



MAY 2018 EDITION

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# CAPA INSIDER

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South Asia

## Inside this edition

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CAPA launches 'CAPA Analytics', a research enabled data science service for aviation and travel companies', [p.2](#)

CAPA's recent research studies on key industry verticals, [p.3](#)



**CAPA**  
INDIA

Solutions-focused Aviation Advisory, Research & Knowledge

“

India is the fastest growing aviation market in the world and is simultaneously modernising its operating environment. For an industry undergoing such transformational change we believe that sound advice, based on research and analysis, is critical. This is CAPA India's strength.

We combine local understanding with global knowledge, engage with industry leaders on a daily basis and continuously monitor trends across every segment of the aviation value chain. We are honoured to have worked with some of the leading names in global aviation and look forward to continuing to play a positive role in contributing to the development of the industry in India.

”

**PETER HARBISON**

Executive Chairman  
CAPA – Centre for Aviation



# Our Recent Client Engagements And Studies

## CAPA ADVISORY CLIENTS

**European airline:** One of the world's 10 largest international airlines engaged CAPA to prepare a business case and strategy to support its expansion in the Indian market.

**Global private equity fund:** CAPA was appointed to conduct financial and strategic due diligence on a travel distribution business in India.

**North American investor:** CAPA developed 15-year traffic forecasts and presented key strategic issues for two airports, to support the client's proposed bids for operations and management concessions.

**Indian full service airline:** We prepared a comprehensive business and financial case for an alternative policy and regulatory structure to the Route Dispersal Guidelines, to achieve essential services and regional connectivity objectives, whilst keeping political, commercial and consumer considerations in mind.

## CAPA GLOBAL DELIVERY CENTRE CLIENTS

**European radar manufacturer:** We deliver ongoing market research about selected countries - which revolve on a monthly basis - on air traffic activity, installed radars and surveillance infrastructure, along with planned procurement. The output provides our client with critical intelligence to support business development activities.

## OTHER RECENT CLIENTS



# New Initiatives

## CAPA ANALYTICS IN PARTNERSHIP WITH



CAPA and TransOrg Analytics have joined forces to deliver research-enabled data science (ReDS) solutions to aviation and travel companies. Our offerings enable clients to make superior strategic, operational and tactical decisions, based on a unique combination of data science, applied research and industry expertise.

## CAPA AIRCRAFT ADVISORY

CAPA Aircraft Advisory provides a flexible range of services to assist our clients through the process of acquiring, leasing or selling an aircraft, including aircraft evaluation and modelling; OEM and lessor liaison; aircraft placement support; transaction and financing advisory; and asset management and risk monitoring for banks and lessors.

## CAPA GLOBAL DELIVERY CENTRE

CAPA Global Delivery Centre (GDC) provides customised research and data analysis, to enable continuous planning and decision support. We can assist with services such as market analysis, benchmarking studies, financial modelling, competitor tracking, opportunity identification and risk assessments.

# CAPA Research and Analysis

## CAPA India Aircraft Finance & Leasing Report 2018

This report provides a detailed, independent assessment of the state of aircraft financing in India:

- It includes a comprehensive overview of incumbent airline operators with a focus on their fleet and network strategies, and financial performance.
- Implications of recent policy initiatives such as the regional connectivity scheme and the proposed privatisation of Air India are considered.
- Aircraft orders are evaluated together with estimates for the financing models that will be implemented, including the prospects for sale-and-leaseback transactions.
- Global trends with respect to capital markets, bank credit and changing lessor landscape, and their potential impact on Indian carriers are considered, along with specific Indian regulatory and taxation issues.

