

Clipper Air

Developing an aviation startup strategy

Joel Ward | Company case study

I helped develop Clipper Air’s proposed aviation business in South Korea, turning an air travel concept into a phased business plan and supporting materials for prospective partners and investors. My work connected market research to the proposed services, operating requirements, and capital needed to begin.

The business opportunity

The planning work began with a practical question: how could business and affluent travelers gain the convenience of private aviation on regional routes where international airport procedures could consume much of a short trip? The earlier Asia proposal examined customer segments, travel time, and candidate destinations around a Seoul hub. The later Clipper Air plan broadened the proposition to include charter, tours, and aircraft ownership.

My contribution

I developed and directed the research and planning materials that explained the opportunity and the proposed company. That included the business strategy, business plan, financial projections, investor communication, and presentation of the customer proposition. The work drew on my background in aviation, business development, and capital structuring.

A phased business model

The plan linked each stage to the preceding business, allowing charter customers to become aircraft buyers and management clients as demand developed.

Phase	Proposed business	How it supports the next stage
One	Aircraft charter and air tours	Introduce the service and develop customer demand.
Two	Aircraft sales, fractional ownership, and management	Serve ownership demand and add ongoing aircraft management.
Three	A private airline concept for club members	Extend the proposition to scheduled travel, subject to the required approvals.

Planning the company

Operating and market development

The strategy addressed the facilities and relationships needed to make the service work. It proposed a fixed base operation, or FBO, as the departure and arrival setting for private aircraft. It also identified candidate routes, cross-border operating considerations, and the need for government cooperation. This connected the customer experience to the operational work required to deliver it.

The earlier Asia strategy and later Clipper Air plan show how the concept developed over time. The earlier proposal concentrates on the regional business traveler and the private airline model. The later plan sets out charter and tours as an initial business, followed by aircraft sales and management before the longer-term airline concept.

Financial planning and investor communication

The business plan organized startup requirements around aircraft, facilities, crews, certification, insurance, and marketing. The accompanying three-year pro forma made fleet growth, operating costs, and additional earnings contributions visible in a compact comparison. These planning scenarios gave prospective partners a basis for discussing capital needs and the business assumptions.

The investor brief condensed the concept into an investment discussion. The original presentation served a different purpose: it explained the benefits of private aviation to prospective customers and partners, then introduced the operating base and the phased business model. Preparing these different formats helped the same business concept reach readers with different questions.

The resulting work

The resulting body of work gave the proposed venture a defined business model and a set of documents for partner and investor discussions. It demonstrates my work in developing a startup company: examining the market, organizing the business around a practical sequence, and explaining how the proposed services would operate and earn revenue.

The work samples are historical planning materials. Their financial figures represent projected scenarios and retain the assumptions of each original draft.

Work product index

Browse this company's work by type. The links open the original PDF exhibits when the portfolio package is extracted with its files together.

Business plans

[Business plan](#) (10 pages)

[Earlier Asia aviation strategy](#) (10 pages)

Research and market analysis

[Earlier Asia aviation strategy](#) (10 pages)

Financial planning

[Three year pro forma](#) (1 page)

Investor communications

[Investor brief](#) (3 pages)

Marketing and presentations

[Private aviation presentation](#) (35 pages)

The following pages provide a short abstract for each sample. Original documents retain their wording and structure, with privacy redactions. Word and PowerPoint sources are converted to PDF. The workbook table is reformatted for a readable PDF display.

Original work samples

Business plan

Business plans

The September 2025 plan develops a South Korea aviation venture through charter and tours, aircraft sales and management, and a later private airline concept. It brings together market research, customer needs, operating assumptions, certification considerations, management resources, and projected startup requirements. The financial figures are planning scenarios.

[Open original PDF](#)

Earlier Asia aviation strategy

Research and market analysis; Business plans

This earlier Jet Group Asia proposal documents the research and strategic groundwork for the aviation initiative. It defines the business traveler problem, estimates target customer segments, groups candidate destinations by distance and flight time, and outlines government and operating partnerships. It provides useful context for the later Clipper Air plan.

[Open original PDF](#)

Investor brief

Investor communications

The original expanded draft translates the aviation concept into a shorter investor discussion document. It summarizes the proposed market opportunity and phased rollout, then presents capital requirements, revenue assumptions, projected margins, and possible investor exits. It uses a separate draft scenario from the September 2025 business plan.

[Open original PDF](#)

Original work samples

Three year pro forma

Financial planning

A readable PDF of the workbook's complete Pro Forma worksheet. The original table compares fleet size, charter revenue, operating costs, base EBITDA, additional contributions from tours and aircraft activities, total EBITDA, and margin over three projected years. All original figures and column labels are retained.

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Private aviation presentation

Marketing and presentations

The complete original 35-slide presentation explains the private aviation customer proposition and the proposed Clipper Air business model. It covers business and leisure travelers, charter and aircraft ownership, the proposed operating base, and the sequence of business phases. Slides 25 through 34 concentrate on operating facilities and the business model.

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