



ASWOT Analysis On Starting Private Airline Through Baf Welfare Trust

“Aviation is proof that given the will, we have the capacity to achieve the impossible.”

Edward Rickenbacker

By

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ABSTRACT

BAFWT is a familiar name within the aviation industry of Bangladesh. It has been successful in establishing own small-scale businesses for its organizational members. Today, private airlines supplying by a known name in the aviation industry seems much demanding. So, BAFWT has the opportunity to engage themselves in the large-scale commercial business introduction. But, there are many factors that can have an impact on that new startup. This paper draws the attention of new airlines' demand in Bangladesh. Then it thoroughly identifies the main advantages and setbacks to establish such a kind of big business startup in the hospitality industry of Bangladesh. Thus, it creates space for researchers and strategists to make better plans for the startup to establish it as a successful one. The factors acting as pros and cons for BAFWT to start private airlines are analyzed with detailed discussion so that both the country and BAFWT can get benefitted from the startup idea.

CHAPTER-I: INTRODUCTION

Background:

1. Bangladesh Air Force Welfare Trust (BAFWT) works for the welfare of serving and ex-Air Force personnel and their children/dependents besides many other welfare activities. It has given top priority to work for the nation and to work for the welfare of Bangladesh Air Force (BAF) members. In this regard, BAFWT can play an important role in the development of the national economy as well as the welfare of BAF personnel via its own commercial airlines.
2. Private airline business by its definition means the aircraft operation to get involved transport of passengers, cargo or mail for remuneration or hire. For a developing country like Bangladesh, the importance of providing a high quality secured air travel service can be both beneficial in terms of a particular organization or the overall nation.
3. The aviation industry plays an important role in the economy of any country today. It has the power to increase national income, employment and tax revenues with its various extensions such as airline companies, airports, ground services, and aircraft manufacturers. To meet the current demand and to meet the competitive situation demand for reliable and efficient airlines is felt very strongly. Henceforth, BAFWT's new start-up project of private airlines can be a determiner of quality, reliability, and dedication in terms of air travel worldwide. Due to this reason, BAFWT's SWOT (strengths and weaknesses, opportunities and threats) analysis is immensely important according to the current air travel demand situation.

Problem Statement:

4. In Bangladesh, people prefer air travel to road or rail travel because of faster reach. People want to utilize their time more efficiently. As the economy of Bangladesh is growing rapidly, an increase in air travel has become more prominent nowadays (The Current View, 2019). With increasing income people in Bangladesh, few civil airlines are operating flights both nationally and internationally. Only some recognized civil airlines are entering into a market that is also unable to satisfy the overall demand for air travel. The number of international air passengers increased by about 22.10% while domestic air passengers increased by about 64.73% in Bangladesh in the last five years (Dhaka Tribune 2019). The tourism sector in this developing nation is also growing rapidly and the aviation sector has an important part to play in it.
5. Air travel demand in Bangladesh has experienced healthy growth in the past three decades. The trend of growth both in passenger and in cargo is expected to continue in the near future with increased industrialization and economic development. From just 0.58 million passengers in 1972-the first year after independence, domestic and international air passenger traffic went up to 1.41 million in 1984, the year of formation of the civil aviation authority, to nearly 5.9 million in 2013, 6.08 million in 2014 and 6.48 million in 2015 (The Current View, 2017). This figure shows how healthy the growth of passenger traffic is and the trend is continuing. Along with the volume of passenger traffic, all other traffic and operational activities have also gone up proportionately. Trustworthy and efficient airlines are in massive need of meeting the current demand for aircraft.
6. Although it appears promising to have a commercial airline organized and run by BAFWT, it requires detail research and study before taking up such projects. Starting an airline is

tough. Running a profitable airline is even tougher as the process involves constant learning and adaptation. There are many variables and challenges to maintain an airline business. The main problem is to find out the answer to what is the opportunity for BAFWT for the successful startup of a new private airline.

Literature Review

7. The private airline start-up for the current air travel demand satisfaction has been suggested by various researchers analyzing the present airline industry. The assurance of aviation standards maintenance is the determining factor for any company for a successful startup project implementation. The suggestion from the overview of the present market scenario has to be taken into account. Alongside this, the factors affecting the airline business introduction by any company like BAFWT are to be examined accurately with researches.
8. As a developing nation, Bangladesh is becoming more modernized to achieve the smartest communication network both for the people and the instruments within. As of the research findings, the country fails to harness the potentials of aviation and travel industries suffer punitive actions (Siddiqui. Raquib., 2016). Therefore, the necessity of Aviation industries' to introduce more airlines into the industry is emerging- more than any time before. Besides, research conducted on the current trend of aviation, tourism and hospitality sector of Bangladesh tells more about the current situation of aviation sectors to introduce new private airlines. Here, from the growing numbers of airline passengers within Bangladesh and in the International arena, quality service providers of airline supplying are of massive demand nowadays. The current scenario of the Bangladesh hospitality sector is still in the

dominance of foreign airlines (Current View desk, 2017). This relates to the commencement of opening new airline companies in Bangladesh in the least possible time.

9. A review on the domestic airlines also suggests the significance of opening new airlines by a national company. The paper naming- “Economic growth of the airline industry: An overview of domestic airlines in Bangladesh” review the current scenario of domestic airlines in Bangladesh (Sultana. Sharmin, 2018). The paper reveals the immense scope and the necessity of national companies' involvement in this commercial sector in Bangladesh.
10. The reviewed above suggest established companies' involvement in the airline business. Here, BAFWT being a national organization can capture air travel demand in Bangladesh. As entering the commercial business arena by BAFWT, the start-up should be implemented with the conductance of the correct set of analyses upfront. This research indicates the pros and cons of BAFWT through SWOT analysis to successfully involve in a private airline start-up project.

Scope of Research.

11. Strong base startup as from the infrastructures to the maintenance of the private airline creates more opportunity to satisfy the high-class air travel need by the people of Bangladesh. It is indeed a promising process by BAFWT to embark upon. Adaption to the correct proceedings will facilitate the BAFWT, BAF personnel, and the whole nation. The research creates an assessment of the necessity of supplying the best quality airlines need for satisfying the airway travelers.
12. The present socio-economic condition of the country tells upon the necessity to start an efficient and reliable private airline service providing company, as the people are now more

attached to traveling through well-assured service airlines BAFWT can engage more BAF personnel to prove their efficiency in aviation technology that can bring good to the national economy. It also establishes a great statement of BAFWT productivity issues in their own commercial sectors.

13. Post-retirement rehabilitation of the BAFWT members is another benefit following the commencing of the start-up project. BAFWT has the opportunity to introduce their private airline start-up. In sum, the creation of the opportunities using the strengths and eradication of the weakness threats of BAFWT, both general people and the BAFWT members get the benefit of commercially access the airline industry.

Area Chosen for Research.

14. The emerging private airline business can add benefit to the BAFWT members and the general people of Bangladesh. The research is determinant to find the factors acting as pros and cons for starting private airlines through BAFWT. It recommends ways the BAFWT should go on opening the private airlines. The area chosen for the research is to facilitate the BAFWT personnel as well as the public to get a better private airline option by indication of acting factors. It has the ability to set up the ideal air travel where the problems relating the air travel are less and the quality of air travel is prompted to provide high-quality service.