## CAPA India MRO Report 2018

This report aims to quantify the size of the MRO market in India, with a breakdown of expenditure by airline and by maintenance check:

- Our analysis estimates the true cost of maintenance, relative to the reported cost, by incorporating the impact of maintenance reserves and supplementary leases.
- The share of maintenance that is captured by Indian MROs is analysed, together with details about in-country maintenance infrastructure and capabilities.
- Airline engineering divisions and third party MROs are included in this assessment. Ten-year projections for the size of the market are presented based on scheduled aircraft deliveries and estimated utilisation.
- The report concludes with recommendations to overcome challenges to the growth of the MRO sector in India.

## CAPA India Inbound Tourism Report 2018

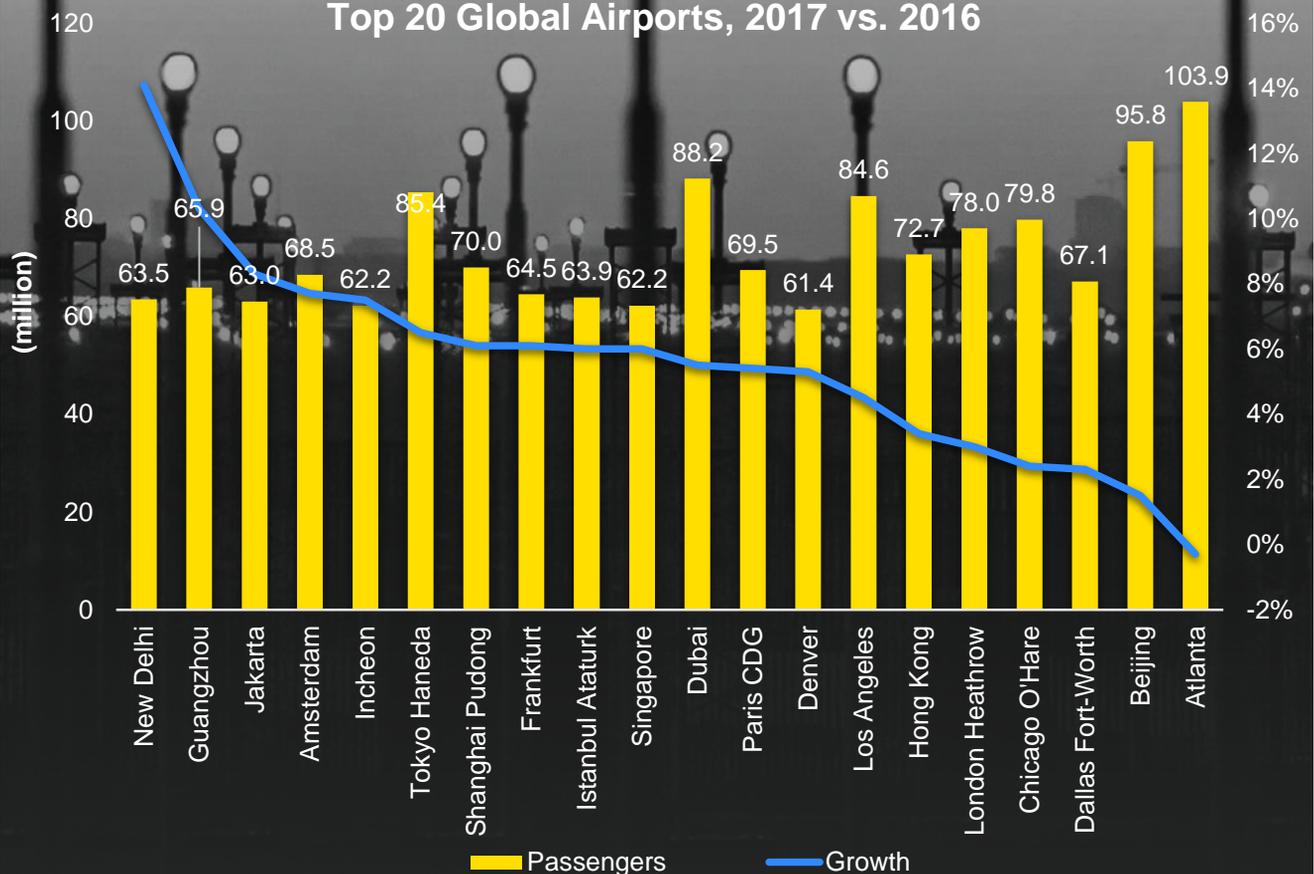
This report provides detailed analysis of the size and structure of inbound tourism flows to India, reviewing historical data to identify key trends with respect to source markets, purpose of travel, growth rates and share of market:

- The primary focus of the report is on understanding pure leisure travel (as distinct from VFR traffic which accounts for a large share of inbound).
- The impact of visa policies and government investment in tourism development and promotion is also considered, and India's performance is benchmarked against competing destinations.
- Primary research was conducted with leading inbound tour operators in key destinations including Delhi, Jaipur and Cochin to develop qualitative perspectives on market developments and key challenges.
- The impact of air connectivity is also analysed in detail.
- Five-year projections for inbound leisure traffic are presented.

# DID YOU KNOW?

In 2017, Delhi airport was the fastest growing of the 20 largest airports in the world

Growth in Passenger Traffic at Top 20 Global Airports, 2017 vs. 2016



Source: CAPA India research and analysis; Airports Council International

# Latest CAPA Insights

## Key Highlights of the CAPA India Aviation Outlook 2018/19

The annual CAPA India Aviation Outlook Report has become established as the indispensable guide for companies with exposure to Indian aviation, delivering accurate, timely and in-depth analysis and data. In this summary presentation, we present the key highlights of our 2018/19 outlook covering domestic and international capacity and traffic, fleet orders, policy and regulation, the privatisation of Air India and key strategic trends.

Click [here](#) to request a complimentary copy.

## CAPA India Airport Infrastructure Status Check

India's system-wide airport capacity has already crossed 80% utilisation and with traffic growing at double-digits, infrastructure constraints are becoming apparent. In this presentation, CAPA reviews the status of current airport capacity, considers scenario timelines for saturation, projects the investment required to keep pace with demand and outlines a new airport development framework.

Click [here](#) to request a complimentary copy.

## CAPA-Expedia India Outbound Travel Report

CAPA and Expedia jointly developed this report to better define and understand the size, profile and drivers of the India outbound leisure travel market. It draws on new industry and consumer research. The report identifies key steps to unlocking demand for travel with respect to air connectivity, delivering value, simplifying visa requirements and investing in enhanced customer segmentation and product development. CAPA and Expedia identify the key growth markets, consider potential new leisure routes for low cost carriers and forecast tourist numbers in 2025 to the leading destinations.

Click [here](#) to request a complimentary copy.

If CAPA can be of any assistance with advisory or research services, please contact us on  
+91 11 2341 4440 or  
[capaindia@centreforaviation.com](mailto:capaindia@centreforaviation.com)

# CAPA Team Spotlight

CAPA is proud of its team of skilled and dedicated consultants and analysts, who possess a unique combination of aviation experience and a deep understanding of advisory and research methodologies.

## Recent Promotions



**PARAMPRITH SINGH  
BAKSHI**

promoted to  
VP South Asia &  
Head SBUs



**MANVI  
HOODA**

promoted to  
Senior Manager  
& Practice Lead



**NEELADRINATH  
SARANGI**

promoted to  
Senior Manager  
& Practice Lead



**AMIT  
THAKRAN**

promoted to  
Team Leader



**ANANT  
SINGHAL**

promoted to  
Team Leader



**NIDHI  
GROVER**

promoted to  
Team Leader



**SHRUTI  
PORWAL**

promoted to  
Team Leader

## Employees of the Quarter (Q4 2017)



**ABHINANDITA  
BANERJEE**

Winner



**PAVAN  
SONI**

Winner



**DINESH  
KUMAR**

Runner-up

## SPECIAL RECOGNITION



**AMIT  
THAKRAN**

Employee of  
the Year



**HITEN  
PARMAR**

Rising Star

# CAPA Presentations at Industry Events

CAPA India is an active member of the aviation community. We regularly welcome industry representatives to our offices and are invited to share our insights at key forums in India and overseas. Presentations have recently been delivered at the following events:

**CAPA India Aviation Summit,**  
MUMBAI, 30 January-1 February 2018

**12th Annual Conference on Airports in India,**  
NEW DELHI, 2 February 2018

**West Bengal Tourism Summit,**  
KOLKATA, 18 January 2018

**IIM Bangalore Summit on Future of Aviation  
& Aerospace,** BENGALURU, 24 February 2018



## Staff Social Events

1) Celebrating the Christmas spirit,  
CAPA India office, New Delhi

2) A quick jaunt to Worli Sea Face,  
Mumbai

3) A townhall needn't be all serious,  
The Bar Cat, New Delhi

4) Year-end celebration,  
The Lalit, New Delhi

5) A team that eats together stays  
together, The Lalit, New Delhi

6) We're big on team luncheons,  
Odeon Social, New Delhi

1



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3



4



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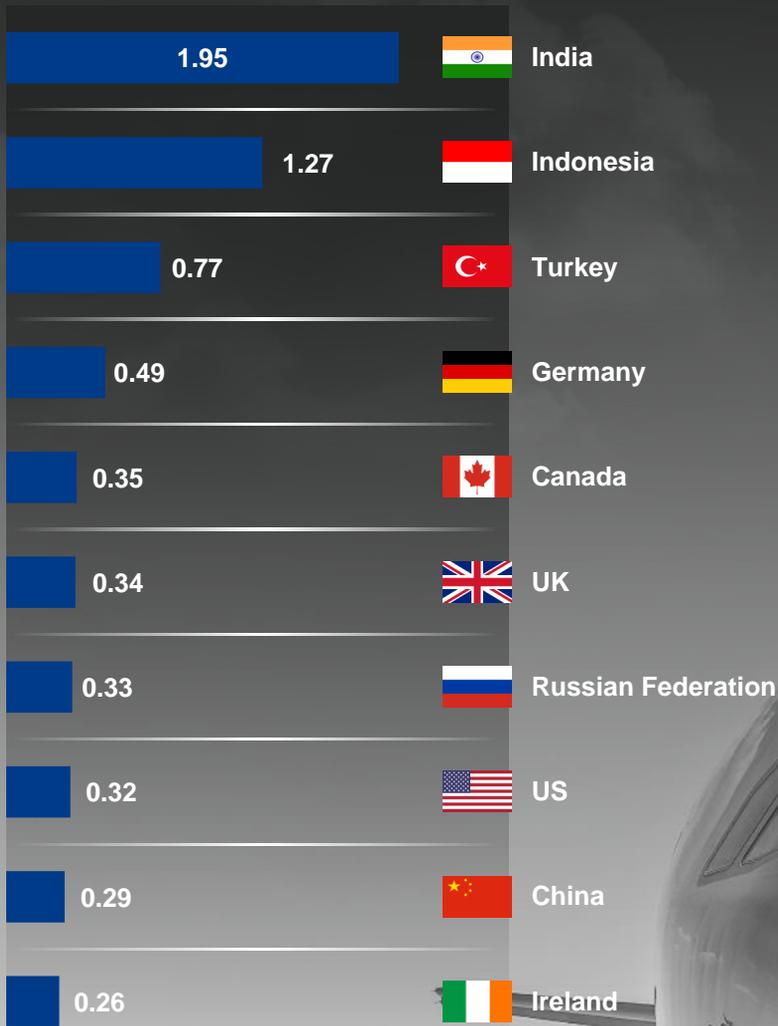


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## DID YOU KNOW?

Amongst the 10 largest narrowbody fleets in the world, India has the highest ratio of narrowbody aircraft on order to aircraft in-service





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