

The logo for AirPlus International, featuring the brand name in a white serif font on a dark blue rectangular background.

AirPlus

The word 'INTERNATIONAL' in a white sans-serif font, positioned below the main brand name on a dark blue background.

INTERNATIONAL

A dark blue rectangular box containing white text that reads: 'AirPlus Cost Benefit Analysis. British Telecom saves over £400,000 per year.'

AirPlus Cost Benefit Analysis.  
British Telecom saves over  
£400,000 per year.

The tagline 'AIRPLUS. WHAT TRAVEL PAYMENT IS ALL ABOUT.' in a white sans-serif font, located at the bottom of the dark blue text box.

AIRPLUS. WHAT TRAVEL PAYMENT IS ALL ABOUT.

BT benefits from improved management of travel expenses through customisable and flexible payment products and management tools.

BT realises total annual savings worth over £400,000 throughout the travel management value chain.

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## Executive Summary. Products Implemented and Processes Optimised.



AirPlus commissions Edgar, Dunn and Company (EDC) to perform independent studies on the cost savings and benefits related to the implementation and use of AirPlus Travel Management Solutions for their clients.

This study focuses on the impact of AirPlus solutions on British Telecom (BT) in the UK.

The objective of this document is to provide insights into the key cost savings and benefits generated by AirPlus. A set of AirPlus products have been implemented by BT:

- > **AirPlus Company Account:** a centralised payment and billing system (based on a lodge account) to streamline travel payments and achieve greater control of travel costs
- > **AirPlus Corporate Cards:** customisable corporate cards for on-the-road travel expenses
- > **AirPlus Information Manager:** a detailed and clearly structured reporting and management information system for all travel data
- > **AirPlus Invoice Control:** a travel data accounting and reconciliation tool
- > **AirPlus FlexEbill:** software to customise electronic invoices

The implementation of the AirPlus solutions required very little staff involvement or training and therefore had a very low implementation cost to BT. BT has benefited from an integrated and flexible travel management solution, including a lodge account and individual corporate cards for travellers.

The most important process optimisations for BT's travel management processes were the following:

- > The combination of the AirPlus Company Account and AirPlus Corporate Cards has been a significant benefit to BT by providing an integrated and flexible travel management solution
- > All information on travel activity booked to the AirPlus Company Account has been centralised and is now accessible via flexible, electronic reports available through the management information system, the AirPlus Information Manager
- > Management of the corporate card portfolio is more flexible and can be customised at a card level, reducing costs and ensuring better monitoring and travel policy compliance

The analysis reveals that after the introduction of AirPlus travel management solutions, BT has benefited from enhanced management of travel expenses through customisable and flexible tools. BT has also realised total annual savings worth over £400,000 throughout the travel management value chain.



## Methodology of Cost-Benefit Analysis. Collected Data and Time Frames.



EDC collected cost and travel activity data from BT for two full calendar years: one year before and one year after the implementation of AirPlus solutions. The years which were selected to compare the travel management costs at BT are April 2008 - March 2009 and April 2009 - March 2010.

Different types of costs were measured (details are provided in the analysis of the travel value chain) for the different parts of the travel payment value chain:

- > One-off costs related to the implementation of AirPlus solutions
- > Cost savings related to:
  - 1 Travel suppliers and contract negotiation
  - 2 Travel planning and booking
  - 3 Actual travel
  - 4 Expense handling
  - 5 Travel cost monitoring

In order to calculate the implementation costs, EDC measured any internal staff effort to implement the product. Training BT back-office and travel management staff was delivered by AirPlus and there was no cost to BT besides the time for BT employees to attend the training.

EDC split the travel value chain into five key steps. These steps are not an exhaustive representation of the travel process within companies, but reflect the key areas where AirPlus solutions generated benefits and cost savings. For each step of the value chain, a number of different cost items have been identified, for which data has been collected from BT.

The savings were calculated by comparing actual travel costs across these five steps in April 2008 - March 2009 and in April 2009 - March 2010, assuming that none of the AirPlus solutions would have been implemented in April 2008 - March 2009

and that all other parameters would remain constant at April 2008 - March 2009 levels (e.g. staff salary costs, travel activity).

The complexity of the data collection varies depending on the cost items considered. For some items, it was possible to collect the majority of the costs before as well as after the AirPlus

implementation. In other cases, as not all information on the situation before the AirPlus implementation was available, the focus has been on calculating the savings generated by AirPlus (and not the entire cost base).



# Summary of Annual Savings.

## BT Realised Annual Savings of over £400,000.



BT realised annual savings worth over £400,000 throughout the travel management value chain. More specifically:

### 1. Travel suppliers and contract negotiation.

> BT is very likely to generate potential savings in relation to travel costs and contract negotiations by using lodge account data and the AirPlus Information Manager (savings not quantifiable in 2010).

