

## BARBARA MEJIA, MBA

### Project Manager, Airline

Barbara Mejia has over 19 years of experience in the aviation industry. She is primarily engaged in strategic business planning and route network planning analysis for a variety of clients. As a technical director for ICF, Barbara works in airline and airports consulting developing frameworks to support client's strategic decision making, conducting market and passenger analysis and forecast, assessing business plans and deep route network planning and alliance analysis that are presented to transportation and tourism ministers, and company's CEOs and upper level management. She is an expert in developing schedules including aircraft rotations and main user in ICF's proprietary *NetWorks*<sup>®</sup>, route network planning forecasting decision tool.

Her strong experience in developing route network planning has been core to developing air service marketing for airport and tourism clients. Barbara has developed a process to identify and promote air service using the same methodology used by the airlines to create route studies. Approaching airlines by presenting a strong business case has resulted in wins for ICF airport clients.

Barbara has considerable experience in projects in Latin America and around the world. Clients include Grupo Aeroportuario del Pacifico (Mexico), Quito International Airport, Montevideo International Airport, Atlanta International Airport, Citi-Banamex (Mexico), NACIL (Air India, Indian Airlines and Air India Express), Aerosvit (Ukraine), SN Brussels, Gulf Air (Bahrain), Lan Chile, GOL Brazil, Development Bank of Japan (DBJ), Virgin Group, Virgin Atlantic, Mexico Tourism Secretary and Colombia Tourism Ministry, Royal Air Maroc, Go Air (India), and Flynas (Saudi Arabia). Recently, she was engaged in a mid-term tactical route network planning project for Caribbean Airlines.

Prior to joining ICF (ICF SH&E), Barbara worked 10 years for AeroMexico Airlines in different areas of the route network and schedule planning. She obtained extensive experience in statistical and financial data analysis, as well as forecasting, benchmarking, fleet planning, assessing the business plan, and creating the budget revenue forecast and revenue targets by station for AeroMexico. Barbara also participated for two years in a joint project for the main airlines in Mexico—AeroMexico and Mexicana—coordinating the team that calibrated, implemented, and maintained the scheduling, fleet optimization, and route planning forecasting profitability valuation systems from SABRE.

## Project Experience

### Airlines

#### Tactical Schedule Restructuring—Caribbean Airlines, Trinidad and Tobago, 2013 – 2014

**Project Coordinator.** Barbara is currently optimizing the mid-term tactical schedule to improve the carrier's profitability by developing different feasible schedule scenarios, which included running a



#### Years of Experience

- Professional start date: 10/1995
- ICF start date: 06/2006

#### Education

- MBA, Thunderbird School of Global Management, 2001
- BSc, Actuarial Science, Universidad Nacional Autonoma de Mexico, 1993

#### Languages

- Spanish, native
- English, fluent
- Italian, proficient

passenger, revenue, and profit forecast while building routed schedules for winter 2014 and summer 2015. As part of the project, ICF proposed to optimize Port of Spain as a hub to connect Caribbean destinations to North America, Europe, and intra-region.

### **Assessment of the Sustainability of the Four Middle Eastern Carriers Based on Fleet Plan Growth and Route Network Growth—Development Bank of Japan, Middle East**

**Project Coordinator.** Barbara carried out a long-term feasibility study of the most dynamic carriers worldwide all from the Middle East, Emirates, Etihad, Qatar and Turkish Airlines. She developed a long-term passenger, revenue and profitability forecast for year 2020 to evaluate the feasibility of the carriers including quantitative and qualitative characteristics.

### **Business Plan Evaluation—Flynas, Saudi Arabia, 2006**

**Route Network Planning Expert.** Barbara assessed the 5-year Flynas business plan and optimized the proposed 5-year route network which included a detail passenger, revenue, cost and profitability forecast for each year by route.

### **Develop the Marketing Strategy for the Airport Group to Grow Revenue Opportunities—Grupo Aeroportuario Del Pacifico (GAP), Mexico, 2006 – Present**

**Project Coordinator.** Barbara has developed the marketing strategy for the airport group to grow revenue opportunities, including different carrier services such as LCCs, regionals, full service and charters.

### **Develop Commercial Strategy for Mexican Start-Up Airline—Aerolineas Mesoamericanas, Mexico, 2006 – 2007**

**Route Network Strategy Expert.** Barbara developed a commercial strategy for Mexican start-up airline including network, pricing, and distribution channels.

### **Network Restructuring—Royal Air Maroc (RAM), Morocco, 2012**

**Route Network Strategy Expert.** Barbara developed the medium-term (through 2016) route network and fleet strategy for Air Maroc focusing on Casablanca hub by employing ICF proprietary tools and techniques to optimize the network, fleet, and overall strategic development.

### **Joint Venture Strategy—Virgin Atlantic, United States, 2012**

**Technical Consultant.** Barbara developed a joint venture analysis with a U.S. carrier to identify the opportunities in routes between United Kingdom and U.S. She developed a detail passenger and revenue route forecast by using ICF proprietary route forecasting tool *NetWorks*®.

