

## KELD LUDVIGSEN

**Director, KLC – Keld Ludvigsen Consulting IVS**

**Born in:** Copenhagen, Denmark, on 1 August 1955

**Nationality:** Danish

**Education:** Graduated from University of Copenhagen, Economic Institute (1987).  
I hold a degree as Master of Science in Political Economy.



### Work history

**2017 -**

**Director, KLC – Keld Ludvigsen Consulting IVS**

Retired myself from the position as Deputy Director General at the Danish Transport Authority and formed the independent one-man consultancy company offering services within the transport sector, in particular aviation, road transport and postal services.

**2010 - 2017**

**Deputy Director General, Danish Transport Authority**

Late 2010 the Civil Aviation Administration - Denmark and the Danish Transport Authority were merged and I was appointed Deputy Director General. The Danish Transport Authority is responsible for safety, security, economic and performance regulation, licensing and oversights for all modes of transport. The Authority establishes framework conditions, regulation and co-ordination of the players within the public transport of both passengers and goods. As part of the strategic basis of the Authority, it carries out analyses and evaluation of the development of public transport in Denmark and internationally. The Authority is organized in centers, and – apart from taking part in the general strategic development and management of the Authority as a whole - the following areas was within my responsibility:

- **Centre for Transport Markets**
  - Regulation, approval and oversight regarding market access for aviation, railway, commercial road transport and postal services, including bilateral agreements;
  - Government authority relating to financial monitoring and economic regulation of airlines, Copenhagen Airports and air navigation services, including the Joint Finance Agreement with ICAO, as well as supervision of postal services operators in Denmark;
  - Target setting and oversight of the performance of the air navigation service provider of Denmark;
  - Oversight of the performance and the capacity of Copenhagen Airport;
  - Regulation, approval and oversight of aircrafts and airports regarding environmental impact of aviation;
  - Regulation, approval and oversight regarding aviation and maritime security;
  - International relations regarding transport markets including representation in forums within the European Union, intergovernmental organizations (i.e. ICAO, Eurocontrol and UPU) and the coordination of EU-matters and –hearings;
  - Crisis management and crisis response on behalf of the Danish Transport Authority.
- **Centre for Public Transport**
  - Exercises government authority in the public transport sector, including administers of funds targeted for the development of public bus transport;
  - Performs analysis and evaluation of public transport using bus, rail, road and air transport.
- **Centre for Vehicles and Green Transport**
  - Road traffic safety and environmental regulation for heavy and light vehicles and regulation on vehicle type approval and inspection;
  - Vehicle type approvals and administers matters relating to product safety;
  - Regulates and oversight with periodic motor vehicle inspections;
  - Duties and inspections relating to the environmental impact of heavy and light vehicles;
  - Initiatives for promotion of environmentally friendly transport through projects and campaigns.

- **Bornholm Airport**

- *The operation of Bornholm Airport which is a government-owned regional airport operated by the Danish Transport Authority;*
- *Responsible as owner for the concession of Bornholm Airport.*

Until the end of 2011 the Centre for Personnel Licensing and Training was within my responsibility as well. The Centre was responsible for the licensing and transport-related training of personnel in the areas of aviation, railway and road.

All in all my total number of employees were approximately 110.

## **1999 - 2010**

### **Director of Finance, Civil Aviation Administration - Denmark**

In this position I was responsible for all internal financial matters within the Civil Aviation Administration – Denmark (CAA-DK), development of strategic goals, objectives and plans, IT development and support and economic regulation of service providers within civil aviation. The Economic Department consisted of 20 persons.

- **All financial activities within the CAA-DK**
  - *Budgeting, price calculation and setting of fees and charges for all activities within the CAA-DK;*
  - *Accounting;*
  - *Periodic review of budgets compared to outturn.*
- **Strategic goals, objectives and plans of the CAA-DK**
  - *The yearly revision of the 4 year 'contract' between the CAA-DK and the Department of Transport;*
  - *The yearly revision of the internal strategic plan, using a Balance Scorecard approach;*
  - *Development of incentive contracts with managers in the CAA-DK;*
  - *Periodic review of the plans and contracts.*
- **IT development and support within the CAA-DK**
  - *IT infrastructure, incl. servers, network, external communication facilities, etc.;*
  - *Workstations, printers, etc.;*
  - *Implementation and support of standard applications and specialised applications.*
- **The economic regulation of service providers**
  - *Approval and oversight of cost bases and charges for the air navigation services in Denmark;*
  - *Approval and oversight of charges for Copenhagen Airport;*
  - *Target setting and oversight of the performance of the air navigation service provider of Denmark;*
  - *Oversight of the performance and the capacity of Copenhagen Airport;*
  - *Issuing and oversight of operating licences to airline companies in Denmark.*