Operationalization

15. Definitions of some operational terms used in the research paper are in the following:

- a) **BAF:** The Bangladesh Air Force is the aerial warfare branch of the Bangladesh Armed Forces. It has the task of guarding Bangladesh aerial territory and upholding air support to the Bangladesh Army and Navy (Tribune. Desk., 2018)
- b) **SWOT Analysis:** SWOT stands for Strength, Weakness, Opportunity, Threat. A SWOT analysis directs to identify an organization's strengths and weaknesses (S-W), as well as comprehensive opportunities and threats (O-T). Developing a fuller awareness based on SWOT analysis findings can assist a company to make a strategical successful plan along with handling the decision-making process of any problematic situation (David. F., 1993).

Assumptions

16. This research indicates the potential of BAFWT by indicating several impact factors for the private airline start-up project. The research assumes the political and economic situation to be similar as of the present time when the airline start-up project is going to begin. The shortcomings of that BAFWT can change on the basis of the practical operation of a new airline company at that time of introduction. The right starting up procedure undertaking, legal issues fulfillment, better service providing recommendations, the actual framework of setting up all the necessary infrastructure and human resources management related research findings, etc. are assumed from the obtained results of the survey and related internet materials.

Limitations of Research.

17. The study is limited to the conducted survey findings of the aviation sector personnel in Dhaka, Bangladesh and only the open-source internet materials from the world wide web. Due to confidential issues of aviation-related documents, many publications related to opening private airlines could not be analyzed.

Research Objectives.

18. BAFWT aims to provide benefits to BAF personnel so that BAF can retain good people in its register. If BAFWT can start, a profitable commercial domestic airline of its own it can provide benefit to the national economy. Therefore, there is a good research aspect in this regard that will help the BAFWT organization to establish a secure operational way to introduce the domestic airline start-up which can become a successful business for BAFWT and Bangladesh.

Research Questions.

19. This research work emphasizes the challenges and the opportunities of successfully setting up a private airline by BAFWT. The research study focuses on making the airline start-up much more convenient and beneficial. The research paper shows off the limitations and recommends ways to recover the potential risks. Some questions related to these challenges and opportunities of maintaining a private airline by BAFWT are specifically mentioned below:

20. **Primary Questions:**

- i. What are the main impact factors for BAFWT to start a private airline business?

21. **Secondary Questions:**

- a) What is the present market scenario in terms of air travel demand in Bangladesh?
- b) Can BAFWT fulfill the requirements for legal certification, regulatory or government issues?
- c) What are the competitive advantages of BAFWT to undergo Airline startup?
- d) What are the main start-up concerns for BAFWT?
- e) How can the limiting factors be eradicated for starting the project?

Research Methodology.

22. The research undergoes non-experimental research on historical case studies of different airlines starting up as a newcomer. Most of the data related to the research are collected based on online research of other similarly categorized introduction to private airline business proceedings. Recommendations along the structural design of successful airline business affect the research findings.

- a. **Primary Data:** The research is mainly dependant on the survey that has been conducted through interviews of senior members of BAFWT and officers related to aviation technology, based on the survey questionnaire. The comments on the matter of BAFWT to open domestic airlines on those interviews are taken into account as writing the whole paper.
- b. **Secondary Data:** The secondary data sources are from the related online books, journals, magazines and research papers mostly connected to the research topic of starting new domestic airlines by an organization like BAFWT.

23. The survey questionnaire is added in the Annex section.

Research Hypothesis.

24. BAFWT has clear potential and the BAFWT officials have a great chance to operate a demanding business of new domestic airline service. If the shortcoming and opportunities of BAFWT are recognized appropriately and essential advances are taken in accordance with that, it would be a decent open door for BAFWT to successfully open and operate a new domestic airline business. BAFWT benefits BAF personnel to contain many good individuals to stay within and usage of those trained officers can bring good to the hospitality sector in Bangladesh. The BAFWT has the ability to maintain financial costs during the operation of its new domestic airline start-up business. BAFWT must identify the major barriers and get rid of those limitations with necessary steps and this is the key to success on the start-up. Making a plan ready to implement efficient management within the newly added airline company creates a good prospect for BAFWT personnel to more engages themselves in serving the people with great care.

Research Variables

25. The research has independent and dependent variables. The independent variables are-
- a. Hospitality industry's Demand for efficient airlines supply
 - b. Brand reputation of BAFWT
 - c. Certification, Registration, and Approval of legal factors to begin the private airline's start-up project
26. The dependent variables are-
- a. Market situation and air travel demand
 - b. Legal barriers can be increased due to the change in laws and policies due to political situations change and global economic change

- c. Recruitment of BAFWT from BAF are subject to the regulatory rules of the BAF committee
- d. The financial value of fleet to lease or purchase for the private airline service

Conceptual Framework.

27. The conceptual framework conceived by the researcher is given in Annex A.

Study Design.

28. The research conducted mainly is in regard to the integration of planning by the BAFWT for opening a private airline. BAF officers are the chosen survey correspondents. The other private airline's officials are chosen to conduct the interview to make comments upon the indicating factors of undergoing a successful airline startup. The Bangladesh aircraft basic rule of the introduction of newly entered organizations rules and regulations is observed to make the research findings. The research is conducted for 4 months to ensure getting the desired results of the total ways to undergo the plan of opening new domestic airlines by BAFWT.

Outline of the Research.

29. In addition to the introductory chapter, this paper will have the following chapters:
- a. **Chapter II** will describe the background of BAFWT, its capability, and the aim of starting private airlines through BAFWT.
 - b. **Chapter III** will analyze the potential of starting private airlines through BAFWT.

- c. **Chapter IV** will describe strategies developed to increase strengths and opportunities for BAFWT to introduce the service of new domestic airlines supply in Bangladesh hospitality industry
- d. **Chapter V** will highlight ways and measures to deal and eradicate weaknesses and threats that may arise consequently with the findings of the research questions
- e. **Chapter VI** will put forward recommendations based on the findings throughout the research with appropriate concluding remarks.

CHAPTER-II: BAFWT AND ITS CAPABILITY TO INTRODUCE PRIVATE AIRLINES

Introduction to the Airlines Industry and BAFWT

30. Bangladesh is an unstoppably significant aviation market, with roughly 170 million individuals. The wages of most of the individuals are developing in Bangladesh, just as the developing necessity is on the rise to move inside the nation for job-related works. In addition, the indoor system between Bangladesh and other districts are changing as the indoor airways systems are developing in Bangladesh. People prefer to use airlines nowadays more for both indoor and outdoor transportation. Thus, dependence on using airlines is increasing day by day. However, this need is demanding more quality aircraft service within Bangladesh. Therefore, BAFWT, a community of BAF officers can pursue this demand and supply their aviation expatriate to satisfy the need. BAF has a decent number of specialized aviation experts. These specialists are the principal center point of the power and there are keeping BAF operational at any expense. Presently it has turned out to be evident for BAF specialists to take care of the welfare of these individuals. So, starting a private airline company by BAFWT is on the verge of getting much popularity if introduced in Bangladesh.

Background of BAFWT

31. BAFWT has begun its journey since January 2010. It started part of desire among BAF faculty. Its exercises incorporate different advancement ventures, welfare ventures, giving social, business and product administrations at a reasonable cost close to numerous others. Working

for the welfare of BAF individuals and the country has consistently been its top need. It has given top priority to work for the nation and to work for the welfare of BAF members. Serving and resigned workforce may get high mental help if the welfare trust gives a chance to courtesy. Except if giving the comment, occasionally it is hard to get the reaction from the center when introducing new businesses by them. Giving administration and getting compensation is not all that matters for BAFWT. Welfare trust organizes between these two and gives a bonus to the community. In such a manner a common collaboration, clear vision, ability, penance is felt important to improve the capacity of BAFWT. Therefore, introducing a demanding business like private airlines will be facilitating BAFWT as much as possible.