### **Strategy for a Long-Haul Start-up in Canada—Virgin Group, United States, 2012**

**Project Coordinator.** Barbara developed a route network analysis for a wide-body potential start-up based in North America with operations in Asia, Mexico, and Europe. She developed a detail passenger and revenue route forecast by using ICF proprietary route forecasting tool *NetWorks*®.

### **Business Plan, Alliance Strategy, and Strategic Investor Selection—Go Air, India, 2013**

**Project Coordinator.** Barbara evaluated the Go Air business 5-year business plan and developed standalone Go Air business plan together with Go Air management, including operating and financial projections for Go Air for next 5 years including aircraft rotations. She also developed a sensitivity analysis to key macro and operating assumptions.

### **Define Opportunities to Improve JAL Route Network and Define Long-Term Strategy for Sustainability—Development Bank of Japan, Japan, 2009 – 2010**

**Technical Consultant.** Barbara analyzed JAL's business plans and created alternatives. ICF, which was engaged by JAL's largest creditor, created base-case network and fleet plans involving aircraft schedules and forecasts of traffic/costs/revenue/profitability. As part of her role, Barbara developed alternative scenarios, including new hub structures for Tokyo, a low-cost airline business model and alliance reviews. The engagement lasted 18 months.

### **Long-Term and Mid-Term Route Network and Fleet Plan Strategy—NACIL (Air India), India, 2009 – 2010**

**Project Coordinator and Route Network Strategy Expert.** Barbara developed the long-term and mid-term route network and fleet plan strategy to support the integration of its three carriers, Air India, Indian Airlines, and Air India Express, with the overall aim of transforming them into a rationalized, integrated airline capable of competing effectively against both local and foreign airlines, the strong Middle Eastern carriers and the growing low cost carriers. Her focus was on developing the hubs of Mumbai and Delhi. The project involved building routed schedules for 5 years for winter and summer seasons.

### **Long-Term Route Network and Fleet Plan Strategy and Tactical Short-Term Strategy—Gulf Air, Bahrain, 2009 – 2012**

**Technical Consultant.** Helped develop a 5-year business plan for Gulf Air aimed at ensuring a sustainable national carrier for Bahrain, driven by the long-term pressures from the competitive airlines in the region—Emirates, Qatar, Etihad, and several LCCs. ICF (ICF SH&E) delivered the fleet plan and related network strategy that GF started to implement and it is still ongoing. Also worked on-site for several weeks to develop a tactical short-term route network strategy.

### **Global Alliance Selection—SN Brussels, Belgium, 2007 – 2008**

**Technical Consultant.** Barbara performed detailed network analyses for Brussels Airways comparing the potential value of joining a global alliance. All three global alliances were modeled, including SkyTeam but not viewed as likely due to the proximity of the Brussels hub to both Paris and Amsterdam. She also analyzed the value of a series of tactical alliances as an alternative to joining a global alliance. Lufthansa acquired 45% of SN Brussels shares in 2008 and was completely integrated to Star Alliance by the end of 2009.

### **Enhanced Short-Term Route Network with Tactical and Strategic Opportunities—Aerosvit, Ukraine, 2009**

**Technical Consultant.** Barbara reviewed and refined their network strategy with a specific focus on the following: immediate improvement of aircraft utilization; growing the Kiev hub; new banks of flights; night operations; and long haul growth strategy. In addition, she developed a cost methodology for route profitability reporting which was developed using industry standard best practices. For Donbassero, Barbara developed a hub strategy for Donetsk by identifying new potential routes and enhancing current routes.

### **Support the Development of Long-Term Route Network Strategy Using *Networks*<sup>®</sup>—Lan Chile, Chile, 2007**

**Technical Consultant.** Barbara conducted an ICF route planning forecasting tool *NetWorks*<sup>®</sup> training to LAN long-term planning team, while performing the route network strategy for the next 5 years. She worked on-site with the LAN team for several weeks.

## **Due Diligence, Assessment of Opportunity Areas to Reduce Cost and Increase Revenue, and Developing a strategy for AeroMexico Airlines—Citi Mexico, Mexico, 2008**

**Technical Consultant.** ICF was engaged to work for Citi Group in evaluating AeroMexico Airlines, Mexico's main full service carrier, and the sustainability of the Mexican carrier in the long-run. ICF created a depth analysis and identified opportunities on the route network side, made an in-depth analysis of the crew cost including benefits and identified opportunities for savings. Citi Group was the lead of a group of Mexican renowned companies that acquired AeroMexico in 2007.

## **Commercial Due Diligence for a Colombian Company Interested in Acquiring an Argentinean Logistics Company—South American Logistics Company, Argentina, 2008**

**Technical Consultant.** ICF was engaged by Colombian Logistics Company to develop the due diligence of a logistics company in Argentina. Conducted the commercial assessment of the logistics company in Argentina and provided recommendations.

