to realize in the next five years.

Morten Dambæk
Director General

European framework

SES (Single European Sky)

Since 2004, it has been EU's objective to merge the European ATM in a joint airspace. The aim is to increase efficiency and optimize ATM in Europe while minimizing the impact of air traffic on the environment.
The Single European Sky (SES) II package from 2004 and a number of amending regulations in the SES package from 2009 describe EU's objectives. SES is based on EU legislation and will decisively influence the future organization and structure of the air traffic area.
One of the objectives is to merge the many state-bounded geographic sectors into a number of major coordinated areas, FABs. In all FABs it is required that the ANSPs concerned must cooperate on coordinating the air traffic in the area in question.

Based upon the EU legislation this places demands on the sector, among others regarding:
- Implementing rules and demands based on results
- Alteration of EUROCONTROL's governance, organization and tasks
- Authority to the European Aviation Safety Agency (EASA) in the field of ATM
- Environmental rules and regulations

The new regulations imply that the European Commission, EUROCONTROL and EASA, to a greater extent than previously, will be governing the development and ensuring progress in the processes leading to af joint European airspace. Naviair is already far ahead realizing the EU's objectives through e.g. NUAC and NEFAB.

Naviair is part of a Danish working group supporting the Danish Civil Aviation Administration (CCA-DK) in establishing Denmark's position on the implementing rules. In this group and through CANSO - the Civil Air Navigation Services Organisation, Naviair comments on proposals.

SESAR (Single European Sky ATM Research)

SESAR is the EU's ambitious programme for developing the next generation of a European ATM system. The programme combines technology with operational, economic and legislative aspects. In 2009, the Council of the European Union endorsed a European ATM Master Plan covering the period until 2020. According to the plan the next generation of the European ATM system will be deployed in the period of 2014 – 2020.

The SESAR Joint Undertaking (SJU) has been established to manage and develop SESAR in the development phase until 2016.

The SJU is established as a Public-Private Partnership consortium. In addition to the founding members, the European Commission and EUROCONTROL, the members include the air traffic sector (including a number of ANSPs), each holding one third of the seats and defraying one third of all expenses. Through NORACON (NORth European and Austrian CONsortium) Naviair is part of the SJU work (see paragraph; Naviar's strategic business initiatives).

Naviar finds it very advantageous that SESAR will become an integrated part of the ATM development and shares CANSO's attitude and provisos to the programme.

Business areas

Naviair plays a key role in society as provider of infrastructure to the aviation industry.

Naviair's business areas are:

En-route Services

Area Control Service in Danish airspace from:
- Control centre in Copenhagen
- Tower in Roskilde
- Tower in Billund
- Tower in Aarhus
- Tower in Aalborg

Approach Control Service to Copenhagen Airport from:
- Control centre in Copenhagen

Briefing Service from:
- Control centre in Copenhagen
- Flight Information Centre (FIC) in Sondre Stromfjord

Flight Information Service (FIS) from:
- Control centre in Copenhagen
- Flight Information Centre (FIC) in Sondre Stromfjord

Technical Service and Maintenance of CNS equipment on the Faroe Islands and in Greenland:
- Surveillance equipment (radar) on the Faroe Islands
- Navigation and communications on the Faroe Islands and in Greenland

Local Air Traffic Services

Aerodrome Control Service from:
- Tower in Copenhagen
- Tower in Roskilde
- Tower in Billund
- Tower in Aarhus
- Tower in Aalborg
- Tower on Bornholm

Approach Control Service to the airport from:
- Tower in Roskilde
- Tower in Billund
- Tower in Aarhus
- Tower in Aalborg
- Tower on Bornholm

Aerodrome Flight Information Service (AFIS) from:
- Tower on Vágar

Technical Services

Technical Services and Maintenance of ATM and airport CNS equipment from:
- Technical station in Copenhagen
- Technical station in Billund
- Technical station in Aalborg

En-route service

The revenue of this area mainly comes from en-route charges for flights in Danish airspace.

