



Press Release

Dhaka - February 03, 2010

The Honorable PM inaugurates a new Biman

Biman Bangladesh Airlines Ltd. has started its new journey with new logo and livery and inclusion of New Generation Boeing 777-200ER and Boeing 737-800NG aircraft in its fleet. The Honorable Prime Minister of the People's Republic of Bangladesh Sheikh Hasina inaugurated Biman's New Logo and Livery at the VVIP Terminal at ZIA on February 03, 2010 at 10:00am.

After delivering an Inspirational speech and wishing Biman all the best in its future endeavors, the Honorable Prime Minister formally inaugurated the new Logo and Livery as the automated curtain unveiled the new logo and livery along with a computer graphic based AV showing the new fleet flying high. The video clip also showed the pre-recorded arrivals of the 777-200ER and 737-800 aircraft touching the ground for first time in Bangladesh. The Honorable Prime Minister also cut the logo embedded cake and got onboard of the 777-200ER and 737-800NG aircraft painted in Bimans' new logo and livery. The Honorable Prime Minister also received models of 777 and 737 aircraft from the Chairman and the Managing Director & CEO of Biman. The event also showcased seven new Uniform (Sarees) designs to be worn by the Biman employees engaged in-flight service and customer touch point units on the ground.

The inaugural function was also adorned by the presence of the Cabinet members, Members of Parliament, high civil and military officials, H.E. Mrs. Britt Hagstrom - the Dean of the Diplomatic Corps & Ambassador of Sweden, H.E. Mr. James F. Moriarty, the Ambassador of the United States of America. Representatives from the US Embassy, Boeing Company, GECAS and Euro Atlantic, high officials of CAAB and Biman were also present during the inaugural ceremony.

With the event Biman started its journey with new generation aircraft. Biman is acquiring these aircraft on lease to improve quality of its services for the interim period up to the delivery of aircraft from Boeing, which are scheduled to be delivered from 2011. Earlier, the 777-200ER leased from EuroAtlantic Airways arrived in Dhaka on January 23, 2010 at 5:04 pm and the 737-800 leased from GECAS on January 25, 2010 at 11:16am. The second 737-800 from GECAS is also expected to reach Dhaka today on February 03, 2010. Biman is also leasing one 310-300 aircraft from ILFC which is scheduled to be delivered to Biman on 07 February 2010. It is expected that a second 777-200ER from EuroAtlantic will join the fleet by end March 2010.



It may be mentioned here that the leased 777-200ER has a configuration of 293 Economy and 30 Business Class seats. The 737-800, which presently has a configuration of 177 Economy seats will be converted to 150 Economy and 12 Business Class soon. With the induction of new aircraft in the fleet Biman expects to resume operation on some of the suspended routes and to operate to some new destinations. Flights to Delhi and Bangkok will resume from 15 February 2010. Operation of flights to Tripoli, Guangzhou and Colombo is planned to commence from Summer Schedule 2010. The much-anticipated flight to New York will commence soon after induction of the second 777-200ER and completion of other required formalities. Possibility of operating flights to Tokyo and other destinations in Australia and Europe is being evaluated.

After the conversion of Biman into a public limited company, Biman initiated and implemented effective fleet and route expansion strategies to accelerate the process of growth, effective strategy to bring positive changes in the work-process and work-environment, optimum utilization of manpower and resources and a well thought-out plan to implement the re-branding initiatives for the present and the future. A successful Hajj operation, E-ticketing implementation, up gradation of the departure control system, adding new ground handling equipment to provide better ground handling services, entering into IP/IP-VPN, MOU with Airlogica (Data Mining Technology), BSP, CASS, and a successful IOSA certification are some of the significant milestones achieved.

Biman as a company has also been able to reverse its slide and turn profitable. As per concluded accounts for the year 2008-2009, revenue stood at Tk.3,039.70 crore and profit stood at Tk.24.9 crore before tax; - significant signs of success when the aviation industry is still reeling from the effects of recent global economic recession.

Biman thanked all the guests who attended the inaugural ceremony; specially the member of the press and electronic media who had been supportive all along. The event ended with light refreshment and a mingling of the high officials from various sectors of GOB, Embassies, Boeing, GECAS, Euro-Atlantic, CAAB and Biman.

Biman takes this opportunity to express its gratitude to the valued passengers who extended their unwavering support to the national flag carrier over the past long years and promises to continue to strive to provide their best of services.



Brand Story - The Story of Biman's Fight for Revival

On 4th January 1972, Biman made its journey as the national airline of Bangladesh, a country fresh from a gruesome war of independence. The zeal and enthusiasm of a freshly liberated nation was all behind the newly launched Airline.

Biman started its journey with a DC-3 aircraft—a gift from the government to the new airline. But the joy was short-lived. The aircraft crashed while on a training flight before any service could begin. When it appeared that there is no alternative in sight, the government came forward to rescue Biman and procured two-F-27s from India in March 1972. Biman finally took-off on March 7, 1972 with flights to Chittagong and Sylhet and on March 9, to Jessore, marking the beginning of the domestic operation. Since then there has been no looking back.

