



ICAO Air Transport Symposium SESSION 7: BREAKING THE MOLD *BUSINESS MODELS OF NEW AIRLINES*



Ricky Mack

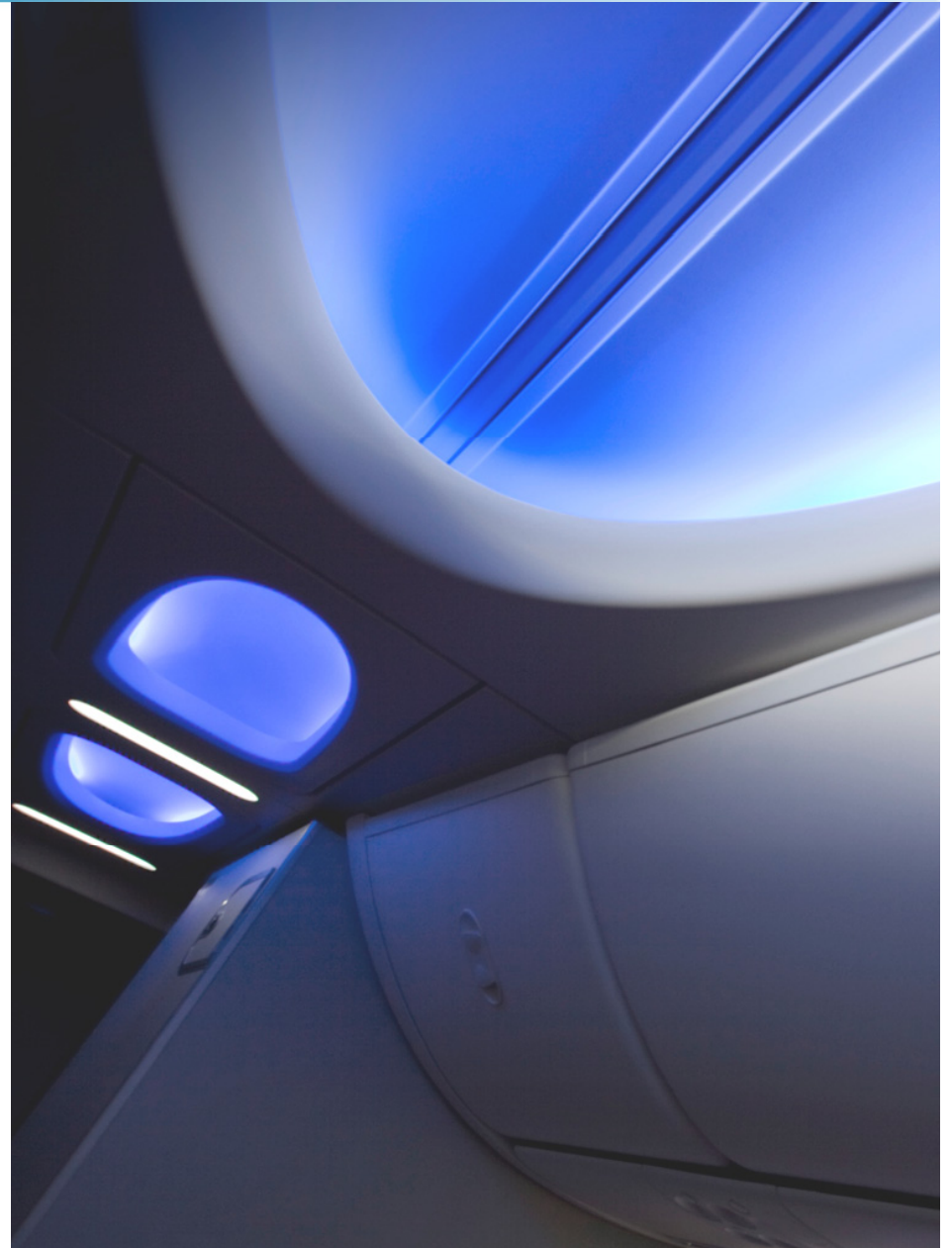
Boeing Commercial Airplanes

Business Development & Strategy Integration

Agenda

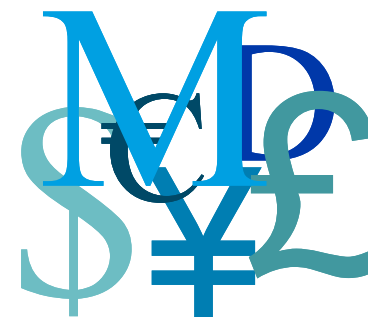
The tools for successful business models

