



Aviation Capacity Resources AB

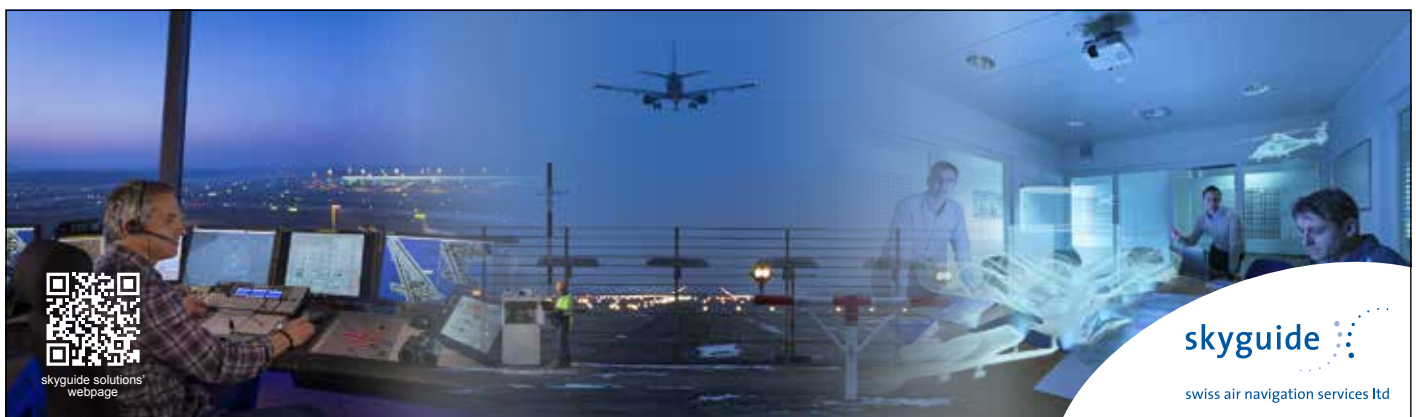


WE HELP
AIRPORTS
TO THRIVE



SUCCESS

ACR Aviation Capacity Resources is Sweden's and Europe's first private provider of air traffic services. We have established ourselves at a number of Swedish airports since we broke the monopoly in 2010. To use the word success might appear bold, however, as the airports that utilise our services have on average reduced costs by one-third this word seems appropriate. Naturally, safety and quality at airports have been maintained through our air traffic management.





KEY TO SUCCESS

In 2004 the contractor Wilhelm Wohlfahrt and economist Arne Stokke established the company prior to the deregulation of air traffic management in Sweden. The decision to deregulate took until 2010, yet by this time ACR was ready to take to the air, with air navigation service experts Lars Rörick and Rolf Jonson on board, and won a number of contracts. When we win a contract, this means that we takeover over operations while keeping the existing staff. Cost savings are not a question of reducing the operative personnel, but about developing the employees with the help of business culture, principles and personal development. Above all, savings are achieved as we have far fewer employees in administration than our competitors.

BUSINESS IDEA

We streamline and create profitability in air traffic services, both in Sweden and internationally. We do this by operating our ATS units (Control towers) based on an environmental and cost effective approach. And we develop our services in collaboration with our customers.

VISION

Through new business, we intend to become one of Europe's leading providers of air traffic services and related training. Our safe, environmentally smart, cost effective and profitable air navigation services will become internationally recognized.



SAVINGS FOR THE AVIATION INDUSTRY

Thanks to the new Swedish Aviation Act, airport operators can procure air navigation services at the airport. This signifies, to those airports that have already made the switch to ACR, a cost saving of 30-40%. Meaning that competition, from the airport's point of view, has had a positive effect on pricing and efficiency. The big winners of the development of competition in Europe for air navigation services are the airlines and their passengers.

HOW CAN WE PROMISE THESE COST SAVINGS?

One of the strengths is our organisational model. We have far greater number of operational employees than administrative, unlike our competitors who have an inverse relationship. Naturally this means that all of our employees are committed, responsible and genuinely interested in their own development. Ensuring that previous safety and quality standards are maintained while service mindedness increases.

Another strength is the operational transparency that takes place when we come on-board as a supplier. There is one advantage in the industry when you are a small and efficient company, we can easily utilise the collective expertise within the company, both big and small. From the outset, we have engaged key people from the world of aviation, including names such as Jan Carlzon, Sebastian Ehrnrooth and Ulrica Messing with others as board members.



TRANSPARENT SOLUTIONS AND SOLID FINANCES

When customers choose us, they receive the transparent delivery of services based on extensive expertise. We offer flexible customer solutions focusing on safety, quality, environment and service. Of course, safety always comes first and our customers determine availability and the production capacity according to the airport's requirements. ACR has financially strong owners and a solid economy, there is no uncertainty.

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SAFETY ALWAYS THE TOP PRIORITY

ACR's mission is to operate air traffic services with the greatest possible safety and auxiliary operations in a cost effective and rational manner. We provide airports with the highest level of service and quality at the best price.