Since the decline in 2001-2003, the development of the revenue basis has shown a moderately rising tendency though at a significantly lower level than the average European rate of increase. In the autumn of 2008, we experienced a heavy decline in the Danish air traffic volume. It appears that the decline is now stabilized at 10-12 percent compared to 2008. This development is a challenge to Naviair's long-term objective to provide ATM at a lower unit cost.
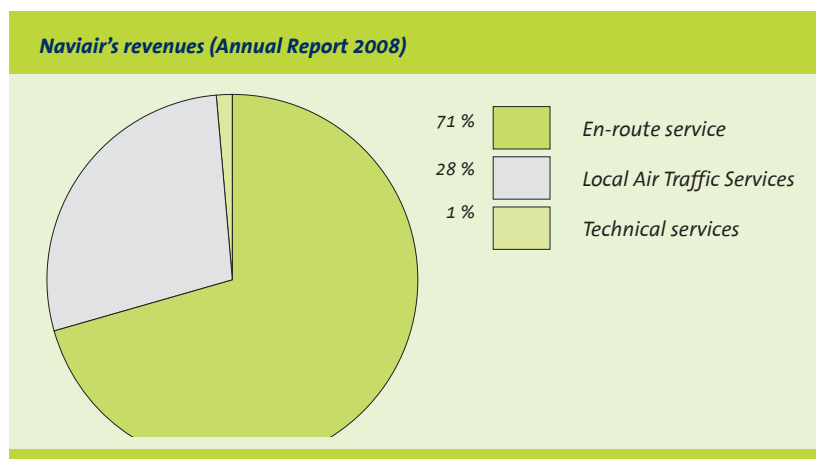
Local Air Traffic Services

The main supply is provided to Copenhagen Airports. Since 2001, the development in general shows a significantly declining tendency of the revenue basis/operations figures. In comparison with other major European airports, the development is completely different; these airports have experienced a double-digit growth rate. Generally speaking, the development at the local airports is identical with the development at the airport in Copenhagen. For the time being, Naviair does not expect the situation to improve significantly and all Naviair initiatives to support the Danish aviation industry must be implemented. We expect a major liberalization of the service and with it more competition.

Technical services

Naviair's activities and maintenance of primarily equipment related to aviation to a third party are major parameters to reduce unit costs in Naviair. In every way, the area supplements Naviair's core business and facilitates optimum utilization of resources. Expectations are a stable development.

Naviair's revenues (Annual Report 2008)

71 %   En-route service

28 %   Local Air Traffic Services

1 %   Technical services

Customer base

Naviair always strives to provide the best service to our customers at the lowest possible price.

Airlines

The airline crisis has worsened considerably since the beginning of the economic crisis in 2008.
Consequently, this implied a significant fall in operations, generally in Europe and particularly in Scandinavia. This means that Naviair is facing big challenges partly due to declining revenues and partly because we – regardless of the crisis – still have to ensure that sufficient resources and technically updated equipment are available at any time to provide the services and efficient ATM demanded by our customers.
At the same time, it is our experience that the present mechanisms of price control are not effective in a declining market. Consequently, we strive to reduce our costs while maintaining an efficient future proof system and find new ways to reduce the airline costs to en-route charges.

Airports

In order to ensure growth and dynamic in the Oresund Region, Copenhagen Airport must maintain its position as the Northern European airline hub. This presupposes that the customers do not deselect the airport in favour of other airports. As provider we strive for safe and efficient ATM so that Copenhagen Airport appears attractive to the customers. At the same time, Naviair's work on the environment and climate area has been instrumental in making Copenhagen Airport to a fuel-saving – and CO_2 reducing – choice for the airlines.

The local airports play a key role in the ongoing development of aviation in Denmark and in maintaining an efficient domestic aviation. It is important that the Danish airports are still capable of attracting air traffic in competition with other means of transport. Consequently, the airports must constantly do their utmost to minimize their fixed costs. As provider of services to the airports, Naviair will focus on keeping the price of Air Navigation Services (ANSs) as low as possible

Danish Defence

During the 1990s and the first half of this decade, Danish Defence has been transformed from a primarily defensive and sovereign organization to one which plays more of a humanitarian and emergency role. This has changed the way the military needs to use Danish airspace, in particular with regard to training options. Consequently, the design of training areas, in which civil air traffic is separated from military activities, has changed.

Naviair works closely with Danish Defence and constantly coordinates airborne activities ensuring the Defence's needs to be met, while minimizing the disturbance to civil air traffic.