- **Ingredients for success**
- **Segments – industry, passengers & airlines**
- **Technology, capability & efficiency**
- **Passenger preference**
- **Airline opportunities**
- **Market response**



Successful Business Models

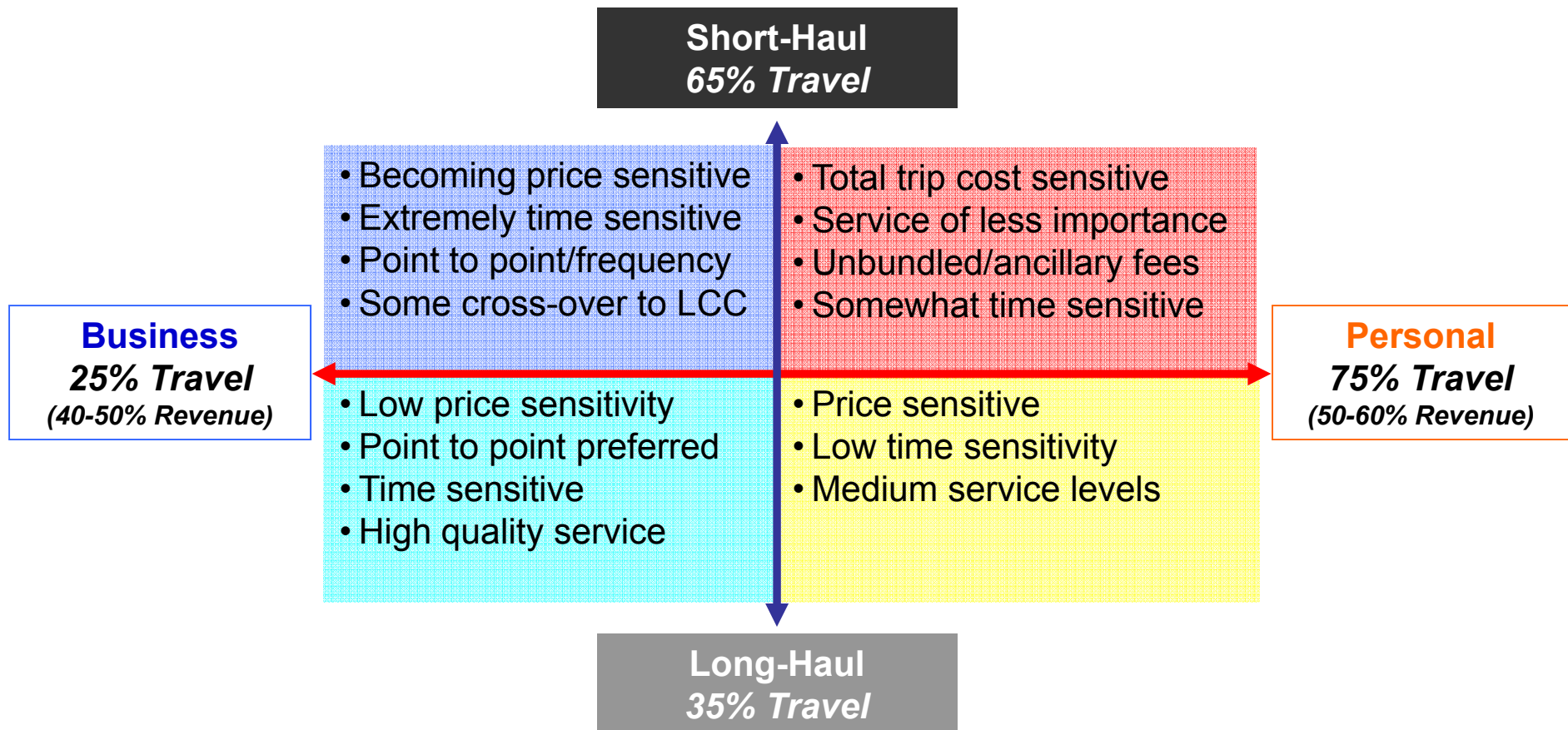
- Focus on the passengers & understanding of the market
 - Simplified schedule, direct services
- Provide the basics well
 - Simplified /lower fare structure
 - Additional/ level services available at extra cost
- Affordable unit costs
 - Low complexity in operations and fleet
 - Higher resource and asset utilization