Overview of BAFWT

32. One reason behind setting up the welfare trust is to satisfy this interest. It has taken different activities that developed part of enthusiasm among BAF individuals. It incorporates Civil Aviation Authority in Bangladesh -CAAB administration, residential and worldwide aircraft administration, aeronautical college, shopping center, transport administration, emergency clinic administration, etc. BAFWT is, in reality, creative as far as talented labor and cash. Along these lines, the eventual fate of BAFWT is going to get a handle on massive chance. Bangladesh Army and Navy likewise have welfare trust and those have gained noteworthy ground. Here on forth, introduction to a new demanding business like airlines will definitely inspire the whole community of BAFWT.

BAFWT and its Competitive Situation on Introducing New Airlines

33. Running a profitable airline is even tougher as the process involves constant learning and adaptation. There are many variables and challenges to maintain an airline business. The main problem is to find out the answer to what is the opportunity for BAFWT for the successful start-up of a new private airline. Although it appears promising to have a commercial airline organized and run by BAFWT, it requires detail research and study before taking up such projects. Starting an airline is tough. Nevertheless, in this regard BAFWT can play an important role in the development of the national economy as well as the welfare of BAF personnel via its own commercial airlines.

Biman Airlines and Private Airlines Demand-Supply in Bangladesh

34. One of the most critical improvements over the most recent few decades was to make national banner bearer Biman Bangladesh Airlines, a Public Limited Company (PLC). The aircraft expected another name-Biman Bangladesh Airlines Limited. The goal was to make it a dynamic, productive and beneficial aircraft. It was just because Biman thought of improving their fleet with present-day aircraft. An arrangement was marked with Boeing for 10 present-day aircraft's four B777-300ERs, two B737-800s, and four B787 Dreamliner. National transporter Biman Bangladesh Airlines made a benefit of Tk 276 crore in the 2015-2016 monetary year. Biman authorities said the benefit would have been considerably greater had the carrier not confronted a prohibition on direct air load from Bangladesh to the UK. The organization brought about lost around Tk 70 crore because of the boycott (Siddiqui. Raquib. 2017). In the monetary year 2014-15, Biman brought Tk 324 crore as a benefit. It brought about lost Tk 1,435.63 crore between 2009-10 and 2013-14 financial years. Biman's General Manager (advertising) Shakil Meraj said the aircraft conveyed somewhere in the range of 23

lakh travelers and 40,991 tons of load in the last financial year (2015-16). So, from this scenario, like Biman Bangladesh Airlines, BAFWT can open a flying academy at least and then open new airlines business for trained individuals to operate private aircraft in Bangladesh.

Bangladesh situation and Aim of BAFWT on Private Airline Start-up

35. Air transport has become essential to economic progress. In an increasingly global community and market place, air transport makes possible the rapid movement of millions of people and billions of dollars' worth of goods to markets around the world. The industry plays a decisive role in the work and leisure of hundreds of millions of people. It is also the mainstay of the booming tourism Industry. Air travel demand in Bangladesh has experienced healthy growth in the past three decades. The trend of growth, both in passenger and cargo is expected to continue in the near future with increased industrialization and economic development. From just 0.58 million passengers in 1972-the first year after independence, domestic and international air passenger traffic went up to 1.41 million in 1984, the year of formation of the civil aviation authority, to nearly 5.9 million in 2013, 6.08 million in 2014 and 6.48 million in 2015(Sultana. Sharmin, 2018). This figure shows how healthy the growth of passenger traffic is and the trend is continuing. Along with the volume of passenger traffic, all other traffic and operational activities have also gone up proportionately. However, infrastructure failed to keep pace with the growth of traffic. Here, BAFWT can play a great role whereas they can operate a private airline with minimum aircraft first hand to see if the business operation is going to be successful. On this matter, BAFWT's aim will be providing quality service to the aircraft passengers with their professionals. This quality service will get them to a successful business

opening if they eradicate the other shortcomings of new airline introduction in a developing nation like Bangladesh.

Summary

36. As indicated by the International Air Transport Association (IATA), the flight business bolsters the travel industry and worldwide business by giving the world's just fast overall transportation organize. Aircraft moved 2.8 billion travelers and 47.6 million metric huge amounts of air load in 2011, associating the world's urban areas with 36,000 courses (Ahmed. Sharif, 2018). By giving these administrations, the flying industry assumes a significant job in empowering monetary development and giving different financial and social advantages. In Bangladesh, the job of residential carriers is expanding monetarily and socially. Essentially, optional information is utilized and four principles residential aircraft is considered as the example. The review of residential carriers and the present pattern forehand on introduction to new airlines by BAFWT can bolster the community as well as it will definitely help the Bangladeshis and the national economy. The paper is finished up with some approach proposals to encourage the advancement of the airline business in Bangladesh by BAFWT and those will help the entire business running smoothly in these days of development era in Bangladesh.

CHAPTER-III: POTENTIAL OF STARTING PRIVATE AIRLINES BY BAFWT

Analytical Study of Bangladesh's Air Travel Market

1. The airways market of Bangladesh multiplied in the course of the most recent seven years to 2017 and is relied upon to develop at a much quicker rate in the close future. There would be an interest in around 150-traveler aircraft, to serve Bangladesh by 2037. It is the time when the nation would require 82 little transporters that were just 27 in 2017. Bangladesh will likewise require 27 medium, 20 large and 24 extra-large aircraft in 2037 when contrasted with 09, 05 and 10 individually in 2017. (Rahman. Fazlur, 2014). Therefore, new private airline introduction into the hospitality industry in Bangladesh by BAFWT. It is overall the best opportunity by BAFWT to capture the market demand for quality airline service.

Aviation Importance in Bangladesh

2. In the present-day world, air transportation and the travel industry have expected extraordinary significance as the driver of monetary and social advancement. CAAB was made in 1984, to work as the administrative body for all avionics related exercises in Bangladesh. It is likewise the aeronautical specialist organization and is in charge of protected, speedy and productive progression of air traffic inside the Flight Information Region (FIR) limited by the International geographic limit of Bangladesh. This association is the supervisor of all things considered and unified offices including air route offices. In 1984, there was just a single global airplane terminal and one national carrier in Bangladesh. The quantity of working remote carriers was likewise just a couple. At present, flying exercises are being completed from 3 worldwide and 5 local airplane

terminals (Current View Desk, 2017), around 26 carriers are currently working all through the nation. The Federal Aviation Administration (FAA) of USA then again downsized Hazrat Shahjalal International Airport (HSIA), the door to Bangladesh via air, to classification 2. Even more as of late, Australia, UK, and Germany prohibited direct air transportation of freight from Bangladesh. Australia has loosened up this boycott, yet boycott by UK Germany still in power. The government is yet attempting to bring out Hazrat Shahjalal International Airport from this circumstance. Biman said twenty-five tons of load for the most part clothing, vegetables and agricultural item used to be traveled to the UK overall in each Biman payload trip as the carriers work four direct traveler flights on Dhaka-London highway seven days. The organization acquired lost around Taka 70 crore taka because of the boycott. BAFWT can capture this need and introduce new airline services within Bangladesh. Firstly, opening a flying academy and further research on the importance of airlines need can be researched by BAFWT prior to introducing private airlines. They can also provide trained individuals to other international airways companies that also refers to the improvement of BAFWT by starting on a much demanding business from their point of view.

