



Operationalisation of the Single African Air Transport Market (SAATM) – Support to the African Civil Aviation Commission (AFCAC)



EXPERT – PROF DR EYDEN SAMUNDERU

Managing Partner, Amena Africa Limited
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CURRICULUM VITAE

Prof. Dr. Eyden Samunderu is a seasoned international senior strategy expert with a profound expertise in spatial econometrics, statistical modeling, and a deep understanding of the global aviation industry. With a PhD in Strategic Management from Universidad Carlos III (UC3M) in Spain, his academic background is strongly anchored in the analysis of airlines' dynamic oligopoly behavior, strategic alliance networks, and multi-market contact strategies.

Dr. Samunderu brings more than two decades of experience in international aviation management consulting and project management. His work is characterised by a strong business analytical acumen and a comprehensive commercial awareness of air transport development, market liberalisation, and cost benchmarking. Known for his client-centric mindset and commitment to delivering unparalleled client service solutions, Dr. Samunderu has demonstrated self-confidence and exceptional presentation skills, making him a trusted advisor at both stakeholder and senior management levels.

Consulting Focus

Dr. Samunderu's consulting work is focused on a wide range of strategic areas within the aviation sector, including:

- **Airline and Airport Strategy Development:** Crafting competitive strategies for airlines and airports, including network optimisation, market entry, and expansion strategies.
- **Change Management and Restructuring:** Leading transformation initiatives within airlines and airports to improve operational efficiency and financial performance.
- **Aviation Market Liberalisation:** Advising on policies and strategies to promote market liberalisation, fostering competition, and enhancing the economic impact of the aviation industry.
- **Infrastructure Financing:** Providing expertise in the financing of airport infrastructure through public-private partnerships and other innovative financing models.
- **Regulatory Compliance:** Ensuring alignment with international aviation regulations, including ICAO standards, and helping clients navigate complex regulatory environments.

Education

- **PhD – Strategic Management** - Universidad Carlos III (UC3M) – Spain; Field(s) of study: Airlines and dynamic oligopoly behaviour, strategic alliance networks, multimarket contact, strategic groups, spatial econometric models



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in airlines; Thesis: The dynamics of airline industry: Studies on airline alliance networks, strategic groups and the low-cost carrier phenomenon (cum laude- distinction)

- **Diploma Doctoral Studies – Mphil** - Universidad Europea Madrid
- **MSc. International Marketing** - London Southbank University, UK

Project Activities

As an expert in the field, Dr. Samunderu has been involved in numerous high-profile projects with a focus on the African aviation sector. His current role as an Air Transport Expert and Project Lead for the European Union Aviation Safety Agency (EASA) involves spearheading initiatives aimed at enhancing air transport operations across the continent.

His work encompasses several key areas, including:

- **Market Competition and Regulatory Alignment:** Developing strategies to foster fair competition in the aviation market, ensuring alignment with international laws and regulations.
- **Aviation Charges and Taxation:** Reviewing and harmonising aviation-related charges, taxes, and fees to optimise economic outcomes and regulatory compliance across African countries.
- **Capacity Building and Training:** Leading efforts to enhance the skills and knowledge of aviation professionals, focusing on capacity building and the implementation of best practices in the industry.

Dr. Samunderu's extensive experience also includes strategic advisory roles in airline restructuring, airport infrastructure development, and operational efficiency improvement within various African and European contexts.

Publications

- Prague, Czech Republic – Aviation Consolidation, Strategies for successful Mergers and Acquisitions and Partnerships – 10-11 May 2007 – Keynote presentation (unpublished paper)
- Mannheim Germany – Competition in Transport Markets, Centre for European Economic Research, 26-27 November 2007 (Conference Paper)
- Madrid – “Business under fire – The aftermath of September 11” – November 2001
- Madrid – “Corporate America Under Scrutiny: Investors Without a Compass” (Unpublished paper 2006)
- Strategy Implementation and Change Management Teaching Seminar, 2015 – International Week, Dokuz Eylul University, Faculty of Business, Turkey
- ISM Research Journal 2016 - Cross-platform network migration of airline business model: A Signal of the "new game" hybrid model - Evidence from Air Berlin's performance metrics
- Helsinki – Seafocus Executive Business Platform – Maritime Transport 14th November 2017 – Intelligent Hunt Jury Member
- Baltic Rim Economies Review November 2017 Issue 3: CSCO – An important C-Suite to the Executive Committees – Eyden Samunderu and Ulla Keino (CEO – Seafocus)
- Container Logistics – The Role of the Container in the Supply Chain 1st Edition (2018) Edited by Rolph Neise, Chapter - 01: Global Container Trade – The Past and the Future, Kogan Publishing UK, EAN: 9780749481247
- Farrugia, M; Robinson, M and Samunderu, E (2019) “Predicting customer purpose of travel in a low-cost environment” Working paper for the Journal of Air Transport Management
- Hruby, J; Mello, R and Samunderu, E (2018) Advances in Global Leadership Vol. 11. Emerald Publishing, Unpacking the Complexities of Global Mindset: A Multi-lens Analysis. ISBN: 9781787542976
- Samunderu, E (2019) Air Transport Management – A Strategic Management in the Airline Industry 1st Edition, Kogan Publishing UK – ISBN-13: 978-1789660371
- Samunderu, E. (2019). Privatization can make Africa take-off, Civil Aviation Authority of Zimbabwe (CAAZ), Aviation Magazine Vol 6 pp 30-32
- Samunderu, E. (2019). Privatization can make Africa take-off, Civil Aviation Authority of Zimbabwe (CAAZ), Aviation Magazine Vol 6 pp 30-32
- Samunderu, E & Küper, Y (2019). Testing the impact of commodity risk on airline capacity forecasting: A systems dynamic framework from an airline perspective, ICAO Scientific Review, Management and Analytics Research Journal, Vol. 1 (in-print)





- Samunderu, E (2019). Challenges and complexities underlining Africa's airport infrastructure financing: A multiple lenses perspective, *Aviators Africa*. Issue 11, 2019
- Samunderu, E (2020). Aviation industry hits turbulence: A multiple lenses perspective on the impact of COVID-19. *Aviators Africa*, Issue 12, 2020
- Samunderu, E. (2023). *African Air Transport Management- Strategic Analysis of African Aviation Market*, Springer Publishing, Germany
- Samunderu, E. (2024). *The Economic Effects of Air Transport Market Liberalisation. A Perspective Analysis of the Single African Air Transport Market (SAATM)*

Memberships

- ICAO Scientific Review – Senior Reviewer
- IATA external consultant
- Aviation Future Challenges and Solutions – Member of Scientific Committee
- Strategic Management Journal – Member
- Academy of Management – Member
- Chartered Institute of Marketing UK – Member
- Air Transport Research Society – Member
- German Aviation Research Society – Member