### 2. Travel planning and booking.

> Using the AirPlus Company Account generated annual savings of £21,185 worth of credit card surcharge fees levied by low cost airlines, equivalent to a 6% discount on an average low-cost airline ticket  
 > Combining lodge account data and the AirPlus Information Manager is likely to reduce BT's out-of-policy spend in the future and enhance travel policy compliance (not quantifiable in 2010)

### 3. Actual travel.

> With regard to credit card transactions in foreign currency, better management and increased flexibility generated annual savings greater than £63,274  
 > AirPlus solutions can identify missed refunds on unused tickets, generating £31,880 of annual savings  
 > BT could benefit from savings in relation to insurance claims (not quantifiable in 2010)

### 4. Expense handling.

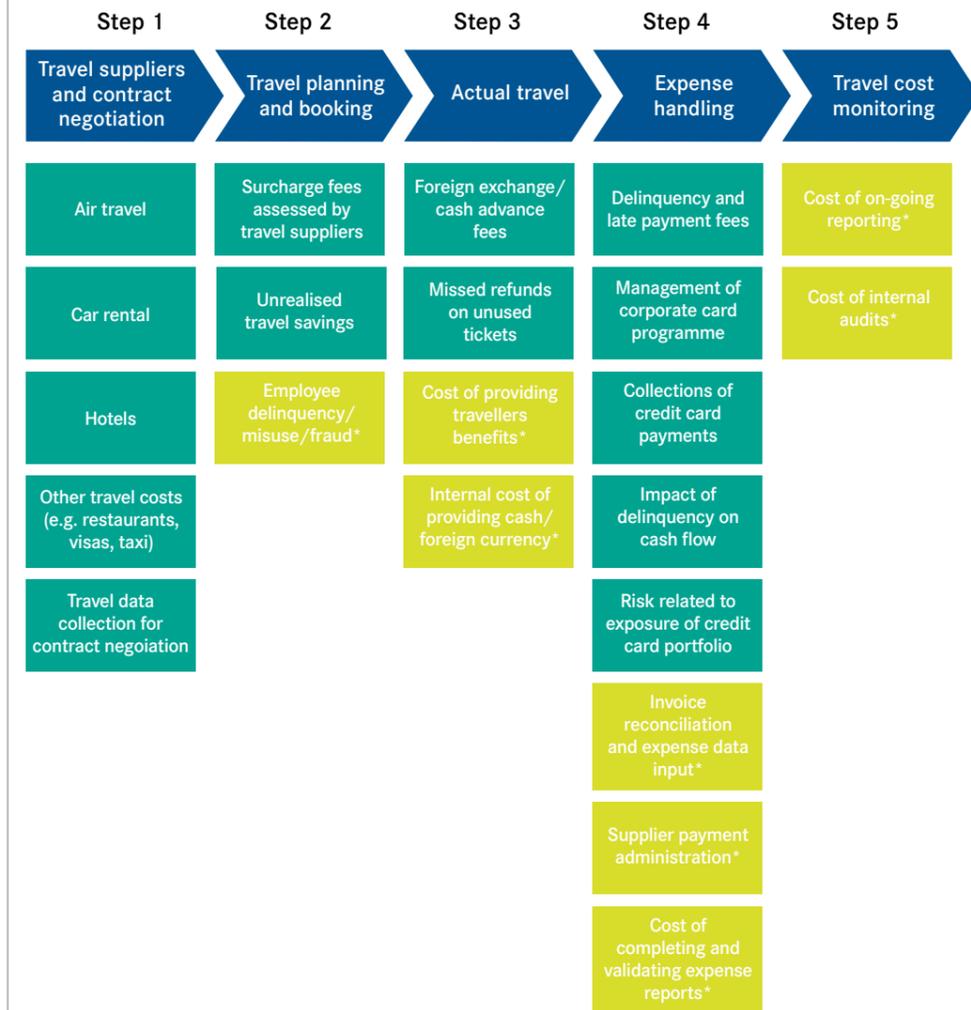
> AirPlus generated annual savings related to late payment fees of more than £237,000 by interacting directly with cardholders for late payments and thanks to the usage of AirPlus centrally billed lodge accounts (instead of individual corporate cards) for airline transactions  
 > AirPlus is managing part of the activities of BT's corporate card portfolio worth an annual £85,000  
 > A 60% decrease in delinquency has also improved BT cash flow, generating an estimated £1,396 worth of annual savings  
 > A combined use of lodge account and corporate cards decreased the total risk exposure of the corporate card portfolio by more than 85%

### 5. Travel cost monitoring.

> The use of AirPlus Information Manager in 2011 will significantly improve reporting and monitoring of travel data as well as gathering of data for internal audits (benefits not quantifiable in 2010)

The study has focused on operations in the UK. Based on the significant added value provided by AirPlus, BT Travel Management has started implementing the same programs throughout the world in various subsidiaries.