The Passenger Is At The Center

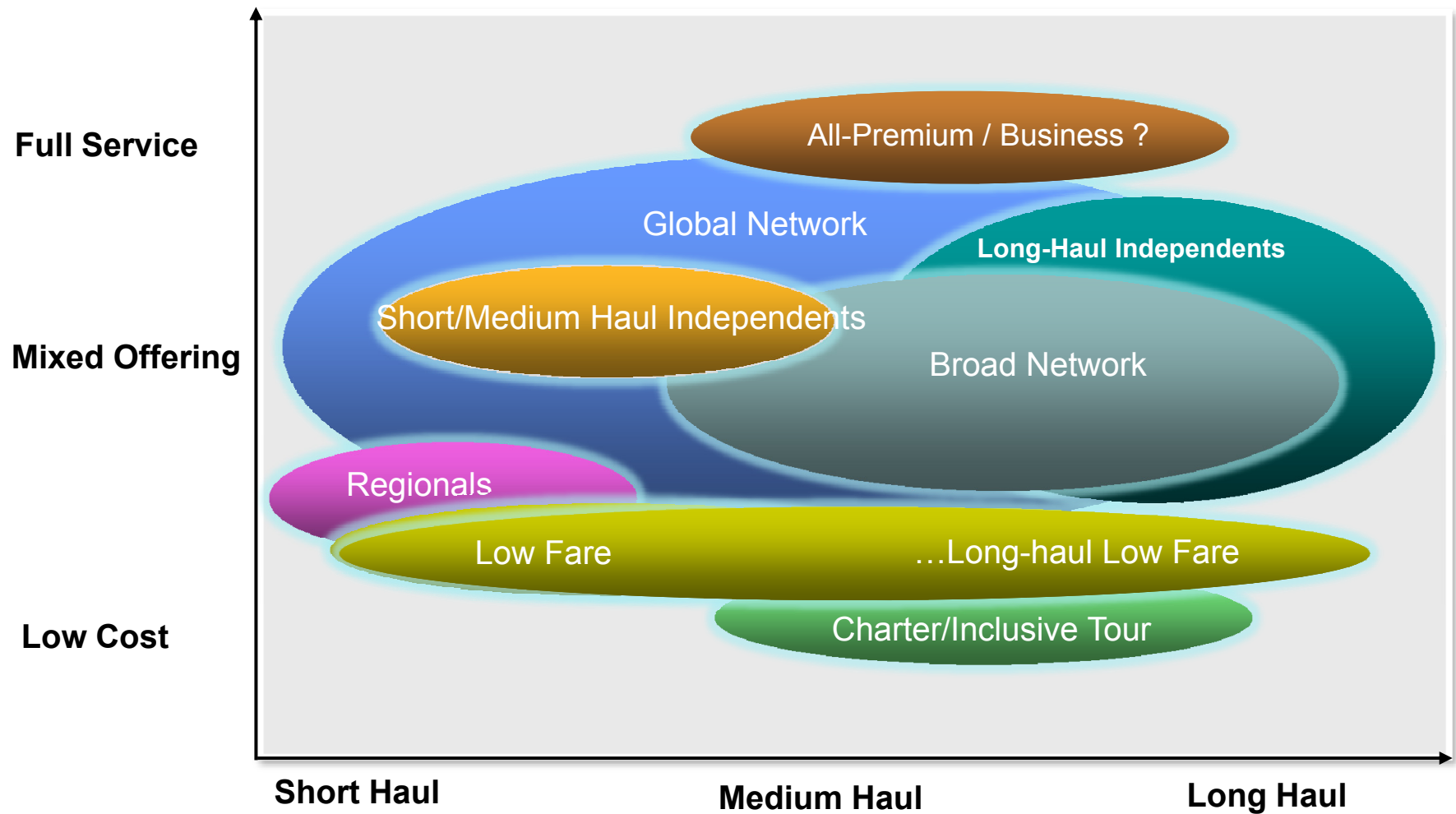


Airlines Cater to Different Passenger Segments



Passenger demand dimensions are changing

Airline Business Models are Evolving



787 Dreamliner – *the game changer*



- Developed after extensive passenger focus group research
- Offering unrivaled comfort and spaciousness for passengers
- Breakthrough business opportunities for airlines
- Cleaner, quieter and more efficient for the environment