Market Overview of the Airlines Industry

3. In Bangladesh, the aviation or carriers industry is a massive one these days. Because of the expanding effect of globalization fare and import exercises is getting tremendous gradually in Bangladesh. In addition, Bangladesh has expanded its discretionary and political exercises to construct more grounded compatibility with different nations of the world. The private segment, nevertheless, has had the option to make a huge commitment to the advancement of the nation's cordiality industry. Presently, the warmth business of the nation is commanded by a lively private

area whereas new airline startup by communities like BAFWT is going to play a massive role. In the range of minimal more than two decades, the private area has significantly advanced the cordiality industry of the nation's largest and capital specifically. Aside from upscale inns in various pieces of the nation, the private area has made and making extraordinary commitments in advancing the nation, in another segment of the accommodation industry, the occasion resorts. Private area merits full credit for this huge change for the far superior circumstance, in the affectionateness business. Therefore, the overall market overview suggests the introduction of the new airline business. BAFWT can go through making more research on this matter to successfully eliminate threats of the airline business and giving much prosperity to Bangladesh's national economy.

History of Private Airlines Industry in Bangladesh

4. Another significant advancement in the aviation sector is the nearness of private aircraft in the residential part and local segments. It might be reviewed that in 1993, the administration in its offer to make up for lost time with the remainder of the world, chose to enable private aircraft to work on local, territorial and universal courses. A glance at the short and agitated history of the private carriers will demonstrate that the pace of survival of private aircraft of Bangladesh is nearly extremely low. Since the opening of the aircraft industry to the private segment, progressively private carriers have left activity than the number currently flying. In minimal over 10 years six carriers Aero Bengal, Air Parabat, Royal Bengal Airways, Best Air, GMG Airlines and United Airways-have moved toward becoming history. Just three, Regent Airways, NOVO Air and US-Bangla Airlines are presently flying. Official Airways is the most established among the three, was set up in 2010. Through privatization of air transportation in Bangladesh the government has opened up another skyline, however, it has not taken vital follow-up measures to guide and bolster

the early business. For the advancement of the aeronautics industry of the nation and achievement of the privatization strategy of the administration, some administration arrangement backing is earnestly required. (Sultana. Sharmin, 2018). This requirement can be fulfilled by BAFWT by a less possible problem as they are engaged with the aviation technology and where the ease of entering this new airline startup is not a difficult option for them.

The Rapid Growth of the Airlines Industry

5. There are right now five noteworthy organizations in the aviation business: Biman Bangladesh, United Airways, Regent Airways, Novo Air, and US-Bangla Airlines. Biman Bangladesh Airlines, set up in 1972, had a decent number of residential flights during its commencement, yet now essentially centers around worldwide flights with more than 18 global goals spread out all through Asia and Europe while private part players like United and Regent Airways both have been firmly concentrating on local travel. Nevertheless, things have changed as now they have an expanding enthusiasm for global flights too. Both of these aircraft travel to goals, for example, Kuala Lumpur, Bangkok, Kolkata, and Singapore (Hossain. Sazzad, 2015). All the more strangely, Novo Air and US-Bangla Airways – two private area players center totally around the local field i.e., they fly routinely to the typical goals, for example, Chittagong, Cox's Bazar, Sylhet, and Jessore.

Political Influence in Bangladesh

6. Bangladesh had a problem with political interoperation that massively affects the airlines' industry. Political interruption is an immediate obstruction to improvement in Bangladesh. For over a month, transportation has been a bad dream given that there are ceaseless bars and strikes. This directly affects cargo costs, conveyance time slack, cost because of harmed stock and preferences.

Since streets and waterways are plainly dangerous given the political turmoil, the main solid methods for transportation left is air travel. While there should be an immediate positive relationship between's the level of political disturbance and the number of travelers in residential flights, the fact of the matter is to some degree increasingly complexly attributable to request structures, legitimate difficulties, outside challenge, oil costs and so forth. This article plans to examine these issues and give bits of knowledge on the residential avionics industry. So, BAFWT should arrange support for those political problems. One good this today in Bangladesh is that-political restlessness has reduced by a massive number. Though BAFWT should be aware of those political matters that can disrupt the airline's business in many ways. Recognizing the facts of political issues and getting prepared for those situations should be done before starting the private airline business by BAFWT.

Summary

7. The aviation industry is requesting a new airline company nowadays. As the travel industry is developing, the significance of aircraft is likewise developing. It is one of the divisions of the travel industry as well. BAFWT should analyze the monetary development and current limitations of the residential carriers industry in Bangladesh. There are not many start-ups on this point in the aviation sector, who can provide better service than BAFWT. Therefore, there is further great scope on the private carriers' deployment within the aviation industry of Bangladesh. BAFWT has many opportunities to provide services within this domestic arena of Bangladesh as the analytical study of the Airline industry suggests so. Lastly, BAFWT has a competitive advantage in operating a new private airline that can be a domestic airline start-up in the first hand. In sum, as the airline industry of Bangladesh need more airlines introduction that the current hospitality market is suggesting, any approaches to entering this market by BAFWT will of greatest goods for both their community and national economy.

CHAPTER-IV: BAFWT AND ITS STRENGTHS AND OPPORTUNITIES

BAFWT's Strong Connectivity with BAF

44. BAFWT- under the banner of BAF has obviously a huge advantage as a trademark. BAF is connected to the BAFWT committee not only due to the existing members there but also for the hand to hand management of significant matters assigned to the defense mechanism sector in many cases. BAFWT being a part of BAF has every possibility to get help from BAF from the strategical development of the overall business of setting up a flying academy first to the point of making its entrance in the domestic private airline supply for the mass people. The end result of commercial expansion of the airways in the international arena setup by BAFWT is always encouraged by the BAF authority.

Primary Strategies Development and Structured Planning

45. The primary concern of BAFWT for setting up a big project like airline startup should be effectively planned. The full project should be developed step by step from the starting point to the expansion period of the business. In view of that, the Personal interview of squadron pilot Farhan Mahmood points a significant point of BAF that can attract the public easily when it goes into the commercial market. Moreover, BAF will not have to employ further employees like pilots, engineers, maintenance crews which will cut down the cost in a great amount (F. Mahmud., 2019). So, in the primary stage, BAFWT has to be concerned about its total plan about introducing private airlines. Firstly before entrance into the commercial market of the airline business, the plots to strengthen the overall project will have to be encountered. However, a pie chart is given in the following from the answers of survey respondents (55 out of 70 respondents answered yes) on if the Present market analysis supports BAFWT to undergo such a project having higher in measures to encourage BAFWT to develop primary strategies to successfully launch the startup.

