

**Austrian** 

**WU**  
VIENNA

**BUSINESSCASE  
CHALLENGE**

**2024**

Disclaimer: Dates may be subject to changes. These changes will be communicated on the website and newsletter.

# Participate in Business Case Challenge and get a chance to win our prizes!

Follow the guidelines tailored for your cohort in accordance with your current status – **university student** or **high school student**. *Further details on the process and tasks for each track will be discussed later in this document.*



## University Track



1<sup>st</sup>  
place

€ 1,500



2<sup>nd</sup>  
place

€ 500

**All participants will receive a personalized participation certificate!**

1

## Sustainability & innovations for air travel

Submission deadline: 2 June 2024

2

## Take on the Challenge: University Track

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## Develop your Business Case

4

## Compete for the award

# AGENDA



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# Skyward sustainability: Soaring into the future with green wings



## European Parliament adopts rules to stimulate supply of sustainable aviation fuels

by Christopher Surgenor · 13 September 2023 · 4 min read

**Bloomberg** US Edition

• Live Now Markets Economics Industries Tech AI Politics Wealth Pursuits Opinion Businessweek Equality **Green**

Green Cleaner Tech **It's Boom Times for Startups Trying to Electrify Aviation**

At least 60 companies are doing research and development on electric air travel, as part of a larger effort to decarbonize aviation. But major hurdles remain.

POLITICO Enter keyword EXPLORE NEWSLETTERS & PODCASTS POLITICO PRO SIGN UP TO NEWSLETTERS SIGN IN

### The role of sustainable aviation fuel in decarbonizing the aviation sector

Sustainable aviation fuels (SAF) offer a way to significantly reduce the aviation sector's environmental impact globally and to help countries meet their climate change targets at the same time.

Sustainability has become the guiding force in aviation, with an **increasing number of passengers seeking eco-friendly options and airlines recognizing the vital importance of minimizing their environmental footprint.**

From cutting-edge fuel technologies to efficient operations, the aviation industry is embracing sustainability as not just a trend, but a **fundamental responsibility** for the future of air travel.

# Sustainability and sustainable development are key concerns for companies across industries

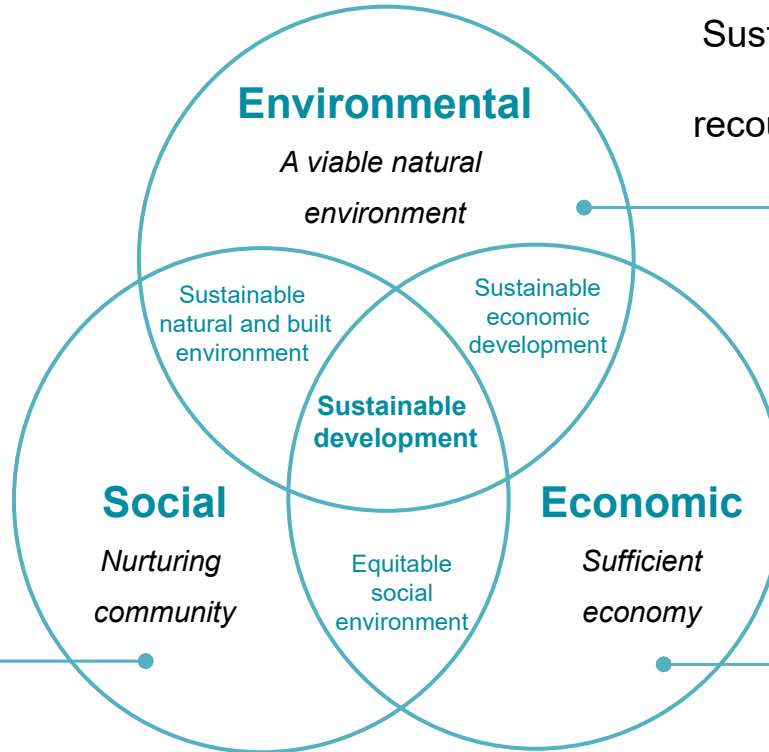
“Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.” (United Nations)

## Sustainable development has 17 defined goals



# Sustainable development stands on three pillars that responsible companies need to address

Sustainability is seeking to reach satisfactory levels of quality of life, healthcare and education.



Sustainability implies that nature is not an inexhaustible source of resources, but subject to *protection and rational use*.

Sustainable development also drives economic growth, generating *equitable wealth for everyone*.

# Innovative ideas turned into sustainable business models are at the core of many new businesses

## Circular economy



A firm designs waste-free products that can be integrated in recyclable loops or biodegradable processes

**Lenzing**  
Innovative by nature

## Impact business



A firm's main focus is to create a positive impact on its ecological or social environment, using economic profits only to sustain and grow its business

**TEACHFOR  
AUSTRIA**

## Green innovation



A firm creates a new product that, compared to alternative products, has a much lower negative impact on society and the natural environment

**ANDRITZ**



# The aviation industry will rely mostly on SAF in their sustainability transition

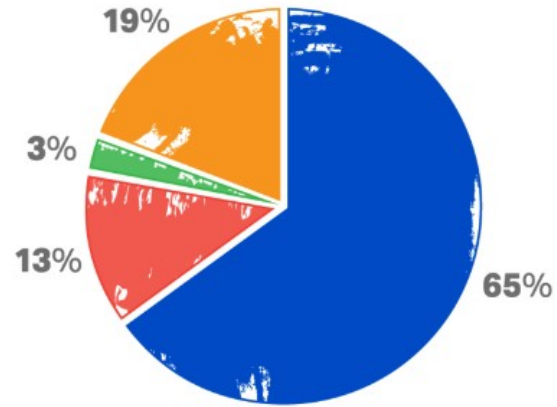
## Environmental impact

- Aviation makes up 2% of global CO<sub>2</sub> emissions
- One of the hardest industries to decarbonize because flying needs an energy-to-weight-ratio not achievable by batteries with current technologies

## Solutions

**Offsets & Carbon capture**  
*Paying to reduce or capture CO<sub>2</sub> elsewhere*

**Improve efficiency**  
*Use less energy in operations*



