

MARCHAL – François

PERSONAL INFORMATION

| | |
|---------------|--|
| Name | MARCHAL François |
| Address | 26 BP 411 – ABIDJAN 26 (Côte d'Ivoire) |
| Telephone | +225 08 19 44 59 |
| Skype | f_marchal |
| E-mail | francoismarchal@neuf.fr |
| Nationality | French |
| Date of birth | 05/09/1941 |

WORK EXPERIENCE

- Dates (from – to) September 2006 - 2010
- Name and address of employer Liberal profession
 - Type of business or sector Air transportation
 - Occupation or position held Consultant
- Main activities and responsibilities Various missions on behalf of Air Ivoire (extension of my duty as Chief Financial Officer), AKFED (mission for Air Mali), and Aérogestion/Paris (cost-effectiveness studies and action plans for 3 different airlines in Gabon : Gabon Airlines, Air Service, 2AG)

- Dates (from – to) June 2005 - September 2006
- Name and address of employer AIR IVOIRE - Abidjan
 - Type of business or sector Air Transportation
 - Occupation or position held Chief Financial Officer
- Main activities and responsibilities Accounting, cash management, budget, budget control, management control, reporting, investments

- Dates (from – to) April 2001 - June 2005
- Name and address of employer AKFED (Aga Khan Fund for Economic Development) - Gouvieux
 - Type of business or sector Economic development
 - Occupation or position held Consultant
- Main activities and responsibilities Consultant missions involving the creation of an airline in Mali (I was in charge of the financial part of the project, business plans, estimated operating results) and various other projects concerning Air Burkina

- Dates (from – to) February 2001 - April 2001
- Name and address of employer Air Burkina - Ouagadougou
 - Type of business or sector Air Transportation
 - Occupation or position held Chief Executive Officer
- Main activities and responsibilities Short term position pending the hiring of a CEO. Implementation of the privatization agreement that had just been signed and early measures to restore the competitiveness of the airline

- Dates (from – to) January 1999 - January 2001
 - Name and address of employer AKFED (Aga Khan Fund for Economic Development) - Gouvieux
 - Type of business or sector Economic development
 - Occupation or position held Consultant
 - Main activities and responsibilities Privatization of the national carrier of Burkina-Faso, Air Burkina. I was responsible of the financial part of the privatization proposal (business plan and estimated operating results) and of drafting the proposal. Discussions with the Privatization Committee of Burkina-Faso and Air Burkina
-
- Dates (from – to) 1997 - 1999
 - Name and address of employer Salustro – Reydel - Paris
 - Type of business or sector Audit
 - Occupation or position held Consultant
 - Main activities and responsibilities Implementation of a reporting system at CAMAIR, Cameroon's national carrier, and audit of the costs of Tahiti's airport, Tahiti-Faa
-
- Dates (from – to) September 1992 - September 1996
 - Name and address of employer AIR AFRIQUE - Abidjan
 - Type of business or sector Air Transportation
 - Occupation or position held Company Controller, reporting to the Directeur Délégué Finance and Marketing. Member of the Executive Committee.
 - Main activities and responsibilities Direct supervision of a team of 15 persons. And functional management of the decentralized controllers of the central and local directions (about 20 persons)
Budget, budget control, monthly, quarterly and annual reporting, cost accounting and reports to the Board.
-
- Dates (from – to) February 1992 – March 1992
 - Name and address of employer UTA - Paris
 - Type of business or sector Air Transportation
 - Occupation or position held Seconded by UTA to Air France, after implementation of the management lease-contract of UTA by Air France
Reporting to the General Manager Passengers and functional to the General Manager Finance and Control.
Supervision of a team of 14 persons.
 - Main activities and responsibilities Responsible for the budget and investments of the Passengers general management, the three divisions attached to it and the Air France regional delegations in France and abroad
-
- Dates (from – to) September 1990 – January 1992
 - Name and address of employer UTA - Paris
 - Type of business or sector Air Transportation
 - Occupation or position held Company Controller
Reporting to the CFO.
Functional management of the decentralized controllers and their teams.
 - Main activities and responsibilities Responsible for the cost accounting, budget, budget control, internal and group reporting, investments, statistics, the follow-up of pool agreements and for the links between the financial management and the IT department.
Early 1991, implementation of an adaptation plan to the environment which, despite of a fall in revenues of more than 650 MF, allowed us to maintain the operating income only 180 MF under the budget target.
-
- Dates (from – to) July 1981 – September 1990
 - Name and address of employer UTA - Paris
 - Type of business or sector Air Transportation
 - Occupation or position held During those 9 years, I held several positions as controller as well in the Company

