



Europass Curriculum Vitae

Personal Information

Name **Mário Chaves**

Nationality Portuguesa

Gender Male

Areas of knowledge **Executive Air Transportation, Operations Efficiency, Reestructuring Especialist, Lean Management/Otimization & Performance, Airline Captain & Instructor.**

Working experience **March 2023 – May 2023 General Director at Portugália Airlines**
2022 – 2020 Accountable Manager, Chief Operations & Commercial Officer at Grupo SATA
2019 – 2020 Loftleidir (Icelandair Group) senior consultant
2017 – 2019 Acting CEO at Cabo Verde Airlines and Accountable Manager
2016 – 2017 Vice President Operations Efficiency at Icelandair, accumulating Director General Operations (Handling) at Icelandair Ground Services
2015 – 2016 IATA Head, Flight Operations Efficiency, Safety & Flight Operations HQ + Miami Office
2013 – 2014 IATA Assistant Director Flight Operations, Safety & Flight Operations, HQ
2012 – 2013 – Director Performance & Optimization para - TAP S.A.
2010 – 2012 Senior Director for Operational/Integrated Costs Management (representing COO) 2007 – 2012 Program Manager at TAP Portugal, budget controller at Flight Ops, head implementation of performance management at Flight Operations (ex: KPIs,), cost restructuring officer at Flight Operations, crew optimization project lead.
1998 – 2013 Pilot/Captain at TAP Portugal. *for more details check flight experience*
1995 – 1998 Business development consultant

Flight Experience
2006 – 2010 Instructor A320 (Type Rating Instructor)
2005 – 2013 Captain Airbus A320 at TAP Portugal
2001 – 2005 First Officer A310 at TAP Portugal
1998 – 2001 First Officer A320 at TAP Portugal e ground instructor
Total 8000 hours, 7000 in A320

Relevant Management positions **Grupo SATA – Accountable Manager, Chief Operations & Commercial Officer**
Cabo Verde Airlines – (on behalf of Icelandair Group) Acting CEO e Accountable Manager Icelandair – Vice President Operations Efficiency
IATA (International Air Transport Association) - Head Flight Operations Efficiency & Regulatory TAP Portugal – Director de Performance & Optimization

Main industry roles **ICAO Operational Panel member, representing IATA members (2013/2014)**
Flight Operations Efficiency program management at IATA
Country (Cabo Verde) representative negotiating restructuring plan with IMF and World Bank
Star Alliance EFB group member
Participated in several industry panels as Aviation Expert (Aviation Summit, Inmarsat Conference,)

Management Experience

- SATA Group was the greatest challenge of my carrier, new management team started 7th Jan 2020, SATA Group was in technical bankruptcy, low on-time performance, staff was unmotivated, in less than 3 months COVID pandemic was spread in the world and airline had to stop. Transformation, restructuring, modernization, and efficiency had to be gain during pandemic time, also we had to request EU support and negotiate an aggressive plan to allow rescue funds, financial restructuring, and operation stabilization. Final goal to privatize one of the airlines in the group (SATA Azores Airlines).
In 2022, both airlines are reporting best year ever, above 2019, (Pax, NPS, Revenue, OTP, financial results) having both reached EBITDA positive YTD Sep 2022, 3rd quarter 7 Mi net profit. 2022 expected to be net positive for SATA Air Açores and EBITDA positive for Azores Airlines. Average NPS being above industry average (45) consistently.
- Loftedir Icelandic, part of Icelandair Group was awarded a management contract of Cabo Verde Airlines (state owned) to transform, restructure and preparation for privatization. Growth from 1 to 5 aircrafts in 18 months, renewal of IOSA certificate, training of local resources and a successful privatization on 1st March 2019.
- Vice President Operations Efficiency Icelandair & Director General Operations IGS
 - Keflavik HUB efficiency improvement both airline and ground handling to regain HUB minimum connection time (shortest in the North Atlantic), improve turnaround time and restructure processes of Integrated Operations Control Centre.

IATA HQ Montreal projects

- Team Leader on Global Operational Efficiency projects as:
 - United HQ, Chicago
 - Air New Zealand & Auckland airports
 - Qantas Group – Melbourne, Sidney, Adelaide airports
 - Icelandair – Keflavik airport
 - Air India – Mumbai, Delhi airport
 - Azerbaijan Airlines, Baku airport
 - TAP Portugal – Lisbon airport

IATA Miami Office projects

- Coordination of Flight Operations at Americas RCG with North and South American carriers
- Introduction of Runway Occupancy Time (ROT) and Required Time of Arrival (RTA) in efficiency programs. Trial with Icelandair
- Development at RCG of: Metrics for Operational Performance, support promotion of FAA Command Centre, support South America carriers on programs implementation as FRMS (Fatigue Risk Management System), EBT (Evidence Base Training).
- Operational Efficiency project at United, including an ATM assessment to seek for improvements in ATC environment (mostly FAA)
- Team member for Improvement of ATC routes North South way (South America)

Tap Portugal projects

- Program Manager for Operational Efficiency projects in areas as:
 - Crew Management
 - Operational Financial forecast
 - Fuel Efficiency
 - Flight Management
- Hub Efficiency
- Development of a Continuous Improvement area at Group Level
- Implementation of Operational KPIs and link with Finance for more accurate management information
- Development and Implementation of system to support Dispatch and Operational Support, FDCC (Flight Dispatch Control Centre)
- Support on implementation of various programs as Fuel Efficiency, process improvement,
- Work with Ground Handling Operations/Ground Force to improve resource planning
- Integrated Crew Meals process development to avoid delays, reduce costs, improve quality
- Crew layover allowances system development to eliminate manual transactions, improve information for finance and automate process.
- Integration of all Flight Ops related items with Finance, including Budget/Cost Control to automate processes and improve financial information accuracy
- Participated in Less paper cockpit project