787's Innovative Technologies



**More-Electric
Systems Architecture**



Modern Engines

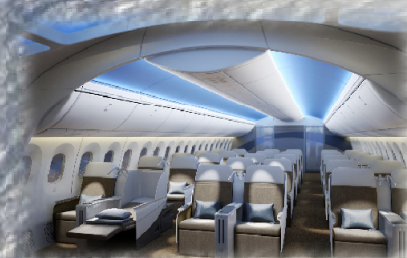
**Optimized
Flight Deck**

**Composite Primary
Structure**



**Advanced
Aerodynamics**

**Passenger-Pleasing
Features**



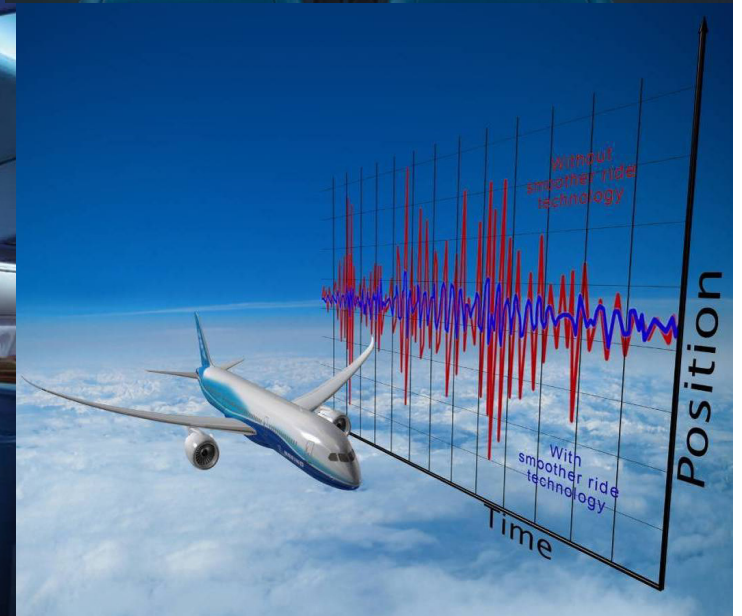
A New Sensation in Passenger Comfort

Things you'll see

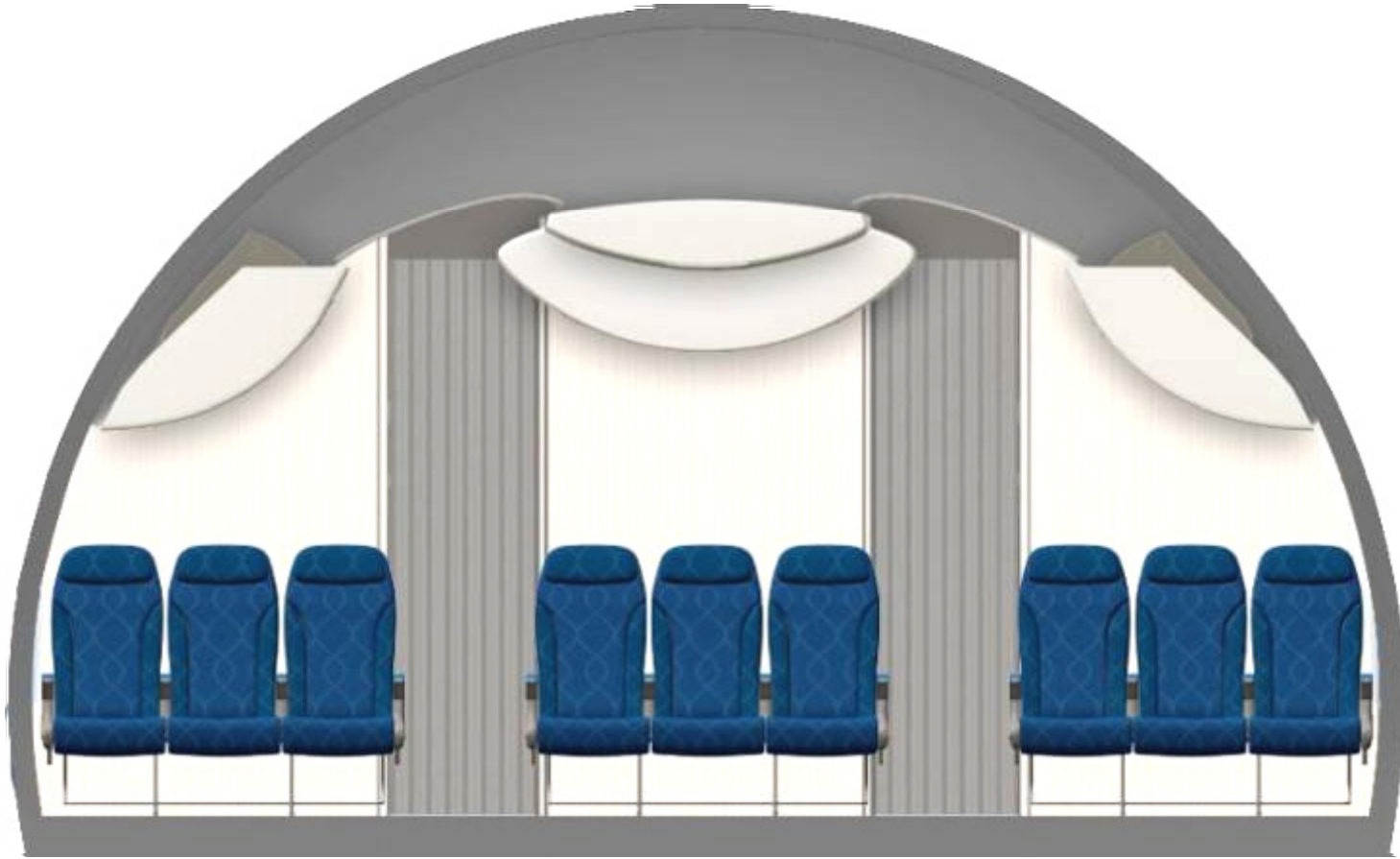
- New architecture
- Larger bins and windows
- Innovative lighting

