

Influencer: Unrelenting in Achieving Daunting Business Goals with Integrity and an Empowered Team

Proactive, numbers-focused strategist with 15-year history of finding the fastest route from failure to turnaround and from launch to profitability. Heavy hitting negotiator who builds long-term, trust-based relationships with partners. Dedicated to building shareholder value by transforming ideas into profitable products and services that change the world.

- **Bring multinational best practices** learned through leadership at global airlines and in partnership with Global 2000, regional, and government organizations across technology, courier, agricultural, medical/pharma, NGO, retail, and consumer goods industries.
- **Translate between country and company cultures.** Offer broad view of leadership formed while working with global supply chains, turnarounds, and business development. Completed in-person business operations in **20+** countries across MENA, Asia, Russian Federation, CIS, and Europe.
- **Speed innovation** by anticipating market needs, developing industry-changing offerings, and implementing internal processes that enable the best use of corporate mindshare.
- **Lead teams that create value**, drawing on experience heading groups as large as 100+. Mentored several entry-level and mid-level hires into effective leaders.

Business Planning
Turnarounds
Supply Chain
Startups
Strategic Partnerships
Cash Management
P&L Management
Debt Restructuring
Risk Management
Product Development
Talent Development
Channel Management
Marketing
Deal Structuring
Pricing Strategies
Sales Leadership

Executive Contributions

ROYAL JORDANIAN AIRLINES, Amman, Jordan; June 2012 to Present

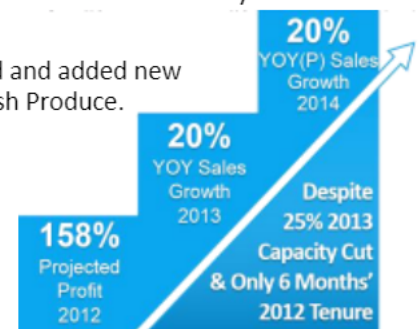
Low-cost airlines with 91 scheduled destinations in MENA, Indian Subcontinent, Central Asia, and Europe.

HEAD OF CARGO—RAPID GROWTH • TURNAROUND • PRODUCT & SITE LAUNCHES • TEAM DEVELOPMENT

Recruited by CEO to assume executive leadership of existing and new cargo markets. Major goals were end-to-end automation of operations, sales and profit growth, and increased market penetration. Territories include UAE, Morocco, and Egypt. Also lead business development of ground handling contracts. 8 direct, 400 indirect reports.

Quickly Realized Double-Digit Profit and Sales Growth in Challenging Circumstances

- **Delivered 158% of projected 2012 profit, despite taking charge for only half the fiscal year.** Redesigned pricing structure, hedging against market changes by ensuring wholesale prices were fixed and fluctuations were absorbed by retail partners.
- **Realized 20% YOY sales growth in 2013, despite 25% reduction in capacity.** Designed and added new high-value offerings, including Valuable Cargo, Diplomatic Mail, Postal Cargo, and Fresh Produce.
- **Set stage for 20% YOY growth in 2014.**
- **Improved cash position 40M AED, transforming exposure into a cash surplus** by securing bank guarantees and renegotiating contracts with 45 partners.
- **Grew existing ground handling and supply chain contracts and added supply chain contracts with iconic companies**, many on the Global 2000 list.



Set Stage for Future Growth via Country Turnaround, New Launches, and Lean Operations

- **Turned around Morocco hub from 20% decline to thriving business that hit all 2014 targets**, using new high-value service offerings and lean operations to counteract European crisis impacting the market.
- **Launched profitable Egypt hub, growing 10X YOY despite decreased capacity.** Also launched successful RAK, UAE hubs.
- **Improved efficiency and improved business intelligence by digitizing manual processes.** Defined functional refinements to SaaS (software-as-a-service) solution and negotiated pricing at <10% of market rate.

GULF AIR GSC, Kingdom of Bahrain; April 2011 to May 2012

Principal flag carrier of Kingdom of Bahrain. Airline serves 38 destinations in 23 countries across MENA, Asia, and Europe.