- Control as within the company divisions
- Main activities and responsibilities Responsible for the budget, budget control, investment, reporting and links with the information technology department.
Setting up of a reporting and activity and performance indicators for our industrial division.
Implementation of a predictive tool for the airline operating costs for the month M+1 and periodical updates for the needs of the reporting
- Dates (from – to) January 1979 – June 1981
- Name and address of employer UTA - Paris
 - Type of business or sector Air Transportation
 - Occupation or position held Head of Department “Projects” for the Europe-Africa Division.
Reporting to the Europe-Africa Director
- Main activities and responsibilities Responsible for the development of the airline activities in Europe and Africa (opening in March 1980 of a flight between France and Mozambique; contacts, negotiation and signing of several agreements with Malawi, Botswana and Zimbabwe).
- Dates (from – to) March 1967 – December 1978
- Name and address of employer UTA (Union des Transports Aériens) - Paris
 - Type of business or sector Air Transportation
 - Occupation or position held During those first 12 years in the airline, I held various positions both at Headquarters and abroad (Côte d’Ivoire, Zambia, Angola, New Caledonia, Japan)
- Main activities and responsibilities At Headquarters, functions of marketing within the Europe-Africa Division (commercial action, studies and planning).
Abroad, in Côte d’Ivoire (commercial manager) in charge of implementing the commercial policy of the airline, budgets, and commercial management of the then Air Ivoire, the local carrier; in Zambia (Manager); in Angola, negotiations in order to open an air service between France and Angola (the flight started in October 1975) and implementation of an airlift for the evacuation of the Portuguese community during what was called the battle of Luanda; in New Caledonia (marketing manager for South Pacific and Japan), development and implementation of the marketing policy within the different representations that UTA had in the region; in Japan, acting Director for Japan for 4 months.

EDUCATION AND TRAINING

- Name and type of organisation providing education and training Ecole Supérieure des Sciences Economiques et Commerciales – ESSEC
Paris
- Principal subjects/occupational skills covered Marketing and international trade
- Title of qualification awarded ESSEC diploma – 1965

PERSONAL SKILLS AND COMPETENCES

Acquired in the course of life and career but not necessarily covered by formal certificates and diplomas.

Throughout my career and during the various missions carried out, I mainly developed adaptability to a fluctuating environment, organizational skills and rigour.

As you can see from my résumé, my competences cover ALL the aspects of air transportation, having held various positions both in the commercial and the financial side, up to the position of CEO.

If I may add an anecdote, as I was still a student, I was for 3 months a steward on Air France long haul flights (B707) in 1964. So I can say that I cover all the aspects of an airline, even inflight.

MOTHER TONGUE

French

OTHER LANGUAGES

- Reading skills
 - Writing skills
 - Verbal skills
- English**
Fluent
Fluent
Fluent

- Reading skills
 - Writing skills
 - Verbal skills
- Portuguese**
Good
Average
Good

SOCIAL SKILLS AND COMPETENCES

Living and working with other people, in multicultural environments, in positions where communication is important and situations where teamwork is essential (for example culture and sports), etc.

In various positions I have lived and worked in different countries, with the people of those countries, especially in Africa. In Africa I got to know not only French speaking countries, but also English and Portuguese speaking countries.

As from December 2011, I decided to return and live in Côte d'Ivoire, in Abidjan.

ORGANISATIONAL SKILLS AND COMPETENCES

Coordination and administration of people, projects and budgets; at work, in voluntary work (for example culture and sports) and at home, etc.

As indicated in the description of the various positions I held during my professional life, I had to manage manpower as well hierarchically as functionally. I was responsible for the development and implementation of various projects. I established budgets throughout my career, starting with my position as commercial manager in Abidjan in 1967. I established several business plans for different airlines, primarily in the African environment.

Since January 2013, I occupy on a voluntary basis the functions of financial manager at the Golf of Abidjan (even though I am not myself a golfer).

I like reading and travelling.

DRIVING LICENCE(S)

A and B (permanent)