## ***Air Service Development***

### **Air Service Marketing—Grupo Aeroportuario del Pacifico (GAP), Mexico, 2006 – Present**

**Project Manager.** For the 10th year, GAP has renewed its annual contract with ICF. Barbara's role is to develop the strategic plan of target airlines and routes for the 12 airports managed by the airport group that include Guadalajara, Puerto Vallarta, Los Cabos, Tijuana, among others. Barbara also developed the business cases for the routes identified including feasible schedules, passenger and revenue forecast for each airline-route for the "Routes" airlines-airports Conferences and for any airline meeting through the year. Additionally, she created ad-hoc and follow-up analyses requested by the airlines. During the 10 years working together with GAP, there has been around new 32 international routes supported strongly by ICF since 2011. Barbara's work has also helped to win the first route in the GAP network to Latin America, Guadalajara-Panama City that Copa introduced in 2007 and that was the 3rd destination that Copa Airlines started in Mexico after Mexico City and Cancun.

### **Quito International Airport "Mariscal Sucre"—Corporacion Quiport, Ecuador**

**Project Manager.** Barbara developed the target airlines and routes strategic plan and all the related business cases for the airlines and routes identified, mainly for the "Routes" airlines-airports Conferences or other airlines meetings. The business cases include a description of Quito and Ecuador's touristic attractions, business, foreign investments, migrations flows and the airport infrastructure. The presentations also include market sizes, demand stimulation examples, feasible schedules (timings, days of the week, aircraft types), passenger and revenue detail forecasts for each route and target airline.

### **Atlanta International Airport "Hartsfield-Jackson"—Ricondo, Atlanta, Georgia, 2012 – Present**

**Project Manager.** Barbara has developed route business cases targeted to the Middle Eastern carriers. The business cases include creating a feasible schedule customized in timings and days of the week for the market profile, selecting the appropriate aircraft type based on seat capacity and range, developing stimulation examples for similar type markets and developing a passenger and revenue forecast for the target route and airline.

### **Montevideo International Airport "Aeropuerto de Carrasco"—Uruguay, 2013 – 2014**

**Project Coordinator.** Barbara developed a route business case targeted to a Middle Eastern carrier that has a strong presence in Latin America. The business case includes a description of Montevideo and Uruguay focus on business, tourism, foreign investment and the airport infrastructure. The business case also included a feasible schedule customized in timings and days

of the week for the market profile, selecting the appropriate aircraft type based on seat capacity and range, developing stimulation examples for similar type markets and developing a passenger and revenue forecast for the target route and airline.

### **Denver International Airport—Denver International Airport, Denver, Colorado, 2008 – 2010**

**Mexico Market Expert.** Barbara attended meetings with the Denver International Airport Air Service Development Senior Director with the Mexican carriers to support the entrance of service between cities in Mexico and Denver. The strong knowledge of the Mexican market helped to make stronger points during the meetings. As a result of the various meetings, Volaris started service to Denver from Mexico City in and Guadalajara in 2014.

### **Tourism Agencies**

#### **Assessment of Feasible New Routes for Destinations in Mexico and Colombia to Attract More Tourism and Grow Employment—Secretaria de Turismo de Mexico y Ministerio de Turismo de Colombia, Mexico and Colombia, 2011 – 2012**

**Project Manager.** Barbara conducted an analysis that included identifying air service for 15 destinations in Colombia with emphasis in Barranquilla as a potential hub for Colombia. In the case of Mexico, the same process aided in identifying potential tourism routes for 42 destinations.

The analysis was conducted by using the same procedures and methodologies airlines use to develop their route studies. This methodology, which is used to identify new potential markets and opportunities in markets that offer limited services, includes a database analysis of potential air and bus services, traffic diversion to airports with limited services and the promotion of new leisure destinations where airlines can create demand.

The deliverable involved over 500 passenger and revenue route forecast for domestic and international markets, including potential airline, appropriate aircraft type and schedule timings based on each route passenger segment profile. Additionally, Barbara developed a comprehensive excel database with the demand by city pair.

### **Publications**

Mejia, Barbara. The 787 and the changing widebody fleet profile in Latin America and the Caribbean. ALTA Industry Insights. 10/2014.

Mejia, Barbara. The changing profile of Global Alliances in the Latin America-Caribbean Region. ALTA Industry Insights. 05/2013.

### **Training and Lecturing**

Mejia, Barbara. ICF Route Network Planning tool *NetWorks*® Beginner Users Training. ICF Core Consulting. New York, New York. 2015.

Mejia, Barbara. ICF Route Network Planning tool *NetWorks*® Training. Oneworld Global Alliance. New York, New York. 2013.

Mejia, Barbara. Grupo Aeroportuario del Pacifico. Training Introduction to Air Service Development. Guadalajara, Mexico. 2010.

## Recognition and Commendations

### *Commendations*

“Barbara’s experience in the Mexican market reinforced to promote strong business route cases during the airline meetings.” —Laura Jackson, Denver International Airport

“Excellent work by ICF for Routes World 2012 Conference.” —Fernando Bosque, Grupo Aeroportuario del Pacifico CEO

## Employment History

ICF. Technical Director. New York, New York. 06/2006 – Present.

AeroMexico. Long-term Route Network Planning Manage. Mexico City, Mexico. 10/1995 – 07/2005.