DMI (Danish Meteorological Institute)

Naviair provides technical services to DMI on a contract basis. Service and maintenance of meteorological equipment related to airports and weather radars are main areas.

Expectations to the traffic development in Danish airspace

According to forecasts the air traffic will increase until 2014. However, the level of flight movements in 2008 will not be back until 2013.

In the light of the general global economic recession and the general negative development in European aviation, the forecast, on which we base our expectations, is subject to great uncertainty.

IFR Flight Movements

Year	Movements
2005	585.000
2006	601.000
2007	630.000
2008	628.000
2009	555.000
2010	570.000
2011	588.000
2012	613.000
2013	635.000
2014	655.000
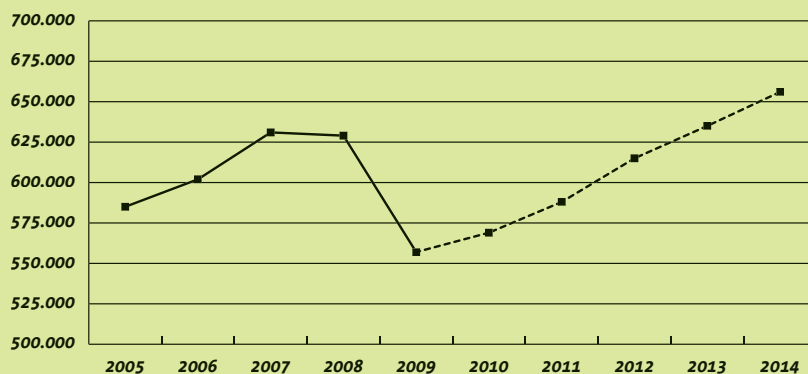
Source: EUROCONTROL Medium-Term Forecast Update, Flight Movements 2009-2015, v1.0 (29/09/2009) – Medium prognosis

Strategic business initiatives

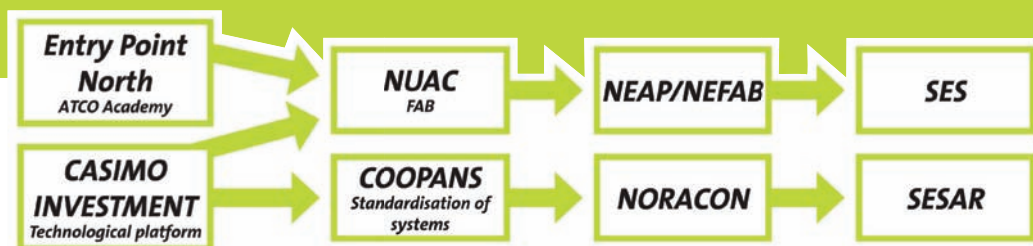Naviair has four long-term strategic business initiatives to meet the ambitions of SES (to merge European ATM in a joint airspace) and SESAR (development and standardization of the next generation of a European ATM system):

NUAC and NEAP whose main objective is to merge ATM into FABs and COOPANS and NORACON whose objective is standarization of the ATM systems.

Naviair has already made the first move to succeed in the long-term strategic business initiatives.

- In 2006, the Nordic Air Traffic Services Academy, Entry Point North (EPN) was inaugurated. The owners are Avinor AS (Norway), LFV/ANS (Sweden) and Naviair (Denmark). As co-owner Naviar is among the pioneers when it comes to working towards harmonization of the Air Traffic Controller (ATC) training and through the academy Naviair is able to influence the development of the present and future training of ATM personnel.
- In 2007, the ATM system, CASIMO, was commissioned. The system features the latest technoloy and has brought Naviair on the cutting edge of standardized air traffic systems.

NUAC
For years to come, the development in the European ATM industry will challenge Naviair's business model, both when it comes to cost-effectiveness, service, utilization of airspace and the ability to attract qualified labour. To prepare Naviair for the future demands, we have established the subsidiary, NUAC HB, with LVF/ANS to provide Air Navigation Services (ANSs) in the Danish-Swedish FAB and operate the control centres in Stockholm, Malmö and Copenhagen. After the declaration of the Danish-Swedish FAB, in compliance with the SES regulations and the establishment of NUAC HB, we continue to work towards harmonization and efficiency improvement of airspace and services to reduce the costs for ANSs and the airline fuel consumption and CO2 emissions.