Things you'll feel

- Lower cabin altitude
- Improved humidity
- Better air quality
- Improved temperature control
- Smoother ride



Flexible Seating Configuration



Regional business class
Premium class
& first
(3-2-3 arrangement)

Airlines can configure the 787 for their business realities

Connecting More Cities Directly

From London...

787-9

280 three-class passengers

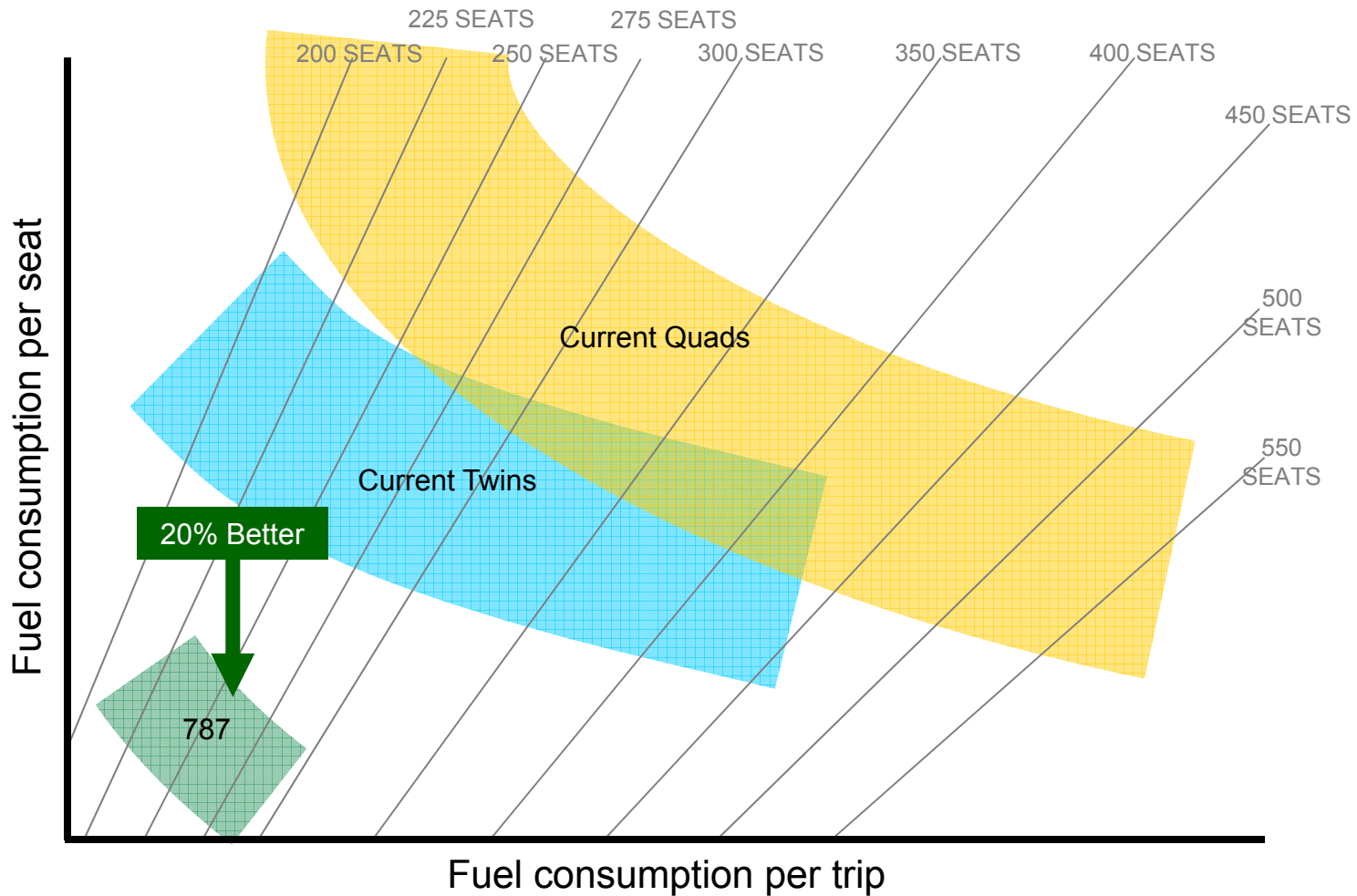
787-8

242 three-class passengers



