visa concord

CONSULTING

CAPABILITIES OVERVIEW / 2026

Connecting markets. Developing destinations. Delivering growth.

Strategy, airline engagement, destination demand and hands-on commercial implementation for governments, tourism boards and airports.

1997	40+	20+	1.1M+
Group established	Routes developed	Airline partners	Annual passengers*

ONE INTEGRATED ADVISORY MODEL

01 ROUTE & AIR SERVICE DEVELOPMENT

Origin-and-destination demand, route feasibility, airline business cases, commercial positioning and connectivity roadmaps.

02 DESTINATION DEVELOPMENT

Visitor-market analysis, tourism products, destination positioning, infrastructure priorities and distribution strategies.

03 COMMERCIAL IMPLEMENTATION

Airline engagement, market activation, partner coordination, viable launch-readiness support and KPI follow-through.

* Based on Visa Concord Group corporate credentials. Annual passengers are associated with routes developed or maintained by the Group.

FROM STRATEGY TO IMPLEMENTATION

We work beyond the report when implementation is part of the mandate - while commercial airline decisions and regulatory approvals remain with the relevant parties.

WHAT THE IMPLEMENTATION MANDATE CAN INCLUDE

01 / PREPARE

Priority route and airline pipeline, carrier-specific propositions, incentive and readiness workstreams.

02 / ENGAGE

Direct airline outreach, meeting preparation and follow-through, negotiation support and stakeholder alignment.

03 / ACTIVATE

Tourism and trade-partner mobilization, joint market activity and viable route launch coordination.

04 / MONITOR

Named owners, milestones, agreed reporting cadence, KPI monitoring and adjustments to the action plan.

ACCOUNTABILITY & TEAM MODEL

Grant Allen Babayan, Managing Partner, provides strategic direction and delivery oversight.
Multidisciplinary teams are assembled to match each assignment's scope and technical needs.

HOW TO ENGAGE

Strategic Advisory - an evidence-led plan and actionable roadmap.
Advisory + Implementation - the plan plus approved commercial engagement and delivery support.

EXPERIENCE ACROSS 10+ COUNTRIES

Individual government, airport and airline assignments covered by NDAs are not publicly disclosed.
Additional credentials can be discussed privately, where disclosure is permitted.

LET US DISCUSS YOUR MANDATE

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OUR WORKING METHOD

An evidence-led approach connecting origin-and-destination (O&D) intelligence, airline-ready business cases and hands-on commercial implementation.

FOUR STAGES. DEFINED RESPONSIBILITIES.

01 / ANALYZE

Establish demand.

O&D; flows, connecting itineraries, catchment leakage, seasonality, corporate, tourism and diaspora/VFR demand; stimulation and QSI scenarios where suitable data permit.

02 / PRIORITIZE

Build the airline case.

Screen carriers, fleet suitability, hub connectivity, route economics, airport charges and market constraints; assess regional value and viable support structures.

03 / ENGAGE

Convert the case into action.

Prepare carrier-specific propositions, support airline discussions and negotiations, and align tourism, airport and commercial stakeholders.

04 / IMPLEMENT

Manage the follow-through.

Under an agreed mandate, coordinate airline engagement, launch-readiness and market activation, with clear owners, milestones and KPI reporting.

ANALYTICAL SCOPE, MATCHED TO THE MANDATE

MARKET INTELLIGENCE

O&D;, catchment, leakage, demand stimulation

ROUTE FEASIBILITY

Fleet, hub feed, traffic, revenue/cost scenarios

DESTINATION DEMAND

Tourism, corporate travel, VFR and trade

PUBLIC VALUE & RISK

Impact, incentives, rights and compliance

Methods are selected for each mandate and depend on reliable data access and applicable requirements. Economic impact, incentives and regulatory matters are assessed with appropriate specialist input where required. Forecasts are scenarios, not guarantees.

FROM EVIDENCE TO EXECUTION

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