NEAP (North European ANS Providers)
Through the NEAP project, Naviair is part of a Nordic cooperation outlining and implementing the operational initiatives required to realize unified Air Traffic Services (ATS) in the North European area. The objective is a declaration of a North European FAB (NEFAB). The following ANSPs participate in the cooperation: Avinor AS (Norway), EANS (Estonia), LGS (Latvia), Finavia (Finland), IAA (Ireland), ISAVIA (Iceland), LFV/ANS (Sweden) and Naviair. NEAP is based on "North European Air Traffic Management Service Concept" describing the guidelines for the development of performance-oriented ATSs over the next 20 years. The appurtenant ATM Master Plan describes the internal strategy and plan for the future development of ATSs in North Europe.

COOPANS (CO-Operation of Air Navigation Service providers)
In 2006, Naviair entered into the cooperation, COOPANS, with our sister organizations LFV/ANS, IAA and Thales as supplier and partner. ACG (Austria) is expected to join COOPANS as partner at the turn of 2009/2010. The objective is to harmonize procedures and standardize the ATM systems. The philosophy of COOPANS is to introduce the latest innovations via regular stepwise evolutions of the ATM system, avoiding an expensive "big bang" migration strategy. Naviair expects to implement the first evolution (COOPANS Build 1) in 2012. Build 1 is based on our own system, DATMAS, supplemented with a range of functional changes from the Irish system (CAIRDE) and from the Swedish system (S2K).

NORACON (NORth European and Austrian CONsortium)
NORACON is the initiative of the NEAP members and ACG in relation to SJU. NORACON will make contributions to ensure the optimum and most cost-effective aviation direction. In that respect, it is important to state that the technical development must meet the operational requirements. NORACON has been a member of the SJU konsortium since 2009 and has direct influence on the consortium work. The NORACON group and the other five European ANSPs represented in SJU (NATS (United Kingdom), DSF (Germany), DSNA (France), ENAV (Italy) and AENA (Spain)), are colloquially called "A6".

Environment- and climate initiatives

Like all other means of transport, aviation has an impact on environment as well as climate. It is Naviair's objective to ensure the impact on the environment and climate be reduced as much as possible in our link of the aviation value chain. Therefore, we constantly work on reducing the impact through development of our procedures and technology.

Through traffic procedures and restrictions at and around airports, noise reductions have been achieved overtime.

In recent years, focus has been on reducing man-made CO2 emissions. The aviation share of the global CO2 emissions totals approximately two percent (acc. to IPCC, 2007). In the Air Traffic Management (ATM) we can contribute to reduce the CO2 emissions through continuing development of an efficient infrastructure system, ensuring a maximum reduction of the flight fuel consumption and as such the CO2 emissions.

In recent decades, with a huge effect, Naviair has optimized the flight operations and is today one of the most efficient Air Traffic Management (ATM) organizations in the world. The results were achieved through a service oriented culture, development of efficient traffic concepts and a flexibile use of airspace. Today, we already use the most efficiency enhancing and climate friendly traffic concepts, recommended by the European aviation organizations.

To be able to optimize our environment- and climate performance at all times, we are cooperating closely with our customers about development and new initiatives.

Climate strategy
We strive to adjust our climate performance according to our customers' requests and participate in the environment- and climate work through SES, SESAR, NUAC, NEAP, COOPANS and NORACON.
Taking EUROCONTROL's and IATA's joint Flight Efficiency Plan as our starting point, we will develop and ensure flexible use of the airspace through:
• Shorter routes, direct destination routing and fuel economical flight levels
• Possibility of fuel saving approaches to Danish airports
• A minimum of waiting time through efficient traffic operation at the airports
• Green take-offs where possible – with direct routing and climb to cruising level

Business model and organization
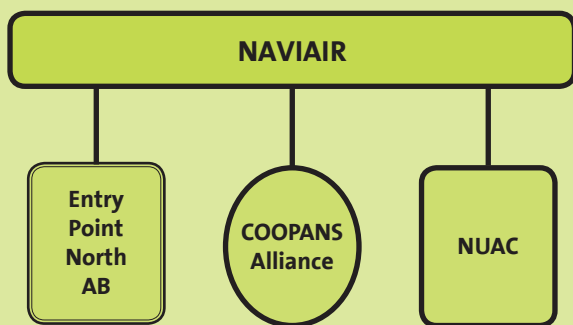
Naviair's business model

Naviair's business model reflects a flexible structure for Naviair to realize our vision and our objectives best possible.

