



REF: CAA/05/ASLA/59

CIVIL AVIATION AUTHORITY

**2nd Floor, Entebbe International Airport
P.O. Box 5536, Kampala Uganda**

GUIDELINES FOR BUSINESS PLAN TO BE ATTACHED TO APPLICATION FOR AIR SERVICES LICENCE (ASL)

1. Executive Summary

This should be an entire plan summarized to indicate the Business concept, current situation, competition, company financial situation and projections, and market analysis.

2. Table of Contents

This should be included in order to guide the reader

3. Background Information about the Company

This section should include information about:

Company Profile:

- Physical Address
- Legal Status
- Capital Structure
- Directors / Promoters – their Profile and Addresses

4. Market Analysis

In this section, information relating to issues below should be included;

- The Overall Market (who needs the services)
- Changes in the Market (present market size, growth market potential
- Market Segments
- Target Market and Target Customers
- Customer needs and characteristics

5. Competitive Analysis

This section should have information about the following:

- Industry Overview
- Nature of competition
- Changes in the industry
- Primary competitors
- Competing Services (in relation to the industry)
- Opportunities
- Threats and risks

6. Strategy

The company strengths and weaknesses are highlighted in this section. Further, the ability of the company to overcome the weaknesses and survive competitively should be shown.

7. Marketing Strategy

The applicant will have to show us, in brief, the company's strategy for attracting customers and retaining them.

8. Operations

This section should indicate:

- The Organisation Structure
- Key Personnel
- Human Resource Plan
- Customer Services support / Facilities
- Maintenance Facilities

9. Financial Analysis

The following should be included in the financial analysis

- Sources and application of Funds, and also show the following:
- Profit and Loss for the first 12 months
- Profit and Loss Projections for at least 3 years
- Cash flow for the first 12 months
- Cash flow projections for at least 3 years

Also to be included are:

Explanatory Notes and Assumptions made about revenue growth, cost of services sold, operating expenses, capital expenditure, dividend policy and income tax rates. Any other information that may have an impact on the financial success of the company , such as an increase in number of employees, acquiring more aircraft, increase in price of jet fuel, etc may also be included.