### Key steps within the travel management value chain.



Note: for the cost items with a (\*), AirPlus did not provide benefits and generate cost savings in these areas and so are not part of this document.

## The Decision to use AirPlus.



### Background.

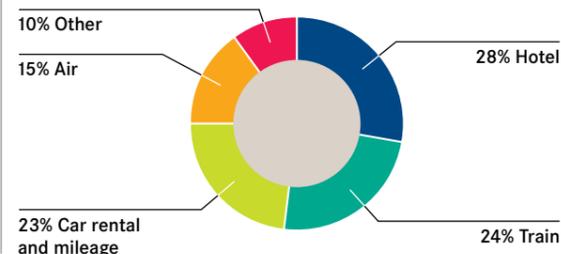
Travel Management at BT is managed as part of the Treasury group. Travel related decisions are managed centrally and all offices across the UK have implemented the same set of travel solutions.

BT has a significant number of travellers with more than 60,000 regular travellers, each making more than 12 expense claims per year. The large majority of travel spend for BT is within the UK and remainder is from the UK to the United States and Europe.

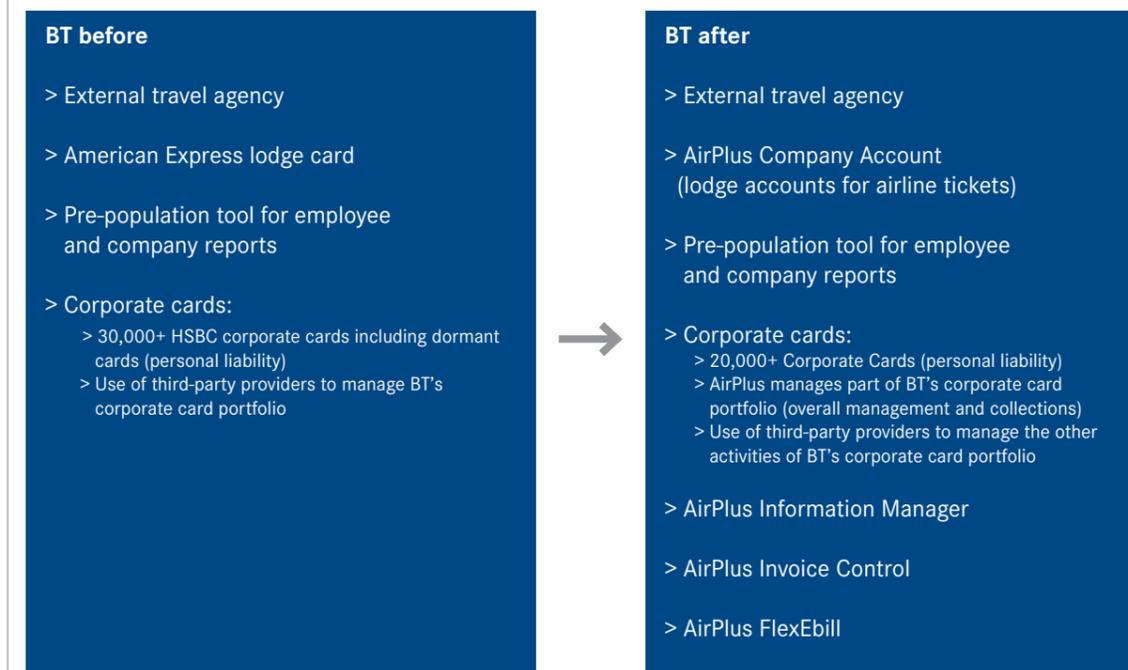
BT's travel budget amounted to over £90 million in the UK for the year April 2008 - March 2009 and the chart across shows the breakdown by main category. Hotel 28%, train 24% and car rental and mileage 23% are the three major travel spend categories, accounting for 75% of BT's travel budget.

Airline tickets amount to 15% of BT's travel spend. Airline trips are mainly within the UK and trips from the UK to the US and Europe are the two other main routes.