Naviair's business model

NAVIAIR

Entry Point North AB

COOPANS Alliance

NUAC

Naviair's organization

As a result of the foundation of the NUAC enterprise and the launch of COOPANS, Naviair established a new organizational structure as per 1 January 2010. The restructuring has been adapted to the most appropriate and efficient organization compared to the new challenges in the work of having the NUAC enterprise and COOPANS put into operation. The new organization entails the operational areas, directly attached to the NUAC activities, be linked together.

Naviair's organization (1 January 2010)

D — Director General

C — Corporate Services

A — ATM Projects & Engineering

OP — Operationel Support (NUAC)

T — Towers

N — ATCC Copenhagen

M — Technical Maintenance

The strategic platform

Naviair's foundation is described in our mission and vision. To realize the mission and to navigate the enterprise forward to the implementation of our vision, we have stated four sub-strategies, each defining guidelines towards our objectives. In the light of future challenges within the aviation, we have revised and vitalized Naviair's mission and vision.

Mission and vision

4 sub-strategies
Market orientation, Alliance-partners/relations, Suppliers and Employees (Focal points and Values)

8 Critical Success Factors (CSFs)
Safety, Efficiency, Capacity, Customer satisfaction, Environmental responsibility, Financial responsibility, Development and Attractive enterprise.

26 Key Performance Indicators (KPIs)
Customers, Financial, Internal processes and Employee learning & growth

Mission
Naviair contributes creating value and welfare to society through development and provision of safe and efficient Air Traffic Management (ATM). As such we fullfill our role as a vital link within the aviation value chain.

Vision
We strive to be among the best ATM Service Providers in Europe.

We strive constantly to develop our enterprise to secure a strong position with customers and partners through participation in international alliances.

We will realize our ambitions through skilled, motivated and committed employees, who thrive working under high demands, where targeted development and involvement form the basis for maintaining an attractive enterprise.

Alliances with other performers are a prerequisite for being a sustainable enterprise and for achieving our objectives.

It is our ambition to have an independent role – and have an influence on – the development of the future ATM in Europe in a continuously more deregulated market.

We strive to be among the best in our business concerning safety, capacity and efficiency. At the same time, we will always strive to keep the costs of our activities as low as possible. Therefore, Naviair must constantly be strengthened and developed.

At all times, we will recruit the most skilled employees using targeted development of their competencies. Through this the employees will always be able to solve their demanding tasks and the demands and requirements for supporting the core business best possible. We always look for possible improvements of our business and focus on standardization of equipment as well as work processes to reduce costs best possible.

The four sub-strategies

Naviair's four sub-strategies define guidelines towards our objective. The sub-strategies are regularly adjusted to be adaptable to our development and the changes required by the EU (SES and SESAR among others), authorities and other partners in the aviation industry.

1. Customer orientation

Naviair will provide Air Traffic Services (ATS) and technical maintenance. The services must continuously be developed and made attractive to existing as well as new customers. Naviair will strengthen and develop customer relations through close cooperation focusing on safety, quality and price for Naviair to support the customers' business best possible.

Naviair will ensure and develop its market position in Denmark and in Europe through strategic cooperations e.g. NUAC and NEAP.

In future, the external change factor will imply fewer but larger service providers and fewer area control centres in Europe. At the same time, there will be major demands for efficiency with the remaining service providers. To maintain and develop Naviair's position, we will constantly work on improving and optimizing our core businesses. As a natural part of the market development a future prerequisite is also for Naviair to focus on supporting our customers' requirements to ensure our long-term existence.

Objectives:
- Naviair will develop and strengthen the NUAC enterprise and merge the Air Navigation Services (ANS) in a joint Danish-Swedish airspace. This will form a basis for environmental savings through a joint coordination of the air traffic.
- Naviair will be provider of Approach- and TWR control at the busiest Danish airports.
- Naviair will provide technical and operative services to the Danish airports and enter into technical strategic cooperations.
- Naviair will maintain the high safety level and continuously develop the capacity level and increase the efficiency.
- Naviair will support the growth of the airlines and airports by increased cooperation and joint planning.
- Naviair will establish and operate a targeted Customer Care programme to ensure continuous follow-up and joint planning.