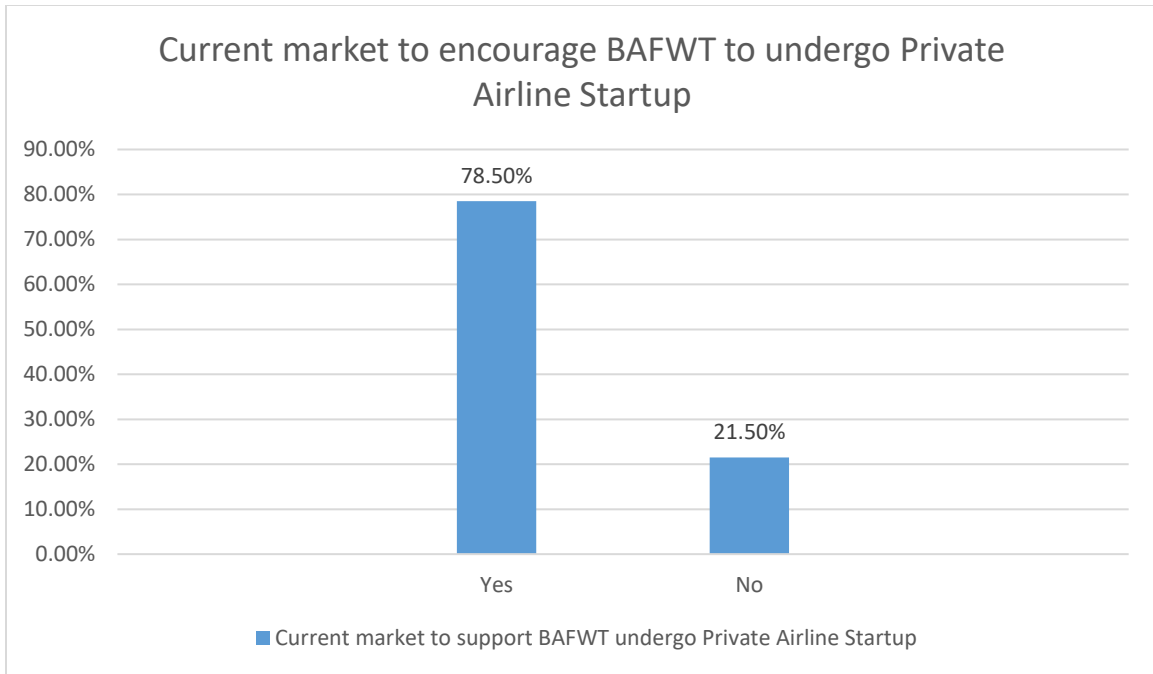


Fig 4.1: Current market to support BAFWT undergo Private Airline Startup

Infrastructures Design and Improvement

46. BAFWT has to be designing the infrastructures well before starting the private airline's company. The essential job of BAFWT is administrative in nature. It will take essential measures to guarantee wellbeing and security through guidelines and their execution. This applies to all the common avionics units. The procedure likewise includes support of a base standard through authorizing, testing, reviews and observing of the considerable number of carriers and flying units—their pilot preparing, flying guidelines, and upkeep. The second essential job is to support the development of the flying business in the nation by giving a level playing field to all administrators and a positive condition for the development of the industry. The first of the optional jobs of a common avionics authority is to work the air terminals which BAFWT has to follow. This incorporates airplane activity, traveler handling through migration and traditions, and preparing the baggage. Different administrations, such as banking, shopping, plant insurance, the travel industry, and so forth., might be incorporated into the air terminal according to national arrangements. In this modern age, it is fundamental to have effective flight administrations for exchange and the travel industry, yet inside for financial improvement and urbanization (Zearat.,

T. A. 2018). Foundation improvement of air terminals and their upkeep is a constant procedure to stay aware of the changing occasions and requests can be done after 2-3 years of the successful operation of the firstly opened flying academy by BAFWT. A great deal of improvement work is to be done then following the primary strategies developed beforehand.

Human Resource Management

47. Better human resource management is the key to success in the BAFWT startup project. The regulatory committee will have to make some changes to the roles of their existing team so that the main corporate within the newly structured company can be dealt with experienced hands. Another option can be bringing in new expatriates in this hospitality industry entrance. The expatriates can be taken as contractual agreement holders to the company. The senior members of BAFWT should remain the same and a new board of trustees should be made for this immensely large company introduction of the business. BAFWT has to be aware of the BAF officer's inclusion rules and regulations for the services of the new start-up. In the first development stage, the existing officers should be given more duties as an opportunity to become adjoin with this service providing in this hospitality sector. Besides this, BAFWT can hold training sessions for its establishment of departmental staff of the new startup. It can be done by making regular conferences and seminars. Arranging those conferences is specifically to generate ideas and making sure of the responsibilities of the members within the welfare trust.

BAFWT with a Strengthened Trustworthy Brand Name

48. BAFWT holds a trustworthy name among the aviation industry and for this reason establishing new domestic private airlines is easier for the welfare trust. It has got the strength of having a reputed brand name in its feature and it will work a handful when they will introduce the private airlines into the market. Firstly, BAFWT has to go on with the establishment of the flying academy and strategical development of planning for entering domestic private airline suppliers. In the later stage, they will decide on the procurement of going international or remaining as a domestic supply of airlines in Bangladesh. Whatever the decision comes upfront, the strength of

having a trustworthy brand name will always help BAFWT which can bolster the establishment of the commercial business in the hospitality industry of Bangladesh.

Ease on Maintenance Support providence

49. Aircraft need much necessary maintenance support and airfield which needs legalization to be used for flying training or new airline introduction. There are always some concerns about operating surfaces, runway dimensions, nonavailability of supporting facilities like repairs, oils, navigational aids, logistics, and land acquisition. BAFWT can introduce these facilities in their business without facing much trouble with the procurement of that maintenance support. So it is always an upper hand for BAFWT to provide an immensely important section of maintenance support when they plan to introduce new airlines into Bangladesh.

Opportunities to Ensure more Finance for BAFWT Reserve

50. BAFWT has every opportunity to grab sponsors and partners for ensuring continuous finance for private airline business startup. The finance should be made continuously and also be checked to maintain efficient finance making within the trust. Besides this, there should be some reserve of finance in the welfare trust for effectively governing the private airline's company set up. From the personal interview of a Flight lieutenant of BAF, Md Hafiz-Al-Aman, he mentions a significant finance plan as stating that- taking bank loans can be a good option for BAFWT. Moreover, he influenced on establishing an own bank for BAF in his interview stating that “it is better to have an own bank of Air Force like Army, BGB” that are the opportunities of BAFWT to ensure more finance on BAFWT reserve and also generation of finance within BAFWT (Hafiz. A. A. 2019).

Scopes of Post-Retirement Rehabilitation of BAF Personnel

51. BAFWT can create post-retirement rehabilitation for the BAF personnel if they go on to introduce themselves to the airline business. Retired personnel from BAF should be given the upper hand to get the opportunity on adjoining with BAFWT's new business. It is not for the sake of the BAFWT committee members but for the reason of getting an experienced person to strengthen the startup more. It can boost profit earnings by BAFWT thus helping BAF personnel joining the organization. However, a pie chart will illustrate the chance of BAFWT to get profit from engaging in the startup as private airlines based on the answers (38 out of 70 respondents answered Huge) of the survey:

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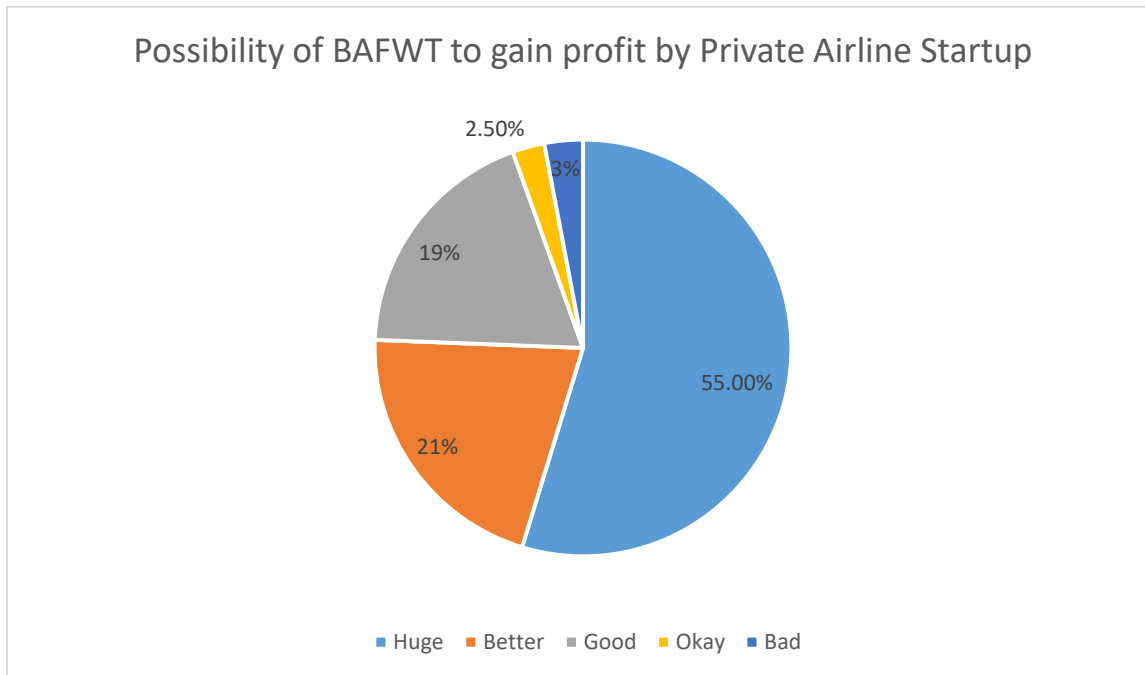