T&E spend split by travel category for BT for the full year April 2008 - March 2009



## Description of travel management processes before and after the AirPlus Implementation.



### Drivers for Change

- > Improved data quality (e.g. flown data received directly from airlines etc.) that result in a reduction in the internal reconciliation processes and can be used as a key input in the key supplier negotiations, thereby maximising economies of scale and driving overall travel costs down
- > Increased flexibility and control of the corporate card portfolio enabling individual credit limits that accurately reflect required T&E (Travel & Entertainment) spend (by line of business and country)
- > Improved quality of service for the global administration team within Treasury
- > Opportunity to simplify current process thereby reducing FTE (Full Time Employee) requirements
- > Reduced costs as unused or cancelled flight and associated credits are 100% recovered
- > Lodge programme to increase compliant travel spend and increase rebate from travels suppliers
- > AirPlus in-country expertise on travel management and AirPlus products during both transition/ implementation and on-going usage of AirPlus solutions
- > Fully flexible and scalable deal, taking into consideration in-country operational nuances and legislative requirements (e.g. 100% direct debit in Germany on individual liability)

## BT Travel Expense Management. Before AirPlus Implementation.

Prior to the AirPlus implementation, BT had already streamlined travel-related processes using four different providers:

- > an external travel agency
- > an American Express lodge card to settle airline bookings centrally
- > Visa corporate cards provided
- > third-party providers to manage BT's corporate card portfolio

BT had also developed tools to pre-populate travel expenses (e.g. by employee, by line of business, etc.) negating the need for any employee input.

Although BT had a lodge card programme in place, a high number of airline tickets as well as other travel expenses such as hotel or car rental were booked with employee corporate cards. This meant that BT's corporate card portfolio had a high level of spend and this decreased BT's cash flow and increased the total risk exposure for BT.

The high level of spend with corporate cards also generated a high level of delinquency that required significant monthly effort and costs for collections and recovery related to corporate card balances to be repaid. This also generated high amounts of late payment fees (more than £280,000 for the year before the AirPlus implementation). Options to repay credit card balances were limited (cheque, BACS, direct debit, payment at branches but no possibility to pay with a debit card over the phone or online) and this generated a high number of cheques and additional manual process costs to BT.

The corporate card programme lacked flexibility in the management of card features. It was not possible, for instance, to provide customisation at a card level (individual credit limits for purchases and cash withdrawal, emergency credit limit increases,

block cash withdrawals) for specific cardholders. This meant that BT cards were not used in the most appropriate manner and there were a high number of dormant cards.

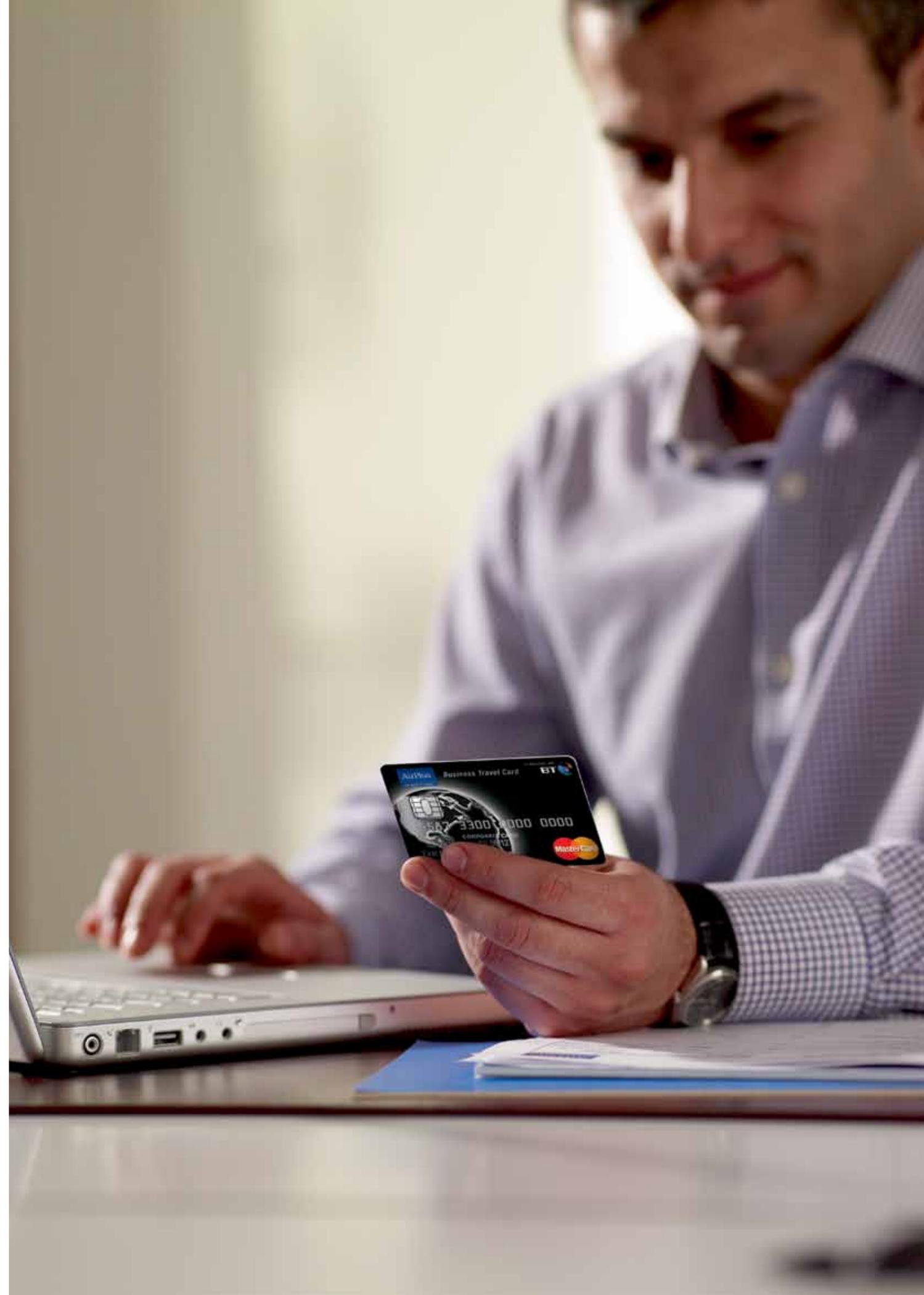
Besides the lack of flexibility, no reporting tools were provided to analyse and manage the corporate card portfolio. BT lacked visibility to ensure that cards were appropriately used and could not manage its corporate card portfolio properly.