2. Alliance partners/relations

Naviair will strengthen the European partnerships in regard to Air Navigation Services (ANS) and the relations with the Danish Civil Aviation Administration (SLV) in order to ensure the foundation for Naviair's growth and development.

A wide and strong cooperation is essential to ensure the necessary strength to compete with other market operators.

Objective:
- Through NUAC, NEAP, COOPANS, NORACON and EPN, Naviair will develop a closer cooperation with the other North European Service Providers.

3. Suppliers

In general, Naviair will focus on standardized systems and solutions.

To improve our competitive position, it is essential to optimize and maximize efficiency, among others by increased professionalism in regard to supplier management.

Objectives:
- On the basis of specific needs assessments, focused tenders and tight supplier management, Naviair will concentrate on automated and standardized systems.
- Naviair will focus on close relations with suppliers
- Naviair will form new alliances with other suppliers with COOPANS serving as a model.

4. Employees

Naviair will provide attractive workplaces with excellent opportunities for technical as well as personal development demanding involvement from the employees and positively develop relations and results to attract competent employees.

Naviair will perform target-oriented development of competencies of our employees to ensure that Air Traffic Services (ATS) are always provided, emphasizing safety, capacity and efficiency.

The ambition of maintaining our position among the leaders being the most efficient and safe enterprises within Air Traffic Management (ATM), requires a course of development determining responsibility, influence, involvement and competencies as well as standards and rules.

Objectives:
- Naviair will ensure that employees will maintain the right competencies, supporting the core business.
- Naviair will implement and maintain a clear and business-oriented management model, defining the direction for the development of all managers.
- Naviair will strengthen competencies within technical- and operative Air Traffic Control (ATC) as well as competencies within change-, programme- and project management.

Focal points and values

In the day-to-day work, Naviair's employees and management must be particularly aware of our focal points. The particular focus must ensure that we always strive to achieve our objectives.

In 2010, we have two focal points on which our particular attention is focused on cost minimizing. Furthermore, the basis for each task in Naviair is that all initiatives must be to the benefit of our customers.

These two focal points are:

Efficiency

Naviair is an efficient and cost-conscious enterprise. We must identify the customers' demands and the demands that are made to harmonize and make the future Air Traffic Management (ATM) efficient.

Particular focal points:
- Flexibility in the task performance
- Resource awareness in all aspects
- Simple and efficient administration

Attractive and challenging enterprise

Naviair is an attractive workplace, making demands on management as well as employees to create strong results. The job satisfaction is ensured through mutual trust and respect. Everyone must – with a positive commitment – meet the demanding challenges and changes facing Naviair.

Particular focus areas:
- Good management
- Good employees
- Results and relations

To support the focal points, we have a value model, sustaining a joint picture of Naviair's values. The model contains five values:

We are customer-focused
Naviair employees listen to the customers and make a considerable effort to appreciate and meet their requirements. We provide the right product on time and within budget, focusing on creating value for our customers.

We are adaptable
Naviair employees are curious about new ideas and proposals. We see opportunities rather than limitations and are ready to face new challenges.

We are responsible
Naviair employees are loyal and support decisions made. We are committed and take responsibility for what we say and do and act properly.

We are team-focused
Naviair employees respect each other personally and professionally. We strive for "One United Naviair" and seek understanding of the spirit of the spoken word. We trust each other and share knowledge and experience.

We are efficient
Naviair employees intent on carrying out tasks quickly and properly. We seek experience wherever available. We keep costs in mind and carry forward good suggestions and ideas.

Critical Success Factors (CSFs)

Naviair's strategy is adjusted to the external and internal pressure on change. In continuation, Naviair has identified and determined a range of CSFs ensuring that Naviair implements the long-term objectives, determined from the strategic basis and concretized in the four sub-strategies.

Safety
Naviair will ensure a high level of flight safety.

Efficiency
Naviair will make use of resources as effectively as possible.