Until August 2001 the CAA-DK included the functions of regulation, safety oversight, air navigation service provision and 4 regional airports. The total number of employees was approximately 1,100 and the annual spending budget was approximately 140 million EUR. From August 2001 regulation and service provision were separated. Regulation and oversight functions (safety, security, economic and performance) were assigned to the CAA-DK, and air navigation service provision was assigned to a new separate entity (NAVIAR).

## **1995 – 1999**

### **Chief of Budget and Planning Division, Civil Aviation Administration - Denmark**

Responsible for the budgeting of the organization, establishing of the cost bases for air navigation services in Denmark, aeronautical statistics and forecasting of aeronautical activities in Denmark.

## **1991 – 1995**

### **Personal Assistant to the Director General of the Civil Aviation Administration - Denmark**

The major duties in this position were the financing of the renewal of the Air Traffic Control Centre of Copenhagen and the integration of Denmark into the Eurocontrol Central Route Charges System.

**1987 – 1991**      **Head of Section, Economic Department, Civil Aviation Administration - Denmark**  
In this position the duties were to produce forecasts and statistics on aeronautical activities in Denmark, assisting in making the budget of the organization, the cost bases for air navigation services and the cost bases for airports.

## International positions

**2010 – 2017**      **European Regulators Group for Postal Services (ERGP)**  
*Danish representative in this group of postal regulators, that serves as a forum for exchange of information and best practices as well as a forum for dialogue with the EU Commission.*

**2009 – 2011**      **Eurocontrol – Performance Review Commission**  
**2011 – 2013**      **Eurocontrol – Chairman of the Performance Review Commission**  
**2010 – 2013**      **EU – Performance Review Body**  
*The Performance Review Commission of Eurocontrol is established to provide advice to the Governing Bodies of EUROCONTROL in order to ensure the effective management of the European Air Traffic Management System through a strong, transparent and independent performance review and target-setting system. This system addresses all aspects of air traffic management including policy and planning, safety management at and around airports and in the airspace, as well as financial and economic aspects of services rendered. The Performance Review Commission is composed of 12 Members, who are appointed on the basis of ability, competence, experience and professional reputation. The Performance Review Commission is designated by the European Union to support the European Commission in matters related to the performance scheme of the Single Sky.*

**2003 – 2017**      **ICAO – Member of the Air Navigation Services Economics Panel (ANSEP)**  
**2003 – 2009**      **ICAO - Chairman of the ANSEP**  
*The Air Navigation Services Economics Panel is an expert panel with the tasks to:*  

- Develop and update the Manual on Air Navigation Services Economics (Doc 9161);
- Assist the Secretariat in undertaking a study on the allocation of GNSS costs;
- Undertake a study on the establishment and funding of regional or sub-regional search and rescue mechanisms.

**2003 – 2017**      **ICAO – Member of the Airports Economics Panel (AEP)**  
*The Airports Economics Panel is an expert panel with the task to develop and update the Airport Economics Manual (Doc 9562).*

**2000 – 2003**      **ICAO – Chairman of the North Atlantic Economic and Financial Group (NAT EFG)**  
*The North Atlantic Economic and Financial Group (NAT EFG) is a group within the framework of the North Atlantic Special Planning Group (NAT SPG) framework. The purpose of the Group is primarily to develop a common approach to cost identification, cost allocation and cost recovery within the region. The Group was formed in 2000 and I was elected the first chairman of the Group.*

**2014 – 2016**      **Eurocontrol – Representative of Denmark to the Provisional Council**  
*The Provisional Council is the governing body of Eurocontrol.*

