Felisa Pérez-Luengo

STRATEGY · OPERATIONAL EXCELLENCE · AIRPORT TRANSFORMATION

istmia
ADVISORY & MANAGEMENT

From the boardroom to the frontline

Thirty years across six airport operators: from headquarters to the airport, from the international hub to the regional airport.

> *I identify the barriers, set out the alternatives and support implementation through to results.*

MY VALUE PROPOSITION

1
Strategy & governance
From positioning to measurable objectives with clear accountability — strategic pillars | governance | objectives | business plan.

2
Operational excellence
From reacting to predicting — integrated processes | digitalization | resilience and continuity | capacity management | ORAT | balance of CapEx, OpEx and passenger experience.

3
Investment & assets
From a list of projects to a prioritized, realistic and executable programme — CapEx | RepEx | total cost of ownership (TCO).

4
Planning & development
From today's decisions to tomorrow's airport — integration of demand, capacity, infrastructure, regulation and airport economics.

5
Public-private partnerships
From a paper proposal to the operator's perspective — concept-of-operations impact on the business plan and short- and medium-term technical-operational optimization.

6
Organization & people
From dependence on third parties to building the capabilities to execute the plan — organizational design | functions and responsibilities | training | multiskilling | succession.

HOW I WORK

- **Integrated advisory or periodic support** — decision-making and executive accountability remain within the organization.
- **Part-time or interim executive position** — I assume an executive role, with responsibility for the team and results.
- **Defined-scope diagnosis and mandate** — analysis, roadmap definition and implementation support.
- **Senior expert within consulting teams and consortia** — the operator's perspective in design and construction, regulatory compliance, ORAT and PPP processes.
- **Independent second opinion** — on business plans, bids, PPP processes and technical-operational approaches.
- **Technical-operational due diligence** — independent assessment of airport projects for investors and development banks.
- • **Advisory Board design and leadership** — selection and coordination of experts to support CEOs on strategic challenges and complex decisions. *Certified Chair™.*

MY TRACK RECORD

Tocumen International Airport, Panama
AIRPORT 2025–26
COO Advisor, 21M-pax international hub and four regional airports. Organizational transformation, short-term planning and OPEX optimization; development and reinforcement of process management, capacity, resilience and regulatory-compliance functions.

VINCI Airports, Paris
HQ 2018–24
Operations Directorate created from scratch: operational governance, capacity and processes. 70 airports, 13 countries. Asset optimization and business planning.

OPAIN · El Dorado International Airport, Bogotá
AIRPORT 2013–18
30M pax in 2018. CTO and Chief Planning & Development Officer. El Dorado 2050 PPP.

Aeroports Públics de Catalunya, Barcelona
HQ & NETWORK 2009–13
Regional airport network. Technical & Operations Director; greenfield airport opening and aerodrome conversion to commercial use.

AENA · INECO, Barcelona International Airport
AIRPORT 2006–09
ORAT lead and operational readiness for Barcelona T1.

Ferrovial Aeropuertos · ASUR, Cancún
HQ & AIRPORT 2000–06
COO and CTO of nine airports in Mexico: operations, planning and investment. Asset management and acquisitions from Madrid HQ.

One path, two sides: headquarters and airport, strategy and operations.

EDUCATION

Aerospace Engineer · Universidad Politécnica de Madrid
Advanced Master in Airport Management · École Nationale de l'Aviation Civile, Toulouse

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