Capacity
Naviair will provide sufficient capacity and Air Navigation Services (ANS) with a minimum of delays.

Customer satisfaction
Airlines and airports will experience a safe and efficient service.

Environmental responsibility
Naviair will ensure Air Navigation Services (ANS) reducing air pollution and minimizing noise.

Financial responsibility
Naviair will be cost-conscious in all respects.

Development
Ensure that Naviair is developed through alliances, harmonization and standardization.

Attractive enterprise
Employees at Naviair are positive and efficient, possessing the requisite competencies.

Balanced Scorecard

On the basis of the determined CSFs a number of tangible performance targets have been established; KPIs (Key Performance Indicators) to ensure that Naviair maintains focus and direction towards the fulfilment of the strategic objectives. The follow-up on the tangible targets progresses through Naviair's internal business management system, Balanced Scorecard (BSC). Status of the KPIs is published every month on Naviair's Intranet. The KPIs are rewieved once a year to ensure that they still support the strategic objective, which are specified in the four sub-strategies. We measure within the four perspectives: Customers, Financial, Internal Processes and Employee learning & growth.

Customers

KPIs	Definition of KPIs	Targets
Number of incidents CSF relation: Safety	Number of incidents per 100,000 operations in category A, B and C, caused directly by Naviair	< 2.5 per 100,000 operations
Delay – En-route CSF relation: Capacity	Average delay per en-route operation	< 0.2 minutes per operation
Delay – Tower/Approach Copenhagen CSF relation: Capacity	Average delay per Tower/Approach operation in Copenhagen	< 0.2 minutes per operation
Environmental considerations – Noise com-plaints CFS relation: Environmental responsibility	Number of incidents in which Naviair is the direct or indirect cause of unjustified violation of the regulations reducing the noise at the airports	≤ 5 violations

Financial

KPIs	Definition of KPIs	Targets
En-route revenues CSF relation: Financial responsibility	Operational revenues except revenues from SLV (CAA-DK) and DMI	> 591M DKK
Revenues on fee for ATC at CPH CSF relation: Financial responsibility	Revenues on fee for ATC at CPH and Roskilde Airports	> 195M DKK
Revenues on fee for ATC at Billund CSF relation: Financial responsibility	Revenues on fee for ATC at Billund Airport	> 11M DKK
Staff charges CSF relation: Financial responsibility	Naviair's staff charges	< 565M DKK
Other operating expenses CSF relation: Financial responsibility	Naviair's other operating expenses	< 261M DKK

Internal processes

KPIs	Definition of KPIs	Targets
Availability – ODSs in the control centre CSF relation: Safety	Availability in percentages of radar displays in the control centre	> 99.5 %
Availability – Radar coverage CSF relation: Safety	Availability in percentages of radar stations in Danish airspace (Copenhagen FIR)	> 99.5 %
Availability – Radio-/emergency radio sys-tems CSF relation: Safety	Availability in percentages of communication systems used for radio communication with aircrafts	> 99.5 %
Incident reports CSF relation: Safety	By categories of incidents with incident reports, a pre-analysis must be available no later than 3 weekdays after the incident	> 95 %
Projects – Contents/volume CSF relation: Efficiency	Number of projects in Naviair's project portfolio, which are successful according to contents and volume	> 90%
Projects – Financial CSF relation: Efficiency	Number of projects in Naviair's project portfolio, which are successful according to assumed economy	> 90%
Projects – Milestones CSF relation: Efficiency	Number of projects in Naviair's project portfolio, which are successful according to determined timeline	> 90%
Disposition efficiency – En-route (operations) CSF relation: Efficiency	Number of En-route operations per air traffic contoller FTE on duty (ATCO in OPS)	> 7,200
Disposition efficiency – Tower/ Approach Copenhagen (operations) CSF relation: Efficiency	Number of Tower/Approach (Copenhagen) operations per air traffic controller FTEs on duty (ATCO in OPS)	> 4,600
Administrative and technical performance CSF relation: Efficiency	Measured as number of air traffic controllers FTEs on duty (ATCO in OPS) compared to other FTEs	< 2.0
ATCO in other duty CSF relation: Efficiency	Measured as number of air traffic controllers FTEs used for administrative tasks	< 70

