



2020 Route Development Training Courses

Training from the world's leading Route Development consultants



asm-global.com

About ASM

Airport Strategy & Marketing (ASM), the founder of the renowned Routes events, has supported airports, airlines, tourism organisations and governments in the development of new routes since 1993.

ASM was the first air service development consultancy in the world and we have maintained our leading position in the aviation industry – our clients rely on us to help them expand their air service networks.

We guide and support clients through every step of the air service development process: identifying potential new services, preparing business cases and presentations, negotiating with airlines and ensuring new routes are sustainable.

Welcome to our 2020 Training Programme



It's been a busy year for ASM, and I'm delighted to share with you our expanded 2020 Training Programme – now with more courses and locations to offer you. Since joining Aviation Week Network in late 2018, along with CAPA and our sister company, Routes, we've been combining forces to kick-off a **New Era of 360° Solutions for Airports and Airlines**. You'll see this in our training course programme with more facilitators and guest speakers from an even wider team of analysts and industry experts.

Whether you're a seasoned Air Service Development leader with a team to grow your network, or new to the industry, we have a solution for you. Our 2020 courses promises to be the most comprehensive global training programme on offer dedicated to Route development and marketing. Ours training is delivered by ASM's team of consultants, all with extensive experience across airlines, airports, tourism, marketing, economic and infrastructure development. Additionally, we are delighted to announce **Coventry University**, a leading and renowned provider of Aviation Management degree, as a partner to ASM's programme.

In 2020 we will continue to provide our core courses, in Europe, the Americas and Asia Pacific; as well as bespoke In-Company trainings. We'll also include a new **Long Term Passenger Forecast** course that will appeal to Airport and investment community specialists alike. Our core courses continue to include:

- The Fundamentals of Route Development
- Data Analytics, Route Forecasting and for the US, Innovations in Leakage Studies
- Marketing to Airlines and Incentives
- Marketing for Airports, Tourism & Destinations (US)
- Understanding Airline Network Planning

Finally, as we've been growing our footprint, we are expanding our annual Flagship Workshop outside of London, and look forward to hosting events in the U.S. and the Caribbean for the first time in 2020. These two-day workshops are a must-attend for anyone involved in Air Service Development.

We look forward to welcoming you to one of our courses in 2020, or working with you on bespoke solutions to fit your training needs.

Best Regards,



David Stroud
Managing Director

ASM Training Partner:



Contents

ASM Training Courses 2020

Welcome to our 2020 Training Programme	3
The Fundamentals of Route Development	5
Route Traffic Forecasting, Leakage Studies, Data Tools & Techniques	6
Long Term Passenger Traffic Forecasting Techniques	7
Understanding Airline Network Planning	8
Marketing to Airlines & Incentives	9
Meet the Team	10-11
2020 Training Calendar	12
Prices	13
Training Booking Form	14
ASM Flagship Workshop	15

The Fundamentals of Route Development

Since its inception in 1998, over 1,000 airport managers from across the world have attended the Fundamentals programme, making it the industry's most popular air service development course.

This course offers a comprehensive introduction to air service development, catering primarily to those who are relatively new to the function.

An air service network is the most critical element of an airport, generating passenger and cargo volumes, aeronautical and non-aeronautical revenues as well as serving as a catalyst for local, regional and national economic growth. This course equips delegates with the practical tools and techniques to attract new routes and growth from airlines.

What you will learn

- The characteristic components of markets
- An introductory understanding of airline economics
- The importance of airport competitive positioning and target planning
- Key selling points of your destination and how to articulate them to airlines
- How to organise and implement a route target sales campaign
- The most effective ways of approaching and presenting to airlines
- The relevance of data, market research and analytics to route development
- How to improve your skills to deliver success for your airport or organisation
- Fundamentals of route support and airline incentive programmes

Who should attend?

- Airport personnel
- Tourism professionals responsible for air service development
- Civil aviation authorities
- Government agencies and departments

Course modules

Understanding markets and catchment areas

Competition and positioning – forming strategies to stand out

Understanding airlines

Building a new route investment case

Route support – how do incentives attract airlines?