**1999 – 2009**      **Eurocontrol – Representative of Denmark to the enlarged Committee for Route Charges**  
**2005 – 2007**      **Eurocontrol - President of the enlarged Committee for Route Charges**  
*The enlarged Committee for Route Charges is the management committee for the Central Route Charges System within the Eurocontrol organisation. There are 36 contracting States to the organisation all represented in the enlarged Committee for Route Charges. The Central Route Charges System invoice and collect route charges on behalf of the member states at a yearly total amount of 6 -7 billion Euros.*

**2004 – 2010**      **Eurocontrol – Representative of Denmark to the Standing Committee on Finance**  
*The Standing Committee on Finance is an expert committee of the Provisional Council, to which it provides advice and submits recommendations on all budgetary and financial issues affecting Eurocontrol.*

**2001 – 2003**      **Eurocontrol – Chairman of the task force for Financial Information for the Users (FIFU)**  
*The FIFU Task Force was a task force within the framework of the enlarged Committee for Route Charges. The Task Force revised the Principles for establishing the Cost Base and the Unit Rates (comparable to the ICAO Policy on Route Charges) as well as the Guidance on the Rules and Procedures of the Route Charges System (comparable to the ICAO Manual on Air Navigation Services Economics).*

**1998 – 1999**      **Eurocontrol/ECAC – Chairman of the Economic Component Group developing the ATM 2000+ Strategy for Europe**  
*The ATM 2000+ Strategy is a comprehensive “gate-to-gate” oriented ATM strategy for the years 2000 to 2015. I was the Chairman of the Economic Component Group. We succeeded in bringing the economic element into the strategy as an important and integrated part.*

#### International conferences, symposiums, etc. (only the most important)

**2015**      **EU Commission – High Level Conference, a social agenda for transport**  
*Conference hosted by Commissioner Bulc and Thyssen. I was a panellist and made a keynote presentation on the topic: What could be further achieved to improve employment and working conditions?*

**2015**      **DGAC of France – Conference on competition within the aviation**  
*I was a keynote speaker and panellist on social dumping in aviation.*

**2015**      **European Economic and Social Committee – Hearing on Social Dumping in the Civil Aviation Sector**  
*I was a panellist presenting the report produced by Denmark.*

**2015**      **ACI – 7<sup>th</sup> Annual Airport Economics & Finance Conference**  
*I was a keynote speaker and panellist on best practices and new thinking for airports.*

**2014**      **ACI – 6<sup>th</sup> Annual Airport Economics & Finance Conference**  
*I was a keynote speaker and panellist on regulation of major airports.*

**2012**      **CAA-UK - Seminar on Total Economic Cost in the Performance Scheme**  
*Public seminar arranged by the UK-CAA at London School of Economics on the option of including total economic cost as a KPI in the SES performance scheme. I was a keynote speaker.*

**2012**      **ICAO – Air Transport Symposium**

**2010, 2013 and 2016**      **ICAO – General Assembly**  
*Alternate Chief Delegate of Denmark.*

**2008**      **ICAO – Conference on the Economics of Airports and Air Navigation Services (CEANS)**  
*ANSEP and AEP was in cooperation with the Secretariat of ICAO responsible for the preparation of the Conference on the Economics of Airports and Air Navigation Services (CEANS), held in ICAO Headquarter in Montreal 15-20 September 2008. At the Pre-Conference Symposium I was the moderator at Session 2: Economic Oversight of Airports and Air Navigation Services.*

**2007**      **ICAO – World wide Symposium on Performance of the Air Navigation System (SPANS 2007)**  
*ANSEP was in cooperation with the ATMRPP responsible for the preparation of the world wide Symposium on Performance of the Air Navigation System, SPANS 2007, held in ICAO Headquarter in Montreal 26-30 March 2007. I delivered a keynote presentation at the symposium on the economic and management performance.*

**2000**      **ICAO – Conference on the Economics of Airports and Air Navigation Services (ANSEConf)**  
*Chief Delegate of Denmark.*

**1992**      **ICAO – General Assembly**  
*Delegate of Denmark.*

**1991**      **ICAO – Conference on Airport and Route Facility Management (CARFM)**  
*Alternate Chief Delegate of Denmark.*