It was the international operation of the airline which started first. On 4th of March, three days before the start of domestic operation, Biman's first international flight landed in Dhaka from London with 179 passengers on board. A chartered aircraft from British Caledonian was used for the flight.

But there were other priorities for the war torn nation. For the people who took the uphill task of taking the Airline forward, each day was a struggle for survival, let alone progress. Fortunately, Biman continued to receive the much needed state patronage. Within one year of launch, Biman could acquire four F-27s. Two of the F-27s were from India, the other two from the Netherlands. By the end of the first year of independence, the national Airline was already flying to four domestic destinations (Chittagong, Sylhet, Jessore and Ishurdi) and two international destinations (Kolkata and London).

By the end of the seventies, Biman had a fleet of 8 F27 and 5 Boeing 707. Biman was serving 7 domestic and 18 International destinations. This was a remarkable feat by any standard. There were many obstacles on the way to achieving such expansion, but nothing that could deter a motivated workforce armed with the spirit of victory in a war of independence.

The eighties was the era of fleet modernization. In 1981 Biman acquired two F-28 aircraft from Fokker Company. In 1983 three DC 10-30 aircraft joined Biman from Singapore Airlines, marking a new era for the airline. Though the DC-10s were used aircraft, they were well maintained and perfectly suited the airline's operations. The DC-10s would be the backbone of the airline for the next two decades.



Meanwhile, Biman kept expanding its network. Baghdad was included in the network in 1983. Within the next few years Biman added Paris, Frankfurt, Bahrain and a number other destinations to its network. In 1989 Biman purchased a new DC-10-30 from Mcdonnell Douglas. Biman started taking out the F-27s from its fleet in phases.

In 1993, with standing many odds, Biman commenced its trans-Atlantic flight to New York. This feat is regarded as a milestone in Biman's history. In 1996 Biman made purchase of two Airbus 310-300. These were two of the last few 310s manufactured by Airbus.

There were several attempts at fleet renewal starting in mid nineties. Biman,s DC-10 were ageing, the A310-300s fell behind capacity requirement. Competing Airlines started operating to Dhaka with newer generation A330, A340, Boeing 777-200 and 777-300 aircraft. Biman started losing market share to the Middle Eastern Airlines. The then management, concerned over the loss of market share, tried to modernize the fleet. But all attempts failed for one reason or the other.

Biman stepped into the twenty first century with opportunity on one hand and challenge on the other. Air travel picked up at an astounding pace. Competing Airlines kept increasing frequencies to Dhaka. Biman continued operation with mid size A310, the fuel guzzling old DC-10 and F-28 aircraft. In 2003, two wet leased Boeing 737-300 joined a fleet of 5 DC-10, 4 Airbus -310, and two F-28 aircraft. Two old F-28 aircraft were purchased from Indonesia, an indication of the management effort to makeshift solutions to schedule disruption.

Biman was turned into Public Limited Company in 2007. Though full ownership still remained with the government, the policy making body is now a Board of Directors appointed by the government. Government decided to relieve Biman of the huge debt to different agencies, giving Biman an opportunity to start afresh.

All did not go well for the Airline. Decisions had to be taken quickly. It was promptly understood by the new board that the airline business revolves around airplanes and one of the first problems to address is the issue of fleet modernization. Though many people and agencies actively participated in the discussion on the best course of action for Biman, it was Transparency International of Bangladesh who came up with the most concrete recommendation of all. TIB conducted two workshops and came up with specific recommendations.



The first of the workshops was a diagnostic analysis of the Airline, the second involved discussion on fleet modernization, advantages of Bangladesh being signatory to Cape Town Convention and composition of the Board of Directors. TIB uncharacteristically refrained from criticizing the airline's controversial past and came up with valuable suggestions.

The event that rejuvenated the airline was the Board approval of purchase of ten aircraft from Boeing Company. This was the first time in Biman's history that a committee comprising of members from different departments from inside Biman could choose its fleet. The approved fleet consisted of four Boeing 777-300ER, four Boeing 787-8 and two Boeing 737-800 NG. Though at the time of signing the proposed delivery dates of the first four 777-300ERs was in 2013, the advanced dates for two of them now is in 2011.

The management realized that while the approved fleet will solve Biman's problem in the future, steps have to be taken to address the immediate capacity crisis. Boeing Company offered assistance in aircraft acquisition for interim relief. They proposed that Biman should acquire Boeing 777-200/ 200ER and Boeing 737-800 on long term lease to meet immediate requirement.

The first step towards success for any organization is identifying the problem areas. The authorities readily acknowledged that massive reforms are required in almost all the areas of the airline's operations. Instead of attempting to address these issues in an isolated manner, a concerted approach was taken up. Regular meetings of the different committee members ensured that the initiatives did not go out of track. Biman management, having sorted out the approach towards solution, sought expert assistance wherever required.

Boeing's expertise in all the fields of aviation proved to be the best asset Biman could have in its bid to change. The working together partnership between Biman and Boeing ensured that first hand information about industry standards is always at hand. As a matter of fact, Boeing helped create Biman's IT infrastructure, and helped Biman develop its livery and logo, as it is being proudly displayed on Biman aircraft.

