



JETCRAFT 
COMMERCIAL

AVIA**PRO**

THINK BEYOND THE METAL

From Aircraft Selection to Profitable Operations

Prepare, Deliver, Certify, Stabilize, Optimize,
Grow - Efficiently And Effectively



START WITH DEMAND. NOT AIRCRAFT. THE NETWORK STRATEGY DEFINES THE FLEET.

01

MARKET FEASIBILITY STUDY

- Network Strategy
- Connectivity Gaps
- Demand Realism
- Regulation
- Infrastructure
- Capital Investment/FX
- Competition/Alliances
- Stakeholder Engagement
 - Airport, Airline, Authorities



02

BANKABLE BUSINESS PLAN

- Ambition/Reality
- Market Size
- Pricing Power
- Cost Base
- Revenue & Yield
- Cash Flow resilience
- Funding & Investor Confidence
- PPP Model/Incentives



03

AIRCRAFT SELECTION

- Mission Profile
- Route Economics vs. Aircraft range
- Regional/NB/WB
- Lease/Own
- Airport Access
- Pre-Purchase/Delivery Inspections & Records Reviews



04

COMMERCIAL PLANNING

- Network Strategy
- Registration & Certification
- Pricing & Revenue Management
- Ancillary Services
- Distribution
- Digital Footprint



05

PROFITABLE OPERATIONS

- Pre- Entry into Service
- Supply Chain/Parts/ Maintenance/CAMO
- Resourcing/Training
- Data/Process/Systems
- Governance & Risk
- Aircraft Lifecycle/Fleet Standardization
- EIS: Optimize/Efficiency
- Standardize/Scale





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01

MARKET FEASIBILITY STUDY



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DEMAND VIABILITY AT SUSTAINABLE YIELDS

5%
PAX CAGR

1200+
NEW AIRCRAFT

Africa Fleet Composition

- ~700 Aircraft in-service
- Narrowbody-dominant: B737/A320
- Regional Gap: Turboprops
- Ethiopian Airlines: 150+ aircraft

Sources: IBA Group Oct 2025; AFRAA; OAG 2026



MARKET DYNAMICS

- Network Strategy:** Identify connectivity gaps.
- Demand Realism:** Sustainable yields vs. volume.
- Competition:** Alliances & foreign carrier dominance.
- Viability:** Low loads lead to price drops.
- Effectiveness:** Fuel & MRO costs on aging fleet margins.

ENABLING INFRASTRUCTURE

- Regulation:** Bi-lateral rights & SAATM access.
- Operations:** Airport compatibility & performance.
- Investment:** Capital requirements & FX hurdles.

MARKET: DO NOT OVER-ESTIMATE DEMAND & UNDERESTIMATE COMPLEXITY



DEMAND

IS ROUTE VIABLE AT SUSTAINABLE YIELDS?

- Connectivity gaps
- Seat capacity - Low loads = price drop
- Aging fleet = higher fuel & MRO costs



Focused on real demand.

REGULATION

ARE APPROVALS/BI-LATERALS CONDUCIVE?

- Aircraft Operating Certificate timelines 6-18M+
- Bilateral rights block profitable int'l routes
- Access - high charges & taxes



RwandAir Scaled successfully.

OPERATIONS

CAN OPS RUN SAFELY/EFFICIENTLY?

- Airport compatibility & capacity
- Hot-and-high performance requirements
- MRO availability and spare parts logistics



Invested in infrastructure.

COMPETITION

IS THERE WHITE SPACE?

- Foreign carriers dominate long-haul routes
- Regional gap in short-haul, domestic routes
- Ground transport can undercut short-haul

FINANCING

IS THERE CREDIT & CREDIBILITY?

- Audited financials: 3 years IFRS-compliant
- Business plan w/ fleet & revenue projections
- Cash flow forecasts & debt service
- Experienced Aviation management team
- Currency devaluation → margin erosion





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11-13 FEBRUARY 2020
SOUTH AFRICAN AIRWAYS
AT FORT HARRIS TOWN



02

BANKABLE BUSINESS PLAN

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BANKABLE BUSINESS PLAN – CREDIT & CREDIBILITY



REVENUE

ARE LOAD FACTORS & FARES ACHIEVABLE?