RCM: Gulf, Middle-East, & Africa—CHANGE MANAGEMENT • COMPLIANCE • HIGH STAKES NEGOTIATIONS

Recruited to realize profitability goals that had eluded Gulf Air due to union and other pressures stemming from government ownership and strong competitors. Assumed executive accountability for cargo business. Served as face of company for ground handlers, DGCA authorities, Ministry of Tourism & Transport, OAL, Ministry of Civil Aviation, and immigration authorities. 8 direct, 100 indirect reports.

Realized Triple-Digit Sales & Profit Growth with New Products and Shift in Sales Culture

- **Realized profitability in cargo within 3 months, growing volume 1200%, from 100 to 1300 tons per month.**
- **Expanded gross revenues 150% and boosted net profit 110% over 2010.** Revived latent offerings and added new premium services, including Trucking (plus specialized Saudi-Bahrain route), Courier, Post Mail, Valuable Cargo, Gold Bullion, Currency, Express, and others.
- **Attracted clients by developing premium cargo facility that became marketing focal point.** Worked with airport to enable quick access for cargo clients. Built cohesive culture by implementing and attending weekly team lunches.
- **Landed major global accounts, transitioning sales team from “presentation” to consultative sales approach.** Personally coached sales executives, attended sales calls, and negotiated high-value deals.



More than Doubled Profits by Streamlining Operations & Strengthening Fiscal Controls

- **Improved quality while reducing staff 78%.** Worked with labour unions, soliciting their input on changes. Negotiated transfer of many displaced workers onto partner teams. Centralized 4 offices into 2. Introduced delivery timelines.
- **Boosted sales and lowered overhead with new business model.** Allowed partners to sell products as distributors and redesigned commission structure, negotiating favourable terms despite partners’ initial resistance and adding new distributors and trade partners.
- **Empowered team members by having everyone contribute business plans.** Developed particularly talented resource to lead business development.
- **Ensured strict financial compliance** by implementing transparent processes and tools.

SAUDIA, Jeddah, KSA; August 2010 to March 2011

Premium airline with 120+ destinations in MENA, Indian Subcontinent, Central Asia, and Europe. 10 KSA destinations.

COUNTRY MANAGER—KPI BOOST • 24/7 CALL CENTRE OPS • REGULATORY COMPLIANCE & NEGOTIATIONS

Recruited in the wake of inconsistent profitability, oversaw existing passenger and nascent cargo business for 176 monthly flights. Liaised with several government agencies and labour groups. 5 direct, 48 indirect reports.

Brought Consistent Profitability, Improved Cash Position, and Laid Out Path to Doubling of Service Area

- **Achieved profitability at all stations within 2 months of assuming leadership.** Lowered operations costs by ensuring strict GSA financial compliance. Increased market penetration and overall sales by improving distribution channels. Centralized operations for KSA into 24/7 operations and sales centre.
- **Maximized resources by negotiating bilateral agreements for all Air Arabia subsidiaries with 2 major industry groups.** Initiated growth with business plans—accepted by global leaders—to add 6 new KSA destinations.
- **Slashed regulatory fines 62%, from 16M SR to 6M SR.** Networked and negotiated with regulators.
- **Launched Cargo Services and Air Arabia Holidays brands, paving the way for continued growth.**
- **Broke KPI records, including 85% seat occupation at all 4 stations and 99% on-time performance.**

AIR ARABIA PJSC, Sri Lanka, Maldives, & South India; April 2007 to August 2010

Premium airline with 120+ destinations in MENA, Indian Subcontinent, Central Asia, and Europe. 10 KSA destinations.

COUNTRY MANAGER—TALENT DEVELOPMENT • LEAN OPERATIONS • MARKET PENETRATION • NEW LOBs

Recruited to close Sri Lankan business in the wake of civil unrest and fiscal loss. Instead, made it profitable, overseeing 98 monthly flights and a network of 110+ retail agents. Headed cargo project in India and Sri Lanka, building dedicated cargo team that is still in place at HQ. Steered media and sales teams in effective digital campaigns. 4 direct, 22 indirect reports.

