

Airline Business Plan Development: How to Start an Airline

Thursday 15th March 2012
Gulf Centre for Aviation Studies (GCAS)
Al Bateen Executive Airport, Abu Dhabi, UAE

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WORKSHOP AGENDA

8.30 Registration & Networking Coffee

9.00 Opening Remarks from the Moderator

Dr. John Wensveen, President & CEO, Airline Visions

09.10 **How to Start an Airline**

- Introduction to the Airline Industry
- Generic vs. Airline Business Plan
- Common Business Plan Mistakes
- The Non-Disclosure Agreement
- Elements of the Airline Business Plan

Dr. John Wensveen, President, Airline Visions

11.30 Networking Coffee Break

11.45 **How to Start an Airline** (continued)

- Implementation Plan
- Management and Support Team
- Risk Factors
- Capitalization Plan
- Certification
- Risk Factors
- Financial Model

Dr. John Wensveen, President, Airline Visions

13.30 Networking Lunch

14.15 **Beyond the Low Cost Carrier Model**

Leonard Favre, Partner, 1BlueHorizon

14.45 **Understanding and Accounting for the Middle Eastern Business Landscape**

Vinay Kumar, CEO, Datawise

15.15 **Starting an Airline: Stability and Control of Cost in Aircraft Leasing and Maintenance**

Sigfús Ólafsson, Manager Marketing, Loftleidir Icelandic

15.30 **The Legal Aspects of the Airline Start-up Process: Challenges and Recommendations**

Anthony Frances, Partner, Gates and Partners

16.00 Networking Coffee Break

16.30 Roundtable Discussion with Speakers and Delegates

17.30 End of Workshop



WORKSHOP SPEAKERS

Leonard Favre, Partner, 1BlueHorizon

Leonard Favre brings 10+ years of *industry experience* gained through both strategic management consulting and senior management positions. He joined recently the prestigious management consulting boutique Arthur D Little as Principal Head of aviation - transportation for the Middle East and South East Asia. While at Arthur D Little, Mr. Favre has worked on a wide range of issues at clients with significant experience in Europe and the Middle East, including several successful Low Cost Airlines (LCC) set-up or air carriers (passengers and cargo) restructuring and transformations, due diligence screenings, strategic sourcing negotiations, cost reduction mandates, mergers & acquisitions advisory, financial advisory, program office management, and strategic reviews. He has worked across a wide array of the travel, aviation and transportation industry to build 'Blue Horizon' from senior associate at another leading strategy consulting firm to director investments and marketing or vice-president business development (including aircraft leasing/ACMI) and strategy with sound achievements and customer satisfaction.

Anthony Frances, Partner, Gates and Partners

Anthony specializes in aviation and marine matters with an emphasis on commercial, regulatory and operational matters. On the aviation side, Anthony acts for airlines, aircraft operators (including VVIP and corporate), financiers, aircraft management companies and related aviation suppliers.

Anthony also undertakes significant work for airlines and operators on the operational, transactional and insurance side in the Middle East and the Mediterranean. He has particular expertise in operational and regulatory matters with an emphasis on corporate, VVIP/Government and regional operators.

Anthony also handles a variety of shipping and marine matters including marine losses, charterparty, sale and purchase disputes as well as dealing with flag, class and regulatory issues. He acts for a number of EU based shipowners and shipmanagers.

Anthony has worked in Australia, the United Kingdom and Middle East for a number of years and has extensive experience of cross border and EU/non-EU compliance and regulatory frameworks.

Vinay Kumar, CEO, Datawise

Mr Vinay Kumar is the Chief Executive Officer of Datawise. Datawise is engaged in providing strategy and management consulting to companies all over the world, through research and analytical solutions. Datawise also helps individuals with entrepreneurial ambitions to realize their goals through constant coaching and mentoring. Mr Vinay Kumar has worked both in India and abroad. His experience is varied, right from working with public sector companies, to large Industrial groups, to International firms. He has worked extensively in the aviation and healthcare sectors.

Mr Vinay Kumar is a graduate from the Indian Institute of Management (IIM), Ahmedabad and is currently pursuing his fellowship from XLRI Business School, Jamshedpur. Prior to his graduation from IIM, Ahmedabad, he completed his under-graduation in Mechanical Engineering from NIT, Rourkela.

Prior to starting Datawise, Mr Vinay Kumar held senior positions in RPG Enterprises, Ernst & Young, NetJets Middle East, Apollo Hospitals Group, and Vasant Scribes. Overall, Mr. Vinay Kumar has experience of more than 20 years. He has been an active participant in conducting external training sessions and as a speaker at various forums. He also takes classroom lectures in management schools.