Implementing a route development strategy

Marketing to airlines – the “perfect presentation”

Preparation for Routes events – maximising your meetings

“An essential course for people who work in the industry.”

Marcela Uribe Arango
Arango Tourism Advisor
ProColombia

Route Traffic Forecasting, Leakage Studies, Data Tools & Techniques

This course is aimed at practitioners who wish to deepen their skills in the area of route traffic forecasting. You will be taken through real examples, including how to manipulate data and develop presentations.

Route traffic forecasts are a critical component of an airline's decision-making process when considering new routes. Airlines expect airports and stakeholders to provide as much detailed data and insight into prospective destinations markets as possible.

This course will enable delegates to understand the most up-to-date techniques to generate both short and long-term traffic forecasts, including how to utilise appropriate market data, understanding how successful your target route can be, and tips on how to pitch to the airlines.

What you will learn

- How to produce a route traffic forecast
- Assumptions and methodologies from real-world examples
- The latest forecasting techniques, analytics including QSI, MCR and others
- How to use traffic data, market research and analytics for route forecasting
- The key outputs airlines want to see in a presentation
- Benchmarking against competing airports
- How to manipulate data
- Practical route forecasts exercises and case studies

Who should attend?

- Airports – route development managers, analysts
- Airlines – new analysts, network planners
- Civil aviation authorities
- Government agencies and departments
- Personnel responsible for airport forecasts

Course modules

Data analytics

Route traffic forecasting

Leakage studies

Route profitability assessments

Practical exercises

“The materials provided were extensive, detailed and relevant to the Commission’s activities, and the trainers were considerate of the roles, responsibilities and the restrictions the Commission faces.”

Leong Chou Sheng
Manager, Aviation Development
Malaysian Aviation Commission

Long Term Passenger Traffic Forecasting Techniques

Long term passenger traffic forecasts have multiple uses, allowing airports to understand their future size and shape for capacity planning, Master Planning purposes or even for an airport's valuation for sale.

This **NEW** ASM training course will take delegates through the different qualitative and quantitative methodologies and techniques for the different types of forecasts, from short term Bottom Up forecasts to long term Econometric forecasts, running practical "hands on" exercises as we go.

The content will examine the different techniques for different forecast scenarios in different markets, what's required to build the forecast and the steps needed to generate the outputs.

What you will learn

- The different long-term forecasting methodologies and techniques
- The data and tools required to build a long-term passenger traffic forecast
- How to set up a forecast model for a specific market
- The key steps to produce a long-term passenger traffic forecast and extracting the associated metrics of movements, capacity, aircraft size etc.
- Benchmarking against industry targets
- How the forecast can be used for capacity planning through Peak Hour analysis

Who should attend?

- Airports
- Government Agencies
- Investment Companies
- Banks and airlines
- Anyone involved or interested in long term forecasting for airports or airlines

Course modules

Why we need long term forecasts

Methodologies we can use

Short Term and Medium Term Bottom Up forecasts

Long Term econometric forecasts

Reporting

Using our forecast for planning



Understanding Airline Network Planning

This training course is designed for newcomers to the airline industry and network planning function as well as experienced route development managers looking to understand more about how network planners operate.

The course will provide fast track foundation learnings for all the key disciplines within the airline network planning role.

The network planning function within an airline addresses the optimisation of how airlines serve markets, how to best deploy their fleets and how decisions are taken to open up new routes and services. Our team of experienced airline industry professionals will take delegates through a comprehensive programme providing clear skills development to support this key airline discipline.

What you will learn

- Factors that impact demand for air travel
- Understanding data: Types of data, sources and manipulation techniques
- Identifying and evaluating route opportunities
 - Techniques for forecasting traffic volumes and market share
 - Yield and revenue forecasting
 - Market stimulation
- Benchmarking against competing airlines
- Key approach differences between carrier types – full service and network, LCCs, charter and tour operators
- Understanding airline economics
- Fleet planning and evaluation
- Interaction with related functions – revenue management, sales, partnership & alliance management, and scheduling
- Network optimisation

Who should attend?