With the fleet problem solved, the airline now has to face the real issue, regaining its image. Changing aircraft is only a part of the solution; the real challenge is in gaining market confidence. Years of underperformance, schedule disruption and indifferent treatment have created an image on the minds of passengers that is hard to erase. The real task is to make the customers believe that Biman is set to change, and the changes will be in line with a promise to deliver up to the expectations of the passengers. It was



identified that changes are required in all areas of service to bring forth the desired effect. With Boeings expertise in re-branding, the areas to address were quickly identified.

Biman detailed a team to work alongside Boeings subsidiary in branding matters, Teague, to delve deeply into the culture, people, living, flora, fauna and landscape to determine the pillars on which the brand will be built. They came up with specific results. First, it was ascertained that Biman will be Branded on the canvas named Bangladesh, since the identity of the airline today cannot be separated from the country. The brand promise spontaneously came out as *Uniquely, Warmly Bangladesh*. Determining the brand pillars was then easy. The team ascertained the way we want to portray Bangladesh and Biman. They came up with the following results.

Biman's Brand Pillar:

Brand Promise: <i>Uniquely, Warmly Bangladesh</i>	
Culture of Hospitality	Warm, Friendly, Festive, Attentive Care
Bangladesh	Everything beautiful about the Bangladeshi culture, people and destination
Reliability	Consistent on-time flight departures/arrivals, completion, and baggage; fully transparent when issues arise
Safety	Relentless focus on safety through aircraft maintenance and operational procedures
Cuisine	Outstanding taste and presentation for both Bangladeshi nationals and visitors as well
Team	Working together with respect, professionalism, and common goals
World-Class Airline	5-Star Quality...at the forefront of product & service delivery excellence, setting trends to be followed by other airlines

Brand Pillars

Enthusiastic, motivated workers were identified. They were detailed in seven teams, now termed Brand Task Forces, to address seven different areas on which the brand pillars will be built. These teams are - Website, Cuisine, Uniform, Customer Care Service, Marketing and Sales and in flight service Reliability. Not that the teams would endeavor to achieve these tasks by themselves. They would determine the best way to address these issues. Wherever they could, the teams would engage to bring about desired effects; in other areas they would make specific recommendations to the management to achieve the target.



The areas like cuisine and uniform could be addressed right away, and then periodically reviewed to make necessary changes and adjustments. Other areas like Marketing and sales, Customer Service or In-flight Service would need constant monitoring, supervision and up-gradation.

The teams engaged industry leaders in some of these areas. For example, Tomy Miah was engaged to bring about the necessary changes in in-flight cuisine. He would interact with the Biman team and the passengers to learn about passenger preferences and determine the in-flight menu, made from his own recipes. A number of Designers were invited to come up with designs of cabin crew and staff uniform as per requirements outlined by the uniform committee.

The teams would continue to work in their own different ways to bring about the desired changes. It is understood that though in many areas the changes would be immediately perceivable; in other areas they would be subtle. The process would be slow and continuous and the effects, long term.

However sincere and devoted the efforts are, massive changes cannot be brought about overnight, not to an organization with an infrastructure and obligation like that of Biman. The foundations are being laid today, and with persistent endeavor, a new Biman, fit to uphold the country and its people will emerge in the future. Biman in itself is a national asset, and it is appropriate that all who matter will be on board on its onward journey.

Through years of neglect, Biman has acquired an off brand image. To get out of this image, Biman has to create the confidence that it is determined to change in all areas that need change. With that aim the logo and livery of Biman has been redesigned. Biman's re-branding effort is aimed at branding Bangladesh as well as Biman. After all it is our country and its people that have pulled Biman through the rough seas.

No plan or vision can ever succeed without involved participation by the people entrusted to carry out small bits to complete the full task. With each small perceivable step taken today it is becoming apparent that the airline is set to change. But the ultimate goal to pursue the dream of a world class airline will only materialize through the hard work of a motivated work force. Biman is now an Airline with defined targets, and the road map to reach them. Not only the employees, but everyone associated with the airline has to come on board. We can already sense eager anticipation from all corners to embrace the changes. Biman has taken up steps to infuse the spirit of change among the employee with awareness and initiatives. Whatever Biman has achieved today and whatever the Airline is set to achieve is through the perseverance of the people associated with the airline, and it is only appropriate that we reaffirm our commitment to uphold this spirit on the day of the official launch of the new logo, and in many ways, the new Biman.



As we stand today at the auspicious moment of a new beginning for the national airline, it is only appropriate that we remember the sacrifice of our existing and potential Non Resident Bangladeshi passengers, whose continued support helped this airline to survive through bad days. We gratefully remember all our loyal passengers who traveled in Biman because of their love of the national airline. They remained with us when we needed them most. Now we invite them to watch and be with us as we change to become an airline that all of us can be proud of.

Biman thanks the print and the electronic media for their relentless support to take the national airline to a new height. What we have achieved today, what we will achieve in the future is the reflection of what they wanted us to achieve. They have inspired us to set new standards and new targets, and the motivation to pursue them.

It is up-to Biman now to prove that all the love and affection of the nation is not unfounded.