- Boeing typical mission rules
- 85% annual winds
- Airways and traffic allowances included
- 787 performance subject to flight test verification

Fuel Efficiency



Only the 787 offers this fuel use advantage

Costs Reduced with 787

787 reduces fuel use, maintenance costs and fees ... including landing fees and ground handling

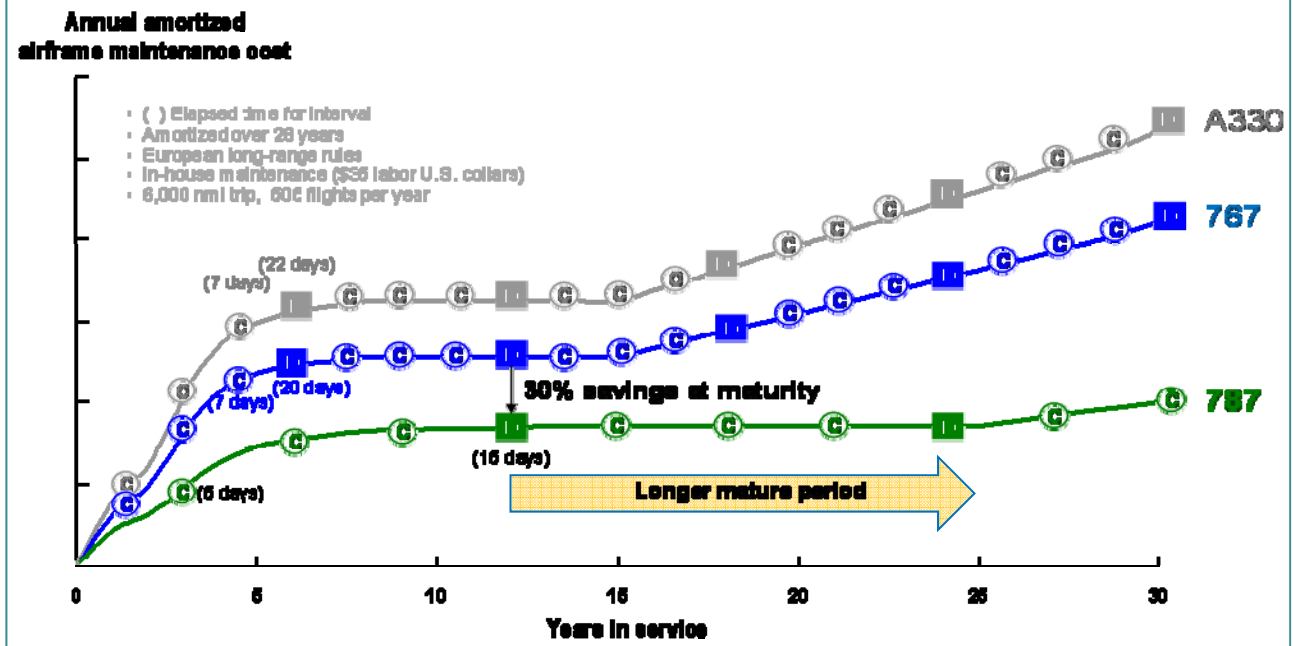
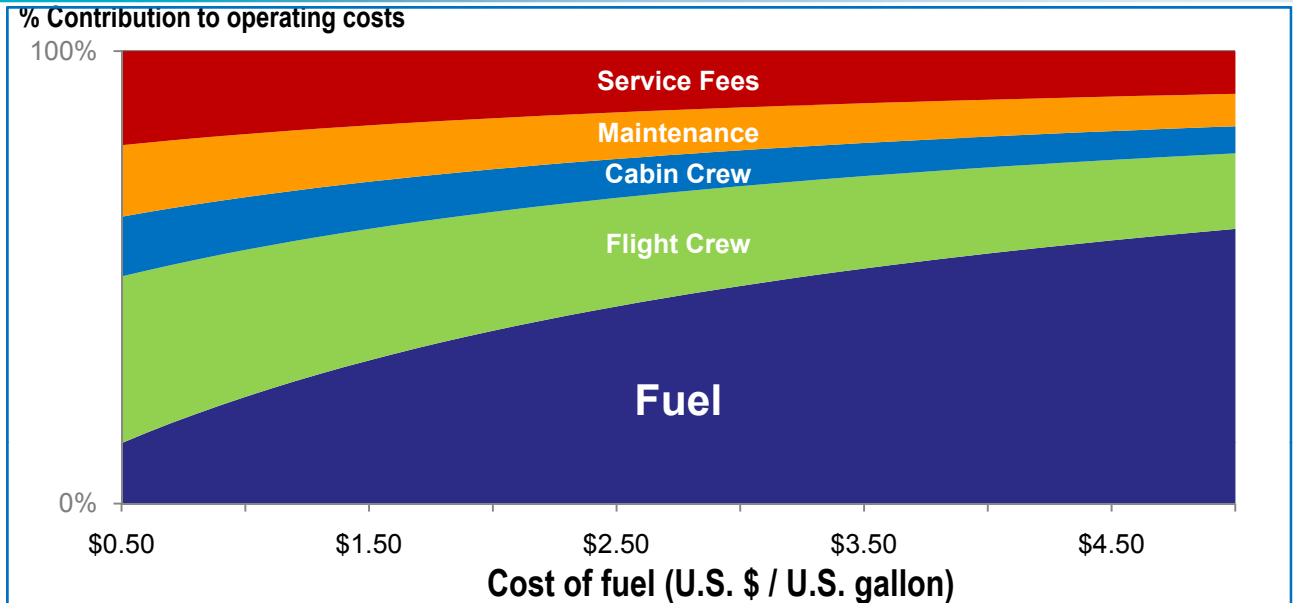
...which are often related to airplane weight