- Airlines – Network Planning Managers
- Route Development Managers (Airports)
- Market Analysts

Course modules

Market research and understanding demand

Network strategy and designing networks

Fleet supply and integrated planning

Traffic and revenue forecasting

Costing and profitability

Benchmarking and KPI setting

Marketing to Airlines & Incentives

A course designed for individuals who have direct responsibility for, or involvement in, the marketing of airports and destinations to airlines and negotiating incentives with airlines, in support of an air service development strategy.

The growth of the route development function within airports and tourism organisations has propelled forward the importance of marketing to attract new airlines, new routes and to build traffic.

The programme will appeal to experienced B2B marketers, route developers and particularly those newly appointed to the aviation marketing function. It will help delegates gain insight into how to create distinctive marketing communications for their airport or tourist organisations ensuring a true competitive advantage in attracting airlines.

The importance of airport branding will also be discussed, as well as the application of new digital media and content marketing within airport campaigns. This course is practical, creative and thought provoking, enabling marketers to better plan, build and implement compelling airline marketing campaigns.

What you will learn

- What drives airline customer decisions?
- How airlines are influenced by airport brand and marketing
- Differentiation and positioning of your market and service offer
- Understanding of new digital and social media platforms
- How to create cutting edge campaigns and standout presentations to airlines
- The importance of incentives for airlines
- Negotiation skills and techniques
- Case studies and sharing experiences

Who should attend?

- Airports – aviation marketing managers, marketing executives, route development managers
- Tourism organisations – destination marketing managers, executives, air service development managers

Course modules

Understanding your aviation markets

Understanding the airlines

Understanding competition

Determining the positioning and brand of your airport and destination

Working with route development data

Developing the “perfect presentation” to attract airlines

Latest applications of digital, social media and customer data management for route development

Case studies

Different support mechanisms

Traffic revenue guarantees

How to structure deals that meet the existing legal framework in your market

Negotiating with LCCs, network carriers and tour operators

Meet the Team

Consultant Profiles

Here you will find the profiles of the experienced consultants who will be delivering your ASM training in 2020. For many of the courses, and where appropriate, we will also have guest speakers to bring even more expert knowledge to the programme. These will include legal professionals, marketing & brand experts and airline speakers.



Tony Griffin
SVP Consulting

Tony leads ASM's training portfolio and has taught delegates globally for over 15

years, specialising in airport development strategy, route development, scenario planning, marketing and brand strategy. Tony also manages strategy, forecasting and transaction projects for ASM's clients. Prior to ASM, Tony spent 13 years in route development at Manchester Airport.



Nigel Mayes

SVP Consulting & Product Development

Nigel brings over 20 years' industry experience to ASM,

starting his career at Birmingham Airport before joining ASM in 2001. Nigel leads several training courses, and is responsible for consulting work across the business. Nigel brings a wealth of practical knowledge on how air service development works across global airlines.



Mike St Laurent
VP Consulting

Mike joined ASM in 2014 after a 30 year career at Air Canada, where he held senior roles in

network planning, revenue management and scheduling. Mike shares a wealth of practical experience with ASM's training delegates and ensures all course material is relevant from an airline perspective. Mike specialises in long-term traffic forecasting projects alongside air service development for our client portfolio.



Aidan Mooney
VP Consulting

Aidan has over 25 years' experience in the aviation industry, most recently as

Director of Aviation Development with the Manchester Airports Group (MAG), East Midlands Airport and Bournemouth Airport. His extensive experience in forecasting, budget planning and negotiating with airlines from different sectors of the industry across the globe provides delegates with an invaluable, balanced and informed insight.



Omar Hashmi
Senior Consultant

Omar joined ASM after six years at Qatar Airways where he focused on network

development, business strategy, corporate planning and airline operational efficiency. Prior to joining Qatar Airways, Omar worked with Lufthansa Consulting, Deutsche Bank and the UK Government.