Fig 4.2: Possibility of BAFWT to gain profit by Private Airline Startup

BAFWT Regulatory Committee Team Members and Strategies to Endure

52. The following shall be the authorities of the BAFWT:

- a. Board of Trustees (BOT)
- b. Chairman
- c. Chief Executive Officer (CEO).
- d. Management Committee.
- e. Area Committee.
- f. Such other bodies, committees, sub-committees as may be appointed and/or

constituted from time to time, by the Board of Trustees of the BAFWT.

53. Henceforth, the strategies can go through the development and implementation phase. The objective of the development phase of BAFWT would be to develop all the required management processes and documentation. The development phase would be expected to develop a detailed project plan for the development and implementation phases. In the first stage, BAFWT has to develop and run a flying academy for 2-3 years. Some important notes about this development stage are given below along with the implementation phase in sequence:

54. (i). **Development Phase:**

a. Development of training manuals containing details of all the training courses to be delivered by the Academy and selection and acquisition of training aircraft and flight simulation training devices (FSTD)

b. Selection and acquisition of suitable training sites (aerodromes) and facilities (premises) and providing a cross-reference to documentation;

Review/approval of proposed documents;

Revision of documentation according to feedback from the aviation training academy;

Submission of documentation and revision of documentation as required by BAFWT to open a Flying Academy;

c. Development of software tools to support management processes, as required.

55. (ii) Implementation Phase:

d. Selection and recruitment of management, instructional and operational personnel

e. Provision of training on the new requirements for Ground and Flight Operations staff;

f. Development of detailed work instructions for flight training and step-by-step moving towards opening an airlines

g. Holding the planned meetings and activities and following safety rules to hold the class of better domestic airlines supplements by the management team of BAFWT for this assigned project

Summary:

56. As we analyze the chapter we find out BAFWT to have upper hand than any other company to start private airline supply in Bangladesh if strategically develop the business plan. Nevertheless, BAFWT's main strength is its reputation, skilled manpower, ease of maintenance, etc of airlines. The proper departments of the overall BAFWT need strategic plan development and procurement. This chapter discusses the regulatory committee structure and empowerment to strategically development of private airline in Bangladesh in the upcoming years. The impediments to doing so are analyzed in the next chapter followed by some recommendations for BAFWT to successfully starting a private airline business in Bangladesh.

CHAPTER-V: BAFWT TO DEAL WITH THE WEAKNESSES AND THREATS

Potential Threats and Limiting Factors

57. There are many threats and limiting factors to act on starting this huge project of private airlines start-up. BAFWT has to assess all the shortcomings to effectively build up the measures for that. The shortfalls that can affect the project is given below:

a) System Failure and Aging Technology Infrastructure

58. Maintaining all the updated infrastructures can be tough in the primary stage of a private airline company start-up by BAFWT. Besides, it has to secure a good bundle of the workforce to tackle the system failures which is now very much seemingly happening to the other airlines' companies (Dwyer. K., 2019).

b) Pilot Shortage

59. The shortage of pilots also can be a problem in the primary stage of developing the start-up. Due to government laws, BAFWT cannot appoint existing air Force officers to work for them before retirement. Hiring pilots from other sources or only operating the whole program with the retired BAF pilots shows many significant threats.

c) Oil Price Volatility

60. Oil price volatility can be one of the most concerning factors as of the unstable market of the present day. However, maintaining a good strategic plan to handle the purchase of oil can eradicate the problem.

d) Reputation Damage

61. BAFWT has its reputation of being a stable welfare trust community for the BAF personnel. Because of that, if somehow the community fails to operate the whole operation of the start-up it will immensely affect the reputation of the whole organization.

e) Economic Recession

62. The present-day economy faces a regular recession period within months prolonging more of the years. Handling this economic recession during that period of time of offering airline services is clearly a challenge for BAFWT.

f) Government Shutdown

63. Bangladesh is a democratic country and the present political situation is okay for introducing an airline start-up. Though, due to democracy and unfortunate matters causing government shutdown can impact the start-up plan massively.

g) Rivalry in Local and Worldwide Markets

64. BAFWT has to face tough competition in the domestic and international arena of private airline supply as many of them are well established in this present time. Strategic planning to implement a successful start-up is the key to success for BAFWT for this challenge.

Higher Risk of both Profits and Losses

65. Volatility in the geopolitical and financial condition shows a higher risk of both profits and losses for BAFWT. The start-up project is a massive expansion to undergo by BAFWT. However, the profit margin of maintaining the statistical plan to develop a successful start-up of private airlines is plenty in numbers. During the start-up many other areas of the business establishment by BAFWT such as owning a flying academy, partnership and sponsorship with successful ventures, acquiring a handful of inventory, etc. will be opened. BAFWT can get financial

assistance from this organizational development sectors to increase their profit margin (Punoose. R., 2005). On the other hand, start-up planning can go in the opposite way if the limiting factors of opening the start-up diminish the planning of BAFWT. Due to this reason, BAFWT will have to face an immense loss where the organization can even shut down due to huge financial loss.

BAFWT to Engage in Long-term functional Commercial business chain

66. The private airline's start-up project is a time-consuming one as it has to go through many phases of development of other needed factors to successfully introduce the start-up. BAFWT has not been engaged in this kind of long term commercial business before and in Bangladesh, welfare trust like BAFWT doesn't have the history to undergo such a long term commercial business. The main element of success to the project is to strategical planning and establishment of the necessary sectors and developing them in synchronization with the original plan in order to successfully open the private airline start-up. There should be a backup plan where BAFWT can minimize the losses by the successful start-up of other branches of the business. The key to success here for BAFWT is to maintain the initial planning of structurally opening a private airline after 3-5 years (Sakib. A. A., 2019). In sum, they should establish a flying academy at first, do the paper works for legalization consequently, start airlines with the minimum number of fleets after successful flying training, partner investors or take a bank loan and lease of aircraft, etc. and these are long-term commercial business planning to be conducted by BAFWT.

Flying Academy Management Team upfront the Actual Start-up of Private Airlines

67. This is a must for BAFWT to engage in private airline start-ups only after building their own pilots and with the establishment of the flying academy of their own or with a partnership. After successful governance on the sector for 3 to 4 years, it can be decided if BAFWT has secured its role play open private airline start-up. Therefore the flying academy management team places the key role here to simultaneously engaging themselves fully on the establishment of flying academy with proper engagement to undergo private airline start-up in the less possible time. However, the flying Academy management team can be retained or engage in the management team of the airline start-up business by BAFWT.