Longer intervals between routine checks ...

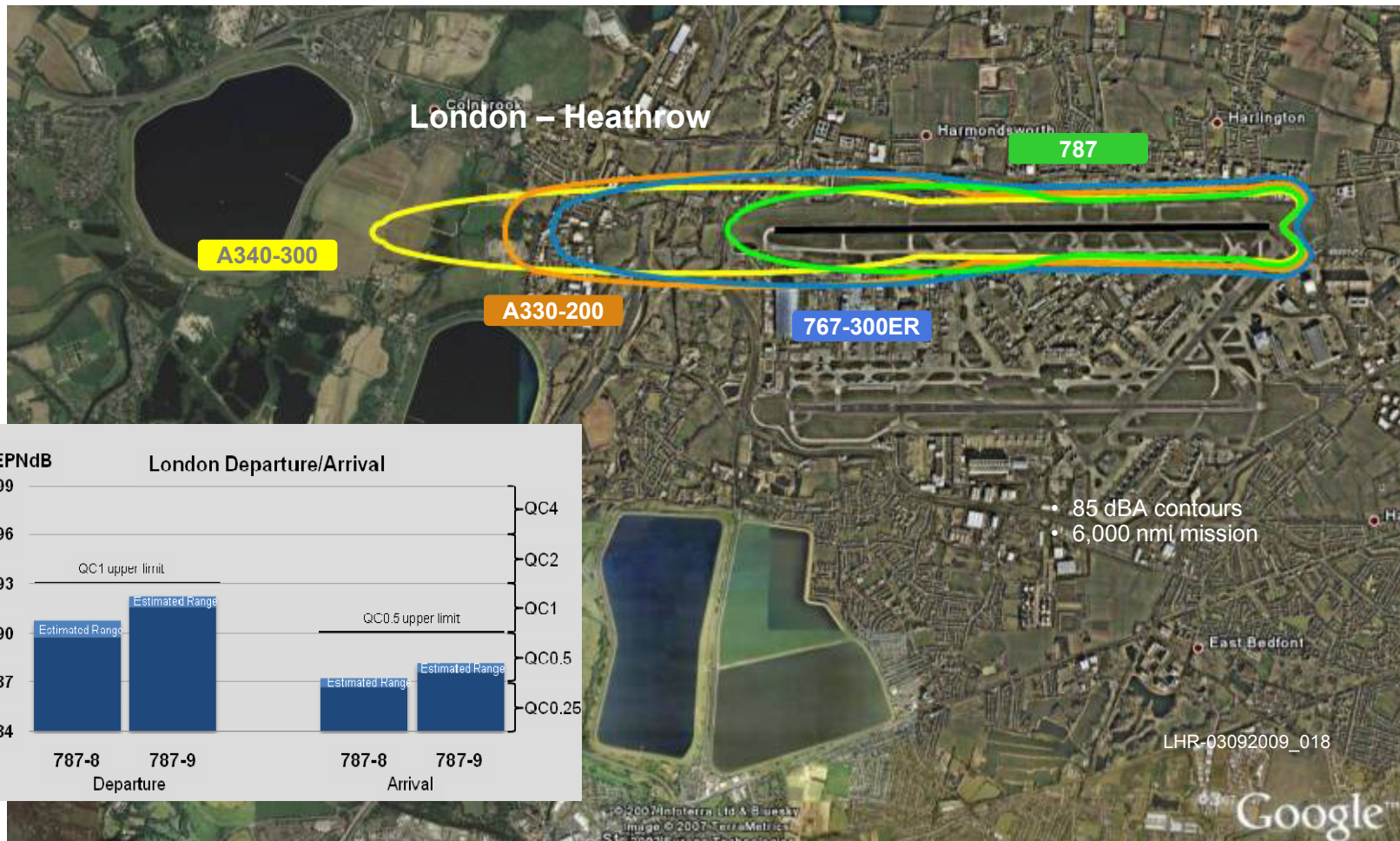
Fewer tasks to accomplish within those checks ...

Less unscheduled maintenance

...52 additional flying days over first 12 years



Quieter Takeoffs, Landings



Noise footprint stays within the airport boundaries

Careful Choices, Clever Design

Lower emissions

- 20% fewer carbon dioxide emissions
- Below limits on hydrocarbons, smoke, NOX, CO

Quieter

- Community noise contained within airport boundaries
- Ramp noise below ICAO regulations; cabin noise optimized

Lifecycle improvements

- ISO 14001 factory; reducing environmental footprint
- Composite recycling