To fly to an airport where ACR provides ATS services must be secure and the most efficient option without compromising safety. To achieve this, the highest priority is given to the expertise of all our tower personnel. Our company has the highest air safety targets in line with Europe's most advanced air navigation service providers and satisfy the aviation safety aims demanded by the Swedish Transport Agency.



COOPERATION WITH SKYGUIDE

It is important that providers collaborate on a competitive market to promote flight safety. Since 2011 ACR collaborates with the Swiss equivalent of the Swedish Civil Aviation Administration, Skyguide. Skyguide has vast experience of air navigation services, industrial development and related training. Together we can offer customers and the industry cost effectiveness, competence and the highest level of safety.

Together we offer:

- Delivery of ATC services
- Training (initial, recurrent, emergency)
- Technical ability (ATS/CNS domains)
- Security expertise for major changes
- Approach procedures and the design of airspace
- Manpower leasing (air traffic controllers, management, experts)
- Duty scheduling, planning
- Research and development (skysoft, simulation, etc...)

WHAT DO OUR CUSTOMERS THINK?

MIKAEL NILSSON IS CEO OF STOCKHOLM-VASTERAS AIRPORT (ESOW), WHICH WAS ONE OF THE FIRST AIRPORTS THAT PROCURED AIR TRAFFIC SERVICES AS SOON AS DEREGULATION CAME INTO FORCE.

"Along with Örebro Airport and Småland Airport, we made a joint procurement. We only needed to go on price when the bids came in as services are so tightly regulated. ACR's tender was much less than LFV, who previously handled our air traffic control."

How has the takeover been?

"It was awkward at first, and the takeover was slightly delayed, but ever since everything has flowed very smoothly. The service we receive is high, it is easy to get in touch with the right person at ACR, and all the air traffic controllers provide a very high level of cooperation. A flat organisation where I get hold of the decision makers when needed without any problems is ideal."

Have there been any savings?

"During the initial four-year period we reduced costs by about two and a half million Kronor. Which represents a good saving in this industry. Especially considering that services are performed with exactly the same demands on safety as before."

How did the most recent procurement end up?

"ACR won without any competition as LFV is reorganising and will take part in the next procurement. Competition is good for everyone. However, the question is which path will they choose as we have too much air activity to be able to have remote towers."

ACR TOOK OVER THE AIR TRAFFIC SERVICES AT SKELLEFTEÅ AIRPORT IN JANUARY 2014. ROBERT LINDBERG, CEO OF SKELLEFTEÅ AIRPORT.

"The takeover went without a hitch. We have not experienced any reliability issues with respect to the takeover. The whole process was handled professionally by both ACR and our previous supplier."

What are the advantages of ACR?

"ACR works closely with its customers. They engage in issues related to our growth and development and are helpful whenever we need their expertise. In addition, the company's short and direct decision paths are an advantage in our fast-changing industry."

Have there been any savings?

"We have made cost savings in the region of 30%. In addition, we have a more flexible approach to operations and can deploy each other's expertise more effectively."



STEN NORINDER IS THE CEO OF JÖNKÖPING AIRPORT (ESGJ) WHERE AIR TRAFFIC SERVICES WERE PROCURED AHEAD OF 2014.

"As a municipally-owned company we have no choice, we must procure all services that can be procured. ACR easily beat the other alternative. We're talking about exactly the same services, but in two different price classes."

How did the takeover proceed?

"It was painless. The air traffic controllers already working here went over to ACR. It was a fresh start and a good dialogue ensued with the new company. The service level is high and we have good relations with them. Actually, the results are better than expected."

Have there been any significant cost savings?

"Yes, quite clearly. Virtually all Swedish airports of this size lose money, but of course it is important to reduce losses as far as possible and by procuring air traffic management we have succeeded in this. Now we are looking at more destinations and more people choosing to fly from Jonkoping."



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WE HELP AIRPORTS TO THRIVE!

Since the 90s aviation is a deregulated market. Competition within air traffic control is limited and has barely started. ACR is a pioneer since deregulation in Sweden in 2010.

Within Europe, the European Commission controls the member countries with 5-year performance plans and planned economic systems that as of yet have not delivered the efficiency and effectiveness expected. ACR believes in a 'bottom-up' model for Europe, where competition is developed first at airports and associated airspace and terminal charging zones.

ACR has shown that with competition between air traffic service providers large savings can be made for the airports, airspace users and ultimately passengers and commerce. Such a development will contribute towards the growth and development required to achieve world-class efficiency similar to that already achieved in the airspace and airports in USA.

ACR's vision is that all European airports follow and take responsibility for their airspace and air traffic control functions and systems that belong to the airports. This airspace accounts for more than 50% of the costs of air traffic services in Europe.

Consequently, ACR sees a system in Europe that could become more efficient through streamlining the infrastructure and production of air traffic services for and in the airspace surrounding the airports without being impeded by national cross-border issues.

ACR believes it will soon be necessary to reform the common European regulation framework so that this development takes off in Europe.



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