Elevated “Unsalvageable” Market to Profitable Business Line amid Civil Unrest

- **Recognized potential in market. Planned and implemented turnaround instead of closure.** Cut office space 66%, hired young workers who’d been forced by war to drop out of college, and reduced business hours.
- **Radically increased market penetration from 1 agent to 110+, winning “Best Turnaround”.** Exceeded revenue targets 34%, 62%, and 19%, respectively, in 2007, 2008, and 2009.
- **Fostered loyalty and quality in employees by providing performance bonuses.** Enhanced work environment, providing personal internet access and entertainment. Some entry-level mentees are now industry leaders.
- **Developed new products and launched Air Arabia Holidays brand.**
- **Collaborated to reduce 55,200 USD in handling costs and prevent credit card fraud.**



BRITISH AIRWAYS WORLD CARGO, Mumbai, India; 2005 to 2006

Flag carrier of the UK, with 183 destinations worldwide.

Account Manager, Central India—Managed key accounts, PR, and customer service within cargo organization. Oversaw 42-member telesales rep group. Led sales training programs as well as sales operations for high-priority and high-touch cargo offerings. Built employee recognition programs, collaborated on call centre restructuring, and implemented quality tools that are still in place. **Key contributor to reaching 126% of sales target—1.9M USD vs. 1.5M USD.**

EMIRATES AIRLINE, Mumbai, India; 2003 to 2005

Largest airline in the Middle East, with flights to 133+ cities in 74 countries.

Passenger Sales & Service Agent, Central India—Accountable for operations of passenger sales and service agents, including telesales and field sales teams for packaged tours, business, and leisure travel. **Introduced key programs and processes, many of which are still in place and/or have become industry best practice.** These include Performance Matters QA program, business planning and goal setting for sales agents, dedicated refunds team, dedicated interline team, and dedicated ad hoc inquiries team.

JET AIRWAYS INDIA PRIVATE LIMITED, Mumbai, India; 1999 to 2003

Major Indian airline serving 76 destinations worldwide.

Corporate Sales Executive—Hired to manage corporate sales business cycle, including prospecting, strategic alliances, selling, and account management. Executed integrated marketing campaigns incorporating sponsorships, trade shows, and multimedia advertising. Key accounts included Essar Group, KPMG, TATA Motors, Canadian Consulate, British Deputy High Commission, WPP Group, Johnson & Johnson, Lowe, Novartis, Merck, Glaxo SmithKline, Siemens, TCS, ICICI Prudential, and Maersk.

Early Leadership

Jet Airways:

Independently conceived and executed project to create fare structure that would appeal to the middle class traveler. Personally performed in-field market research.

Results:

- **200% Sales Growth in 18 Months**
- **First low-cost air fare in India—Apex and Check Fares.**

Academic Qualifications and Professional Development

Bachelor of Arts in Business, University of Chennai, Chennai, India; 1999

Foundation in Travel and Tourism Diploma, International Air Transport Association, Geneva, Switzerland; 1998

International Cargo Agents Diploma, International Air Transport Association, Geneva, Switzerland; 1997

Corporate Training: Customer Service and Pricing Training at Jet Airways and Emirates Aviation College, respectively

JUSTIFICATION

Farhan was ready to make a move from airline cargo into a bigger arena. He had risen in the ranks from ticket agent in his native India to executive in the MENA region, heading a global team of 400, so his desire to change industries was just one more challenge he was ready to tackle.

To give Farhan's resume universal appeal, I minimized the use of industry jargon and gave prominence to transferable business skills. A creative title and bold branding statement speak to the fact that he's ready to make an immediate difference in a new environment. Descriptive accomplishment headings, graphics, and a callout box make it easy to understand his impact at a glance.

Note that the résumé is written with British spellings and punctuation and was originally formatted to A4 paper size.