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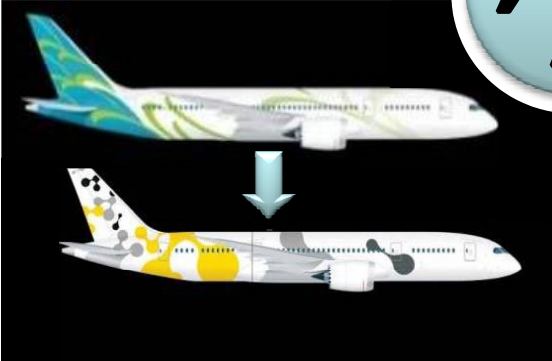
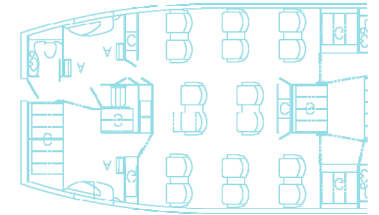


Designed for the Reality of Airliner Ownership

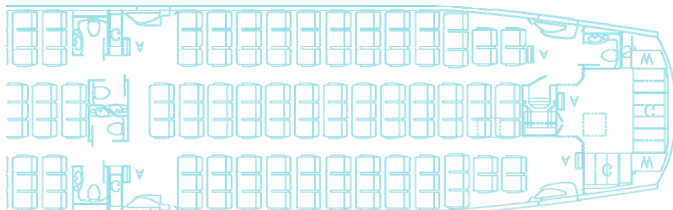
EASY to configure



EASY to reconfigure and update



EASY to transition



EASY to finance

ownership

Changing the Game

- **Meeting airlines' needs**
- **Providing capability & opportunity**
- **Contributing the tools for successful business models**
- **Improving environmental performance**
- **Making flying fun again!**



The first new jetliner of the 21st Century

Thank you!

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