- Fastjet assumed European-style low-cost stimulation
- Corporate demand in Africa is corridor-specific
- Some routes look strong in volume, but weak in yield



COST

IS COST BASE ALIGNED WITH REGIONAL REALITY?

- Ethiopian reduced risk via vertical integration
- Fuel logistics increases cost beyond global benchmarks
- Insurance premiums high due to regional risk
- Cape Town Convention compliance (lower costs)
- Sovereign guarantee for state-owned airlines
- Funded maintenance reserves/LOCs



CASH

WILL THERE BE SHORT-TERM OPERATIONAL SHOCKS?

- Several African airlines failed with liquidity, not demand
- FX shocks can instantly increase lease + MRO costs
- Government payment delays

FUNDING

IS MODEL CREDIBLE FOR INSTITUTIONAL CAPITAL?

- RwandAir funding via phased growth + government
- Independent board oversight & audit
- ICAO/IATA compliance, safety & quality compliance
- Airframer financing incentives for 10+ aircraft
- Pre-owned aircraft acquisition options
- Leasing ensures lower capitalization
- FX risk can block international investment *RwandAir*





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03

AIRCRAFT SELECTION

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AIRCRAFT SELECTION – OPTICS & TECHNICS



MISSION DRIVEN FLEET CHOICE:

Does aircraft match mission profile?

Many choose aircraft based on availability → misaligned with strategy
Widebody too early = high cost, low load



ROUTE ECONOMICS VS. RANGE:

Economically optimal or just technically capable?

Long-range aircraft = higher cost, not always needed
Overcapacity → yield dilution



PERFORMANCE: ELEVATION & HEAT:

Can it operate year-round without penalties?

“Hot & high” → payload restrictions
Wrong aircraft = operational impact



MAINTENANCE ECOSYSTEM:

Is local support available?

Availability of skilled engineers is critical.
No local Parts & Maintenance → downtime + cost increase



1. Regional (Short/Medium Haul)



- ATR 72-600: 68-78 seats
- Dash 8-400: 70-90 seats; proven in hot-and-high operations
- E-Jet 170/175/190/195 & CRJ 200/700/900/1000 families

2. Narrowbody (Short/Medium-Haul)



- A220-300: 120-160 seats, ideal for thinner African routes
- A320ceo/neo family: 150-240 seats, 3,400-4,700 nm range
- Boeing 737 NG/MAX: 138-230 seats

3. Widebody (Intercontinental)



- A330 family
- A350-900/1000
- Boeing 787-8/9: efficient for lower-capacity long-haul
- Boeing 777-200/300ER



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04

COMMERCIAL PLANNING

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COMMERCIAL PLANNING - REVENUE READY AMBITION



Network

Analyze stage lengths, demand patterns, and cargo potential.



Revenue

Pricing management & ancillary services (Mobile Money).



Distribution

Digital footprint vs. agency-driven card penetration.

PRE-ENTRY INTO SERVICE

INSPECT, REGISTER, CERTIFY

- Pre-Purchase & Delivery Inspections
- Delivery, Transfer & Open Items
- Aircraft Registration
- Aircraft Operating Certificate
- Maintenance Plan Preparation

DEMO & FERRY FLIGHT

- Permit, Routing
- Crew & Flight Ops

MAINTENANCE & TECHNICAL

- Reliability & Compliance
- Flight Manuals & Customization
- First Phase Maintenance

PARTS PLANNING

- Initial Provisioning
- Rotable Pool, Base & Line Stock





05

PROFITABLE OPERATIONS



PROFITABLE OPERATIONS – SET THE BASE THEN ACCELERATE



OPERATIONAL IMPLEMENTATION

What capabilities matter most in Year 1?

- Strong data, process, systems, KPIs, operational control
- Maintenance reliability & cost discipline
- Crew, fuel & commercial optimization



GOVERNANCE & RISK MANAGEMENT

Is the structure investor-grade and resilient?

- Strong safety, compliance, and oversight
- Transparent financial & cost control
- Manage FX, fuel, & political risk



GROWTH & OPTIMIZATION

Are we scaling sustainably?

- Growth follows stability, not ambition
- Optimize routes before expansion
- Leverage partnerships and network strength



ASSET LIFECYCLE

Are we managing aircraft value long-term?

- Plan leases, financing, and utilization early
- Prepare for heavy maintenance cycles
- Define exit strategy from Day 1
- Aircraft teardown or refurbishment





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Thank you!