BT used third-party providers to manage corporate cards and the lack of flexibility and reporting meant that BT incurred extra costs for day-to-day operations (e.g. opening a new card account, increase credit limit, sending collection emails) as well as overall management (e.g. no reporting tools on card portfolio).

The travel agency had set up systems to avoid cases where unused tickets would become non-recoverable. However, a fee (33% of the recovered ticket value) was charged by the travel agency to refund unused tickets.

Not all airline activity could be settled through the lodge card (e.g. low cost carriers). In such cases, the tickets were booked on corporate cards and may have incurred "surcharge fees" for using plastic credit cards.

BT used data provided by its travel agency to negotiate contracts with airlines and did not provide the same level of accuracy as with actual flown data. The lack of data on air spend also implies that BT could not provide on-going reporting and monitoring.



## BT Travel Expense Management. After AirPlus Implementation.

From December 2008, BT significantly changed its travel management infrastructure by deploying a number of AirPlus solutions.

The implementation of the AirPlus Company Account took only 2 months to complete successfully and did not require significant training or resources. BT had to update pre-population tools to gather information from the AirPlus Company Account and AirPlus Corporate Cards and feed it into BT IT systems so that travel expenses were directly allocated to employees.

AirPlus provided assistance to BT by retaining an Oracle consultant to design the integration of AirPlus into Oracle. According to **Gaynor Martin, Manager of Banking Operations & Commercial Cards:**

“Each of the pre-populated credit card transactions is automatically justified for tax purposes, and any cash or mileage is added, saving huge amounts of time for our finance managers. Consolidating the spending on the two cards into a single source of data management was a major challenge, for which AirPlus proactively communicated with the Oracle consultants. The Oracle iExpenses tool system was integrated and customised to our requirements; it automatically allocates all flights to the right budgets, and every individual and their line manager can see the flight costs, as well as the costs on the individual cards; this has been of particular value. AirPlus has been extremely flexible in fulfilling our exact requirements, and has come up with innovative solutions to tackle our challenges.”

**The following AirPlus solutions were deployed:**

- > **AirPlus Company Account:** a centralised payment and billing system (based on a lodge account) to streamline travel payments and achieve greater control of travel costs
- > **AirPlus Corporate Cards:** customisable corporate cards for on-the-road travel expenses
- > **AirPlus Information Manager:** a detailed and clearly structured reporting and management information system for all travel data
- > **AirPlus Invoice Control:** a travel data accounting and reconciliation tool
- > **AirPlus FlexEbill:** software to customise electronic invoices

The most significant process optimisations for BT's travel management were the following (see next section for full details):

- > The combination of the AirPlus Company Account and AirPlus Corporate Cards has been a significant benefit to BT by providing an integrated and flexible travel management solution
- > All information on travel activity booked to the AirPlus Company Account has been centralised and is now accessible via flexible, electronic reports available through the management information system, AirPlus Information Manager
- > Management of the corporate card portfolio is more flexible and can be customised at a card level, reducing costs and ensuring better monitoring and travel policy compliance

## Annual Cost Savings and Benefits. The Implementation of AirPlus Solutions.

The roll out of AirPlus solutions has contributed to substantial savings at each one of the different steps of the travel value chain. EDC calculated total annual savings worth over £400,000 generated by AirPlus.