Maintenance of the Global Aviation Standards to Plan for the Business

68. During the time of planning for the business start-up, BAFWT has to be sure of maintaining global aviation standards. They have to get sponsorship and make partnerships with the proper partners who are eligible to enter this sector. The capability of maintaining global aviation standards while operating will make BAFWT generate revenue from the business only as there are tough competitors in the market already. As a reputed name in the aviation industry, assurance of a high-quality service for the passengers will be expected from the people.

Properly Maintain Registration, Approval and other Legalization Issues

69. Overseeing and holding ability in the flight business of maintaining the registration approval and legalization issues by BAFWT should be prosecuted within the year of establishment of the flying academy. As BAFWT will fulfill most of the legalization issues while establishing the flying academy, it will be way easier for them to go-ahead to open private airlines (Loveland. M., 2018). Time to time maintenance of the planning for registration and other certification and approvals has to be handled by the dedicated BAFWT team before declaring themselves into the hospitality industry in Bangladesh. Firstly, BAFWT has to register a particular under the company's activities with the desire to provide air transport services within Bangladesh. Then, they have to submit their business plan and profile of the company to the ministry of civil aviation authority of Bangladesh- CAAB for review and get a No objection certificate (NOC). Only then, BAFWT can recruit key post holders and other staff. Then, BAFWT has to identify and procure aircraft (either through purchasing or lease agreement) - getting them re-certified in operation in Bangladesh. Consequently, BAFWT has to approach CAAB for its operator's certificate. Here, BAFWT has to undergo audits or exercises and proving flights; finally to operate private airlines company by them.

Implementation of the Strategies Planned with Business Consultants or Expatriate

70. Financial Analysis and Decision making policy by Expatriate and business consultants is the answer to effectively implement the strategies for the start-up. The business analyst team will plan at which point BAFWT is going to turn to acquire the necessary sponsors and partners for the overall start-up. The exact timing of undergoing the right maintenance and operating facilities have to be ensured earlier than opening the start-up to maintain global aviation standards. BAFWT success for this start-up depends on the business consultants to develop a sustainable plan for the start-up to be successful.

Creation of both Tangible and Intangible Benefits for BAFWT Associates:

71. The overall start-up program associates many stages and branches of businesses; from which both tangible and intangible benefits for the BAFWT members can be assured. The private airline's start-up planning can be seen as a long term plan for getting commercial success but within the overall business, many intangible benefits will be created during that period. Besides this, engaging in these large scale businesses will secure the tangible benefits of the members within the BAFWT organization as the existing members will have the most engagement to get financial benefits across the years.

Research Findings of Survey Questions

72. The primary question of the impact factors are all the factors analyzed in 'Annex-F- SWOT Analysis' and the factors that are discussed in 'Chapter-4 and Chapter-5' in this research paper. Among those factors, the most noteworthy factors for BAFWT are- Brand reputation, Familiarity to the aviation industry, Ease on providing maintenance support, Long term and high-margin project engagement, Post-retirement rehabilitation benefit, the arrangement of sponsors and partnership with other companies for finance, Legal barriers, etc.

73. For the secondary questions answer- The first question's answer is- The present market scenario in terms of air travel demand is analyzed to be increasing at a much higher percentage.

The answer to this first question on air travel demand is discussed in Chapter-3 and Chapter-4 and Fig 4.1. As of the second answer of secondary question which relates to the issue of legal certification- BAFWT can achieve the initial laws to engage in private airline business with fulfilling the certification starting from the earliest of time as those can take a good amount of time. Besides, existing BAF personnel and civil recruitment for human resource management of the start-up, specific policy and regulations have to be followed by BAFWT. Breaching the laws for recruitment can have a significant penalty for trust.

74. The third question's answer- Competitive advantage of BAFWT- is the strengths of BAFWT discussed in 'Annex-F'. The Brand reputation and trustworthiness, Familiarity of operating in the aviation industry under the BAF, Ease on providing maintenance support, skilled man force attaining, etc are the competitive advantages BAFWT procures.

75. The fourth secondary questions answer of the main start-up concerns are threats like engaging in the high-risk and long-term project which are to face with discussed strategic planning. The threats are briefly pointed out in 'Annex-F' and in Chapter-2 and Chapter-4 discusses the step-by-step strategic planning of the business. And finally, the fifth secondary question of measures of limiting factors is discussed within this chapter above. The recommendations of starting a private airline business by BAFWT; is discussed in the next Chapter. Within those measures, the most important ones are- strategic allowance or partnership with other companies for financial support, attaining specific approval and registrations, leasing aircraft for both flying training and first phase commencement of the private airline start-up project, etc. Lastly, this research arrives to meet the research hypothesis by answering the questions effectively and thus, BAFWT can gradually benefit their own organization as well as the national economy by undertaking the right steps in a strategically planned way.

Summary

76. BAFWT has many advantages and disadvantages of undergoing the project of starting a private airline by themselves. Therefore, this chapter analyses the weaknesses and threats to be faced by BAFWT by discussing their effects on the overall start-up plan of BAFWT. Making sure of eradicating the challenges with proper equipment is the key to success for BAFWT to successfully open the start-up. Nevertheless, BAFWT has the capability of giving the maintenance support and implementation of the plans accordingly. So choosing the right components of facing the challenges up ahead by BAFWT will make themselves successful in the start-up plan.

CHAPTER VI- CONCLUSIONS AND RECOMMENDATIONS

Conclusions

73. Market components support the initiation of another airline to satisfy the need for extra, more amused travel and load administration connecting all across Bangladesh. BAFWT has strengths as efficient manpower, training in aviation, insurance for safety, brand reputation, maintenance support, management team, etc. can be made available while introducing the start-up. It has opportunities in this hospitality sector due to its increasing demand and competitive advantage to capture the market as they are a part of aviation sector organizations.

66. There are constraints to face like an excessive risk to engage in a long term commercial business plan, sudden economic recession, political instability, etc. These weaknesses and threats to opening a private airline by BAFWT can be taken care of- with strategical planning and implementation of that. The proposed airlines offering by BAFWT can be likewise, the most exceptional electronic, enlightening, and flying advances to guarantee low working and maintenance costs, greatest effectiveness in the arrangement of its assets, and a significant level of client care and accommodation (Helga. D. 2019).

67. Furthermore, it is this last component - committing the aircraft, its staff, and its association to giving a significant level of client support and accommodation, and effectively addressing the requirements, needs, and security of the traveler- will guarantee the proposed private airline start-up by BAFWT's quick acknowledgment in the commercial center and its long haul development and achievement. Lastly, the key element contributing to the success of this new airline supply is its organizational and management team's decision to step-by-step approaching to introduce private airlines in the upcoming years. And, so, this research finds the result that- BAFWT can introduce the start-up with proper planning and implementation of that.

Recommendations

74. Some recommendations are made after completing the total research work of starting a private airline by BAFWT in the upcoming years.

- a.** A detailed Financing plan should be made for strategic alliances with other companies and bank loans.
- b.** Lease or purchase Aircraft capable to commence both flight training and airline service.
- c.** Flight crews and cabin personnel, engineering and maintenance personnel, office staff for operations and finance, counter and passenger handling staff, government relations staff, lawyers, etc. have to make available before starting the project.
- d.** Business consultants should be assigned for both flying academy establishing and airline service start-up by BAFWT
- e.** Provide maintenance support with a skilled workforce.
- f.** Legalization issues, certification, registration should be done accordingly making better proposals to CAAB for approval.
- g.** Attract investors with an appropriate business plan
- h.** Assuring post-retirement rehabilitation for BAF personnel
- i.** Study and research the airline's industry more to get appropriate measures to the challenges.
- j.** Flying training arenas should be analyzed to have supporting facilities like appropriate runway length, repair facility, refueling oil, navigational aids, logistics, etc.
- k.** Choose better center point as airport terminals and financial dealing with airport terminals should be cleared up ahead.