James Nicholls
Senior Analyst

James has been an analyst since 2013 at ASM, working on a diverse range of projects

across the client base. As Senior Analyst, James is responsible for overseeing ASM's data and forecasting products whilst ensuring that research and analysis on client projects is completed to the highest standard.



Martin Kammerman

Director of Air Service Development, North America

Martin has 25 years' airline experience, his airline career

has primarily been within network planning, which has given him a broad understanding of airline scheduling, route planning, finance, pricing, revenue management, operations, and even customer service.



Jeremiah Gerald

Director of Air Service Development, North America

With a career spanning over 15 years in the aviation industry,

Jeremiah brings invaluable knowledge, experience, and relationships across multiple industry sectors. As a former airline and airport executive Jeremiah's unique experience and skillset are conducive to delivering meaningful results aimed at consistently exceeding airport partner expectations.



Ilona Cambron

Director of Air Service Development, North America

Ilona brings 12 years' aviation experience to ASM, with the

last five years in aviation consulting. Ilona specialises in domestic and international air service development. Her efforts focus primarily on securing additional air services for airports in North America and Europe, and she is expert in use, analysis, and presentation of airline/airport data such as traffic, airline revenue, and airline capacity/schedules.



Chris Warren

Director of Air Service Development, Americas

Chris brings 20+ years of commercial aviation experience

across airline and consulting platforms. His career began in the post-MBA program at American Airlines, working in finance, revenue management, and planning. He also spent several years as the Senior Director of Strategic Planning at ExpressJet. Chris transitioned to consulting over a decade ago and brings extensive experience in air service development and other facets of commercial strategy.



Lee Lipton

Senior Vice President, Aviation Strategy

Lee joined ASM as in 2018 and his 25-year career in

aviation spans leadership roles in network planning, flight scheduling, and business strategy at WestJet, Southwest Airlines and Aer Lingus. He directed the Vantage Airport Group Air Service Development team responsible for expanding passenger and cargo business at nine airports in the Americas and Europe.



Hang Zhao












Senior Consultant

Hang joined ASM from Shanghai Juneyao Airlines where he had been a senior network


manager. With a wealth of airline experience, Hang brings with him analytical capabilities in flight routes and project management, as well as a sound knowledge of international flight application process and systems as well as the different countries' regulation processes.

2020 Training Calendar

The Fundamentals of Route Development

Nairobi  21-22 January	London  25-26 February	San Diego  26-27 February
China  21-22 April	Chicago  5-6 May	Manchester  12-13 May
Sao Paulo  26-27 May	Adelaide  3-4 August	Manchester  26-27 August
London  6-7 October	New York City  10-11 November	

Long Term Passenger Traffic Forecasting Techniques

London  15-16 April	Singapore  3-4 November
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Understanding Airline Network Planning

London  25-26 June	London  27-28 October
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Route Traffic Forecasting, Leakage Studies, Data Tools & Techniques

London  27-28 February	China  23-24 April	Chicago  7-8 May
Manchester  14-15 May	Sao Paulo  28-29 May	London  8-9 October
Singapore  5-6 November	Manchester  10-11 November	New York City  12-13 November

Marketing to Airlines & Incentives

Washington DC  26 March	London  4-5 June	Manchester  24-25 September
Japan  15-16 October		

Marketing for Airports, Tourism & Destinations

TBD  27-28 March
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Prices

Airports <1 mppa* PAX	Airports 1-5 mppa* PAX	Airports 5-10 mppa* PAX	Airports >10 mppa* PAX
£995	£1,395	£1,795	£2,595
Airlines	Tourism Organisations	Other Organisations	
£1,495	£1,495	£1,495	

In-company training

Training prices vary based upon your requirements.

Training discounts

- Early Bird Discount: book 90 days prior to a training course and receive a 15% discount
- Extra Delegate Discount: book more than one delegate on the training and receive a 15% discount for each additional delegate
- Multiple Course Discount: attend more than one ASM training course in 2020 and receive a 15% discount off your second course

Current ASM clients

Current ASM consulting clients are entitled to discounted training rates. Please contact your consultant directly, or email melissa.crum@aviationweek.com

*Million passengers per annum.