The largest cost savings comes from the various improvements brought by the AirPlus Corporate Card solution. It is to be noted that cost savings are expected to increase once BT starts using the

full extent of AirPlus Information Manager data to manage AirPlus Company Account spend more closely and negotiate with airlines using flown data provided by AirPlus.

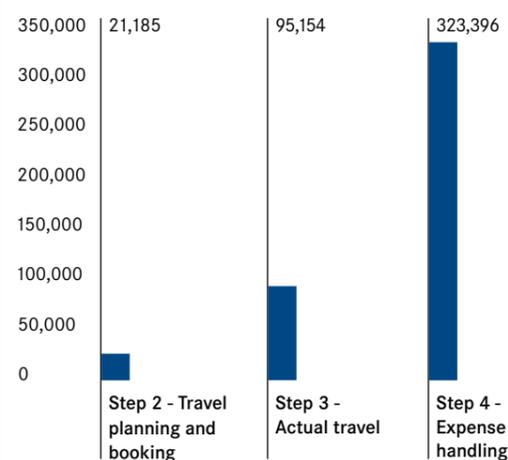
An analysis of the travel value chain reveals the following savings at each one of the different steps of the travel value chain (see next pages for further details).

### Annual cost savings and benefits from the implementation of AirPlus solutions.

		Cost savings	Description
<b>Step 1</b>	<b>Travel suppliers and contract negotiation</b>	Unquantifiable	BT is likely to generate additional savings estimated between £60,000 and £450,000, equivalent to 0.5% and 3% of total air spend (based on actual savings observed by EDC among other companies using AirPlus solutions) but these savings could not be quantified in 2010
<b>Step 2</b>	<b>Travel planning and booking</b>	£21,185	Using the AirPlus Company Account generated annual savings of £21,185 worth of credit card surcharge fees levied by low cost airlines, equivalent to a 6% discount on an average low-cost airline ticket
<b>Step 3</b>	<b>Actual travel</b>	£95,154	With regard to credit card transactions in foreign currency, better management and increased flexibility generated annual savings greater than £63,274
			AirPlus solutions can identify missed refunds on unused tickets, generating £31,880 of annual savings
<b>Step 4</b>	<b>Expense handling</b>	£323,396	AirPlus generated annual savings related to late payments fees of more than £237,000 by interacting directly with cardholders for late payments and thanks to the usage of AirPlus centrally billed lodge accounts (instead of individual corporate cards) for airline transactions
			AirPlus is managing part of the activities of BT's corporate card portfolio worth an annual £85,000
			A 60% decrease in delinquency has also improved BT's cash flow, generating an estimated £1,396 worth of annual savings
<b>Step 5</b>	<b>Travel cost monitoring</b>	Unquantifiable	AirPlus has not generated actual savings but once BT starts using AirPlus Information Manager on a regular basis, BT will likely benefit from better monitoring and control on the AirPlus Company Account

## Annual cost savings generated by AirPlus solutions for BT.

In £



Note: this chart does not include saving estimates for Steps 1 and 5 as these savings could not be quantified in 2010

### Step 1: Travel suppliers and contract negotiation

**Observation 1:** BT is very likely to generate potential savings in relation to travel costs and contract negotiations by using lodge account data and AirPlus Information Manager (savings not quantifiable in 2010).

BT has not yet started to use the full extent of the AirPlus Information Manager data but will do so in 2011. From EDC experience, all the companies that have used flown data provided by AirPlus, have generated significant savings in their contract negotiation. Actual flown data have provided the extra leverage for negotiating with airlines and generating additional savings. The savings made by each company are different and depend on the companies

travel policy. Based on EDC experience, BT might be able to generate additional savings estimated between £60,000 and £450,000, equivalent to 0.5% and 3% of total air spend.

### Step 2: Travel planning and booking

**Observation 2:** Using the AirPlus Company Account generated annual savings of £21,185 worth of credit card surcharge fees levied by low cost airlines, equivalent to a 6% discount on an average low-cost airline ticket.

For instance, FlyBe tickets, previously booked with plastic cards incurring credit surcharge fees, are now booked with the AirPlus lodge card without any surcharge. This economy of £5 per booking is equivalent to a saving of 6% per ticket taking into consideration an average transaction value of £85 for FlyBe.

**Observation 3:** Combining lodge account data and AirPlus Information Manager is likely to reduce BT's out-of-policy spend in the future and enhance travel policy compliance (not quantifiable in 2010).

When BT starts to use the full extent of the AirPlus Information Manager data in 2011, BT will be able to monitor closely travel data. This will help BT to reduce BT's out-of-policy spend in the future and reduce costs further.

Reporting and monitoring tools developed by BT travel managers thanks to data provided by AirPlus Information Manager will be a valuable asset to ensure travel policy compliance. BT could therefore enhance travel policy compliance and by using travel data, BT could also optimise travel policy and generate additional savings.



For instance, it will allow BT to identify specific individuals or cases where out-of-policy spend takes place and influence corporate behaviour based on this information (e.g., by providing timely and detailed reports to managers in charge of these individuals / departments).

### Step 3: Actual travel

**Observation 4:** With regard to credit card transactions in foreign currency, better management and increased flexibility generated annual savings greater than £63,274.

AirPlus has decreased the total value of credit card transactions in foreign currency for two key reasons: Airline bookings have been moved from corporate credit cards to AirPlus lodge card (e.g., hotel bookings, plane tickets in foreign currency) AirPlus Corporate Card programme provides more flexibility and control to customise corporate cards at a card level. BT can thus approve cash withdrawal facilities for cardholders who need it, and block cash withdrawal for BT employees who do not, on a case by case basis. BT can also modify credit limits for purchases depending on the type of travellers. This has led to a lower average transaction value for purchases and cash withdrawals made in a foreign currency.

Regarding cash withdrawal, the amount of cash withdrawn has decreased by almost 40%. Due to a lower average transaction value and a different fee structure (£3 per withdrawal with AirPlus against 1.5% of the value of cash withdrawn for the previous programme), the fee related to cash withdrawal in foreign currency has increased by £13,055 with AirPlus.

However, this is counterbalanced by the significant cost savings worth £76,329 related to fees for purchases in foreign currency. The value of transactions in foreign currency has decreased by 50%, leading to a substantial reduction in foreign exchange fees paid by BT.

Overall, BT has reduced fees related to credit card transactions in foreign currency and saved £63,274.

**Observation 5:** AirPlus solutions can identify missed refunds on unused tickets, generating £31,880 of annual savings.

Prior to AirPlus implementation, BT's travel agent retained 33% of the ticket value of missed refunds on unused tickets that were identified by the travel agent. AirPlus specific solution has a fixed cost per airline and can identify additional unused refunds on unused tickets because AirPlus has access to flown data for airline tickets. These two features have generated savings worth £31,880.



**Observation 6:** BT could benefit from savings in relation to insurance claims.

AirPlus provides a thorough insurance (e.g. travel insurance, emergency assistance to travellers) with AirPlus Company Accounts and AirPlus Corporate Cards but BT has its own insurance as it is more comprehensive. However, BT could generate additional savings by processing claims through AirPlus when possible and BT is currently considering adding this procedure to its claims policy.

**Step 4: Expense handling**

**Observation 7:** AirPlus generated annual savings related to late payment fees of more than £237,000 by interacting directly with cardholders for late payments and thanks to the usage of AirPlus centrally billed lodge accounts (instead of individual corporate cards) for airline transactions.

Delinquency and late payments fees have significantly decreased with AirPlus for two key reasons:

- > Airline bookings have moved from corporate credit cards to AirPlus lodge card, decreasing the overall spend on corporate cards. In addition, AirPlus has offered a broader range of repayment options (IVR, internet banking, AirPlus internet portal) compared to the previous incumbent. This has been translated to a 60% decrease on the value of pay down
- > AirPlus has set up more timely repayment reminder emails than the previous incumbent and AirPlus late payment fees are also less expensive (£5 per email as opposed to £15)

This has led to significant savings related to late payment fees worth £237,000 for BT.

**Observation 8:** AirPlus is managing part of the activities of BT's corporate card portfolio worth an annual £85,000.

AirPlus directly manages part of BT's corporate card portfolio. Prior to AirPlus implementation, BT was using third-party providers to handle the overall management of its corporate card portfolio and the collection process. These activities are now handled by AirPlus as part of its corporate card solution for BT.

The overall management of the corporate card (e.g. more efficient application process, direct access to the AirPlus online portal to customise card features such as credit limits) has been evaluated to half the time of the salary of a clerical working at a third-party provider, equivalent to £25,000.

The collection process is now handled by AirPlus as opposed to outsourced to an external third-party provider. Based on the efforts and time required to handle the collection process, it is estimated that AirPlus generated savings worth £60,000.

By providing additional and more efficient services, AirPlus has therefore generated £85,000 worth of annual savings to BT related to the management of BT's corporate card portfolio.

**Observation 9:** A 60% decrease in delinquency has also improved BT's cash flow, generating an estimated £1,396 worth of annual savings.

Due to the shift from corporate credit cards to AirPlus lodge card for airline bookings, total spend on corporate cards has decreased leading to a decrease in late corporate card payments and delinquency. The decrease in delinquency meant that BT had to make provisions against late payments and decreased BT's cash flow. The decrease in delinquency generated annual savings worth £1,396.

**Observation 10:** A combined use of lodge account and corporate cards decreased the total risk exposure of the corporate card portfolio by more than 85%.

The enhanced control and flexibility associated with the AirPlus Company Account and AirPlus Corporate Cards have decreased the risk linked to corporate cards. The total risk exposure, defined by the total maximum value which BT cardholders could spend by purchasing items or withdrawing cash, has decreased by more than 85%, decreasing from £72 million down to £9 million, leading to better risk management for BT.

**Step 5: Travel cost monitoring**

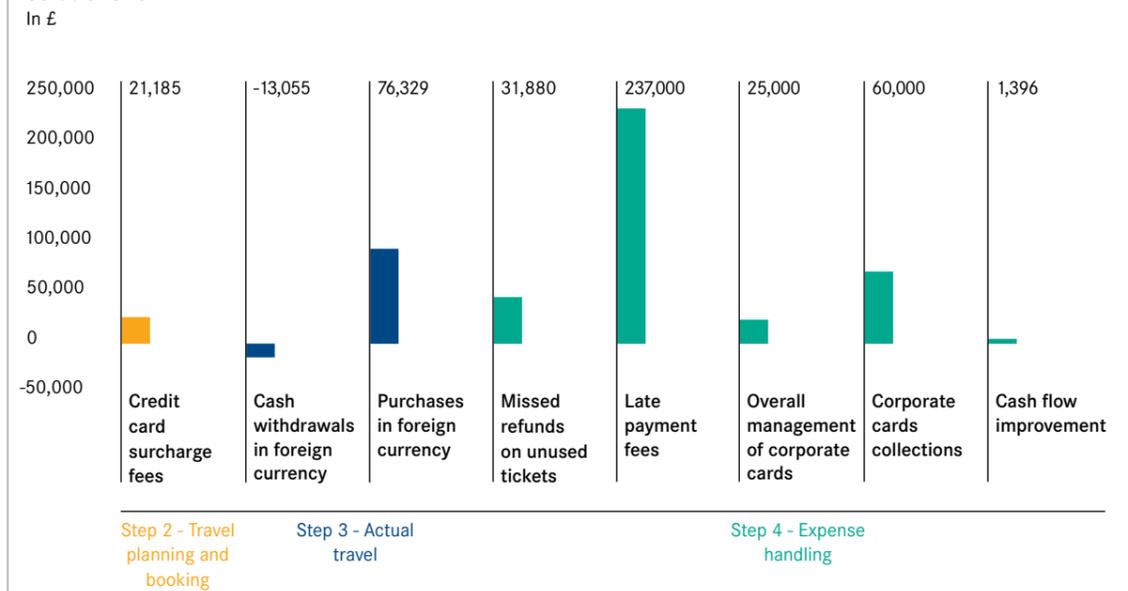
**Observation 11:** The use of the AirPlus Information Manager in 2011 will significantly improve reporting and

monitoring of travel data as well as gathering data for internal audits (benefits not quantifiable in 2010).

Prior to the implementation of AirPlus solutions, BT did not have comprehensive tools to analyse data. When BT starts to use the full extent of AirPlus Information Manager data, BT travel managers will be able to analyse BT travel data in finer details. This will lead to more comprehensive reporting and monitoring of travel data and BT will save a significant amount of time required to collect travel data. Data will be gathered directly from AirPlus Information Manager to do specific analyses for negotiation or audit purposes.

The chart provides the overview of the different cost savings provided by AirPlus to BT:

**Annual Cost Savings generated by AirPlus solutions for BT**



## Conclusion.

### How BT Could Make Further Savings in the Future.

Prior to the implementation of the AirPlus solutions, BT lacked flexibility to manage travel tools and to monitor travel data. BT could not use its travel data for travel spend monitoring and travel contract negotiation. This was inconvenient and inefficient as BT incurred additional costs and effort to manage its travel expenses.

The combination of the AirPlus Company Account and AirPlus Corporate Cards has been a significant benefit to BT by providing an integrated and flexible travel management solution. All information on travel activity booked to the AirPlus Company Account has been centralised and is now accessible via flexible, electronic reports available through the management information system, the AirPlus Information Manager. Management of the corporate card portfolio is more flexible and can be customised at a card level, reducing costs and ensuring better monitoring.

The total annual savings realised in relation to AirPlus solutions at BT amount to a annual total of over £400,000, and this does not include some cost savings that could not be quantified in 2011.

Further savings could be made should BT choose to manage their rail spend centrally on the AirPlus Company Account. This will improve control and ensure that all rail is booked and paid for within policy.

Another area where further savings could potentially be realised in the future is around the use of AirPlus Information Manager for travel contract negotiation as well as monitoring and reporting of travel data. This will generate additional cost savings and BT will benefit from a complete overview of its travel expenses.

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