ANNEX A

Conceptual Framework

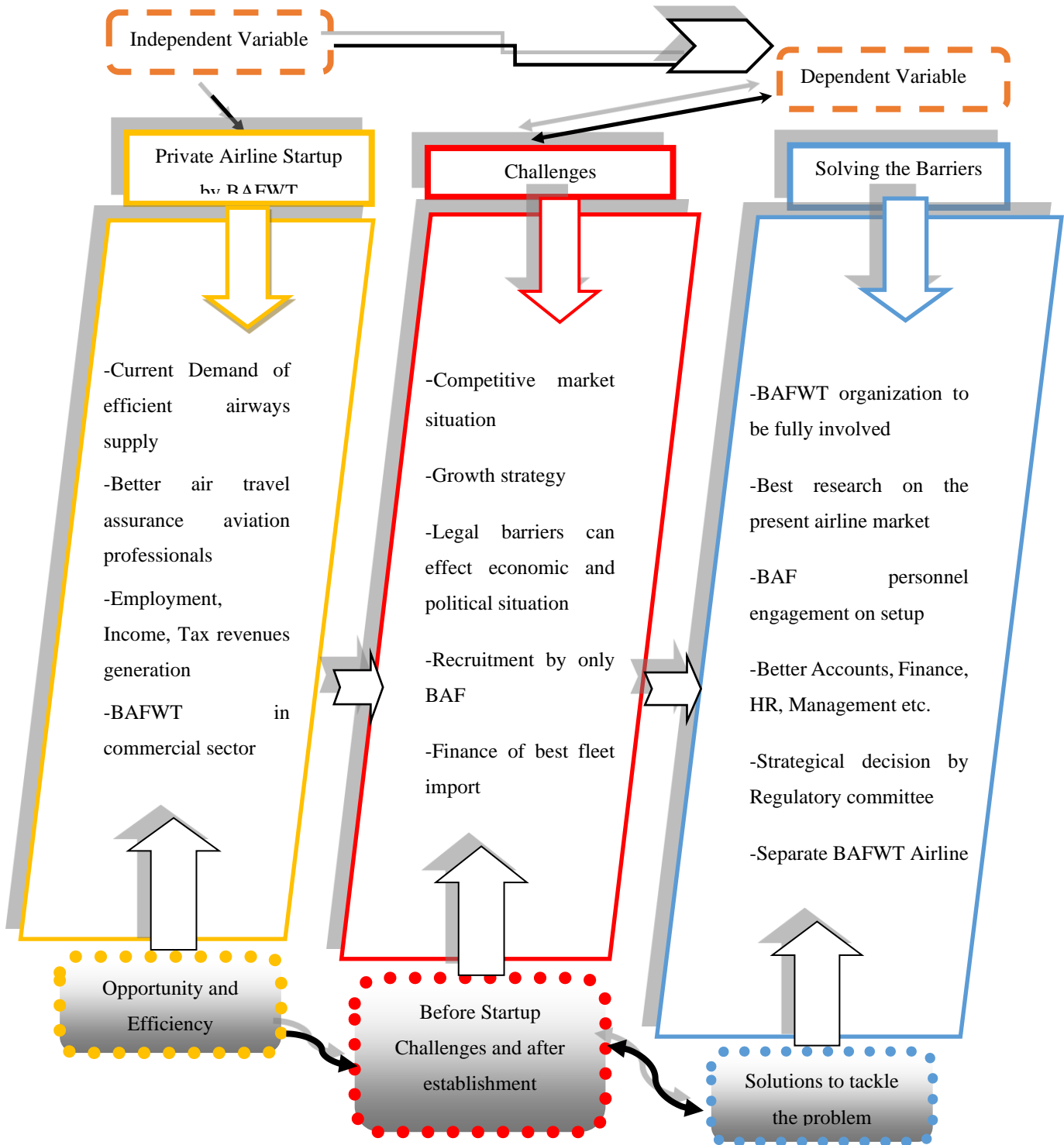


Fig: A-1: Conceptual Framework

Annex: B: Data Collection

The primary data has been collected through personal interviews of senior faculties of aviation industry personnel in Bangladesh. Survey questionnaire was circulated among many other squadrons and the results were collected by hand form them to avoid errors. The secondary data are internet website contents and published books, magazines, journals, etc. The reference of the data collected from the secondary source is duly acknowledged in the Bibliography section of the paper.

Annex-C-Data Analysis

The opinions, documents, and information got from the respondents have been collected from a respondent number of 70. The analysis of the personal interviews and mass survey questionnaire supplementary answers constructed the information discussed in the chapters within the paper. Analysis of the survey questionnaire reflected the description of all the chapters to recommend measures in the last stage of the paper.

Annex-D: Survey Questionnaire

1. What should be the main startup concerns of a domestic airline through BAFWT?

(i.e.)- Finance, market analysis, human resource, management, legalization, etc.

And why?

2. Does the present market analysis support of starting a new airline by BAFWT?

→ Yes → No. And why so?

3. What is going to be the main Boeing startup requirements?

(i.e.)- BAF resource, fleet size, and type, seed capital, finance by BAFWT.

And why?

4. Can BAFWT fulfill the requirements for obtaining the Airline Operating Certificate like Biman and Novo Air has the necessary certificates?

And how?

5. What should be the regular funding policy of new domestic airlines by BAFWT?

6. What will be the growth strategy of airline by BAFWT and how much it can grow further?

7. What is the possibility of BAFWT to earn profit by this sector?

The possibility is: (Please Tick Mark)

→Huge

→Better

→Good

→ Okay

→Bad

- 8.** What is the set of Strengths and Opportunities of BAFWT for undergoing new airline startup? (i.e.)- Efficient manpower, trained in aviation, Aviation related works, Insurance for safety, Low operation cost, High supply of necessities, etc.

Main Strengths:

Main Opportunities:

- 9.** What are the cost and earnings-related sectors associated with this topic? (i.e.)- Startup cost, Operating cost and earnings, Cost and revenue per month and year estimation, Management cost and feedback, Government tax, and revenue, etc.

Main factors and Costs:

Opportunities of Earnings and approximate amount:

10. What should be the recruiting, maintenance strategy for such new airlines by BAFWT and what should be main offerings by it to the public?

(i.e.)- Recruitment from BAF, only certified personnel

Comments:

(i.e.)-Maintenance by BAFWT regulatory Committee, Regular infrastructure checkup, Fuel and other subsidy import factors

Comments:

(i.e.)- Best Private Domestic airline for the public in offering safe, economical, high quality, constant service.

Comments:

Signature of the personnel with Date

Name (with designation)

LIST OF ABBREVIATIONS

Abbreviations	Meaning
BA	Bangladesh Army
BAF	Bangladesh Air Force
BAFWT	Bangladesh Air Force Welfare Trust
BGB	Border Guards Bangladesh
BOT	Board of Trustees
CAAB	Civil Aviation Authority of Bangladesh
CEO	Chief Executive Officer
FIR	Flight Information Region
FSTD	Flight Simulation Training Devices
IATA	International Air Transport Association
PLC	Public Limited Company
US	United States

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