Employee learning & growth

KPIs	Definition of KPIs	Targets
Staff conditions, sick days CSF relation: Attractive enterprise	Sickness absence is measured as the average number of sick days per employee	< 8 days
Staff conditions, sick days – exclusive of long- term sick days CSF relation: Attractive enterprise	Sickness absence is measured as the average number of sick days per long-term sick days per employee	< 6 days
Staff turnover CSF relation: Attractive enterprise	Staff turnover is measured as the number of vacated employees compared to the total number of employees	< 12%
Percentage of passing the air traffic controller exam CSF relation: Attractive enterprise	Percentage of passing the air traffic controller exam is measured as the number of passed air traffic controllers in percent of the number of accepted candidates on the individual team	≥ 75%

Abbreviations

ACC: Area Control Centre

ACE: ATM Cost Effectiveness benchmarking

ANS: Air Navigation Services

ANSP: Air Navigation Service Provider

APP: Approach

ATC: Air Traffic Control

ATCO in OPS: Air Traffic Controller on duty

ATM: Air Traffic Management

ATS: Air Traffic Services

BSC: Balanced Scorecard

CAIRDE: Civil Aviation Integrated Radar Display Equipment (the Irish ATM-system)

CANSO: The Civil Air Navigation Services Organisation

COOPANS: CO-OPeration of Air Navigation Service providers

DATMAS: Danish Air Trafic MAnagement System

DMI: Danish Meteorological Institute

EASA: European Aeronautical Safety Agency

EPN: Entry Point North, Nordic ATS Academy. Owned by Naviair, LFV/ANS and Avinor

EUROCONTROL: European Organisation for the Safety of Air Navigation

ICAO: International Civil Aviation Organization

IFU: Internal business development

IPCC: Intergovernmental Panel on Climate Change

ISO: International Organization for Standardization

KPI: Key Performance Indicator (performance targets)

CSF: Critical Success Factor

NEAP: North European ANS Providers

NEFAB: North European FAB (Functional Airspace Block)

NORACON: NORth European and Austrian CONsortium

S2K: System 2000 (the Swedish ATM system)

SES: Single European Sky

SESAR: EU programme on development of the new generation of a European ATM system

SJU: SESAR Joint Undertaking

SLV: CAA-DK (the Danish Civil Aviation Administration)

TWR: Tower

Appendix

5 years outline

Safety	2005	2006	2007	2008	2009
Number of incidents per 100,000 operations in category A, B and C, in which Naviair is implicated directly	2,41	2,62	1,55	1,77	1,17 [1]
Availability – ODSs in the control centre	99,9 %	99,9 %	99,9 %	99,8 %	99,9 % [1]
Availability – radar coverage	100 %	100 %	100 %	100 %	100 % [1]
Availability – Radio-/emergency systems	100 %	100 %	100 %	100 %	100 % [1]

Capacity	2005	2006	2007	2008	2009
Average delay in minutes per operation in ACC	0,0	0,3	0,1	2,2	0,0 [1]
Average delay in minutes per operation in Tower/Approach	0,0	0,4	0,1	0,9	0,0 [1]

Efficiency	2005	2006	2007	2008	2009
ATCO in OPS en-route	7.063	7.142	7.218	6.392	7.260 [1]
ATCO in OPS Tower/Approach København	4.674	4.568	4.327	4.360	4.759 [1]
Administrative and tecnical productivity	2,1	2,1	1,9	1,8	1,9 [2]

Economy	2005	2006	2007	2008	2009
Ordinary operating revenues (1.000 DKK)	718.732	746.897	785.787	868.798	824.782 [3]
Staff charges (1.000 DKK)	415.208	411.785	502.344	536.419	534.994 [3]
Other operating expenses (1.000 DKK)	194.739	226.822	211.365	249.807	252.207 [3]

Environment	2005	2006	2007	2008	2009
Noise inconvenience	1	5	1	0	0 [1]

[1] *Implemented figures as per 30 November 2009*
[2] *Implemented figures as per 30 September 2009*
[3] *2009 forecast Q3*

En-route-rate

The development in Naviair's en-route rate compared to a weighed average of the rate in comparable countries

Legend:
- Naviair
- Vægtet gennemsnit sammenlignelige lande

NAVIAIR

Air Navigation Services