Please note that VAT will be added to individual course prices where applicable. Contact us for further information on group discounts or multiple course bookings.

Payment is required in advance. ASM reserves the right to refuse admission if payment is not received. UK courses will be subject to VAT at the prevailing rate

NB: Minimum delegate numbers may apply

Included in the fee: The fee for this training course includes all written materials and daytime refreshments. A VAT invoice will be sent to you acknowledging your booking.

Substitutions/Cancellations: Upon receipt of your payment, your place will be confirmed. Any cancellation must be received in writing, at least 14 days prior to the commencement of the course. A cancellation fee of 10% + VAT will be incurred. Once within this period, no fees can be refunded but substitute delegates can be named up to the start of the programme. The organisers reserve the right to refuse registration and/or attendance of any delegate at any time and without stating a reason.

Important note: The booking form constitutes a legally binding contract. It may be necessary for reasons beyond the control of UBM (UK) Ltd to change the content and timing or date of the training course. In the unlikely event that the training course is cancelled UBM (UK) Ltd will automatically make a full refund of course fees but disclaim any further liability. Training discounts are limited to one offer per booking up to a maximum value of 15%.

Training Booking Form

For more information or details on how to book one of the training programmes on offer, please contact the ASM team: **Tel: +44 161 234 2700 Email: Becky Ashton, becky.ashton@ubm.com**

Course details

Course	<input type="text"/>	Cost	<input type="text"/>
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Delegate one details

Name	<input type="text"/>	Email	<input type="text"/>
Job Title	<input type="text"/>	Address	<input type="text"/>
Organisation	<input type="text"/>		<input type="text"/>
Telephone	<input type="text"/>	Zip/Postcode	<input type="text"/>
Fax	<input type="text"/>	Country	<input type="text"/>

Delegate two details

Name	<input type="text"/>	Email	<input type="text"/>
Job Title	<input type="text"/>	Address	<input type="text"/>
Organisation	<input type="text"/>		<input type="text"/>
Telephone	<input type="text"/>	Zip/Postcode	<input type="text"/>
Fax	<input type="text"/>	Country	<input type="text"/>

Delegate three details

Name	<input type="text"/>	Email	<input type="text"/>
Job Title	<input type="text"/>	Address	<input type="text"/>
Organisation	<input type="text"/>		<input type="text"/>
Telephone	<input type="text"/>	Zip/Postcode	<input type="text"/>
Fax	<input type="text"/>	Country	<input type="text"/>

Delegate four details

Name	<input type="text"/>	Email	<input type="text"/>
Job Title	<input type="text"/>	Address	<input type="text"/>
Organisation	<input type="text"/>		<input type="text"/>
Telephone	<input type="text"/>	Zip/Postcode	<input type="text"/>
Fax	<input type="text"/>	Country	<input type="text"/>

Payment details

Cheque enclosed	<input type="checkbox"/>	Please invoice	<input type="checkbox"/>	VAT No.	<input type="text"/>	Purchase Order No.	<input type="text"/>
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GLOBAL ROUTE
DEVELOPMENT

Join ASM for our Annual Flagship Workshop

Two days of interactive discussions about current trends and developments affecting Air Service Development. Registration is limited so delegates have the opportunity to actively participate in lively discussion and allow ample time for networking with airlines and airports.

Workshops cover these topics:

- Data – How it's shaping current and future airline decisions, indirect's analysis
- Airline fleets and technologies
- Airline strategy
- Airport brand and marketing
- Technologies and travel trends
- Stakeholders brokering deals – economic impact

2020 Workshops dates and locations:

 New York City	 London	 Cayman Islands
3-4 December	3-4 December	3-4 December

Visit pgs.aviationweek.com/2020flagship for more information.





**GLOBAL ROUTE
DEVELOPMENT**

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NETWORK
By Informa Markets