Mr Vinay Kumar is a member of various associations, including American Marketing Association, Institute of Management Consultants of India, Federation of AP Chambers of Commerce and Industry, and Market Research Society of India.



John Wensveen, Ph.D., President & CEO, Airline Visions

Dr. John Wensveen, born and raised in Vancouver, Canada earned a Ph.D. in International Air Transport with a focus on Business, Strategy and Marketing from the University of Wales Cardiff (United Kingdom) and a B.A. in Geography and Transportation Planning from the University of Victoria (Canada).

Dr. Wensveen is considered one of the aviation industry's leading experts on low-cost and low-fare high value airline operations specializing in projects requiring start-up expertise. He has been dubbed the "idea factory" by many of his colleagues and has the ability to identify trends and focus on fast results.

Dr. Wensveen is a leading expert on business and strategic plan development, marketing and branding, diversification strategies, partnership development, due diligence, and M&A. Consulting projects include business plan development for low-cost carrier (LCC) start-ups, formulation of strategic growth recommendations, managing of client's growth mission and operational objectives, providing vision and leadership to carry out mission, and building of relationships. Dr. Wensveen also provides expert witness testimony and advisory services to the television and film industries.

Dr. Wensveen holds adjunct faculty positions at the University of Maryland University College (USA), Royal Roads University (Canada) and the University of the West Indies (Trinidad & Tobago) instructing Masters level courses in business and aviation management.

Until June 2010, Dr. Wensveen was Dean, School of Aviation, at Dowling College located on Long Island, New York. As Dean, he was the Chief Academic and Administrative Officer for the 120 acre Brookhaven Airport campus where he exercised supervisory responsibility for the school's academic programs, personnel, planning, fiscal management, project development, facilities, operations, assessment, media relations, and other administrative functions. Additional duties included management of the following: FAR Part 141 Flight Operations Department including a fleet of 16 aircraft and 4 Flight Training Devices; Aircraft Maintenance Department; and Air Traffic Control (ATC) Simulation Laboratory.

Until March 2005, Dr. Wensveen was Vice President of International Development with Washington-Dulles based MAXjet Airways, the first start-up US flag carrier to obtain FAA certification to operate on the trans-Atlantic since the events of 9/11. Dr. Wensveen's involvement with MAXjet started in 2003 as one of the founding executive team members. While at MAXjet, he led partnership development with airlines, airports, international government bodies, ground handling and security organizations and represented the company as spokesperson. Dr. Wensveen was responsible for setting up the European infrastructure including ground operations and was responsible for overall P&L of European operations and some aspects of US operations. While at MAXjet, he managed quick growth and aided in the build out of a strong executive team.

From 1999 to 2004, Dr. Wensveen was employed as Professor of Airline Management & Operations with the School of Business at Embry-Riddle Aeronautical University in Daytona Beach, Florida instructing courses at the undergraduate, graduate and executive levels. He was the project lead on the creation of the world's first Airline Operations Center Simulation Laboratory (AOCSL), an international project in partnership with major aviation/aerospace companies including airlines, airports, ground handling organizations, manufacturers, academic institutions, and government at the local, federal and international levels. While at Embry-Riddle, Dr. Wensveen built a reputation in the aviation industry as one of the leading experts in his field. He is well connected and recognized for his thought leadership and subject matter expertise.

In the early 1990's, Dr. Wensveen was employed with Canada 3000 Airlines holding management positions in flight operations and later, passenger services. While at Canada 3000, he assisted with the management of quick growth and was a leading contributor to base expansion in the Pacific.

Dr. Wensveen is a member of a number of professional organizations and is a frequent speaker at international aviation events. He is a faculty member of the International Air Transport Association (IATA) and is co-author of the Air Mercury and Strategic Management courses presented at IATA training centers around the world. He is also a faculty member of the Arab Air Carrier's Association (AACCA).

Dr. Wensveen publishes frequently in major aviation publications and is an aviation analyst for the media often seen on major television networks and quoted in major newspapers and magazines around the world. He is author of the aviation industry's "BEST SELLING" aviation textbook, Air Transportation: A Management Perspective, and is author of the industry's first reference on how to start an airline from "dream" stage to day one operations, Wheels Up: Airline Business Plan Development.

From 1996 to 1999, Dr. Wensveen hosted a number of leading radio shows in the United Kingdom and was awarded 'Best Male Presenter' in 1997 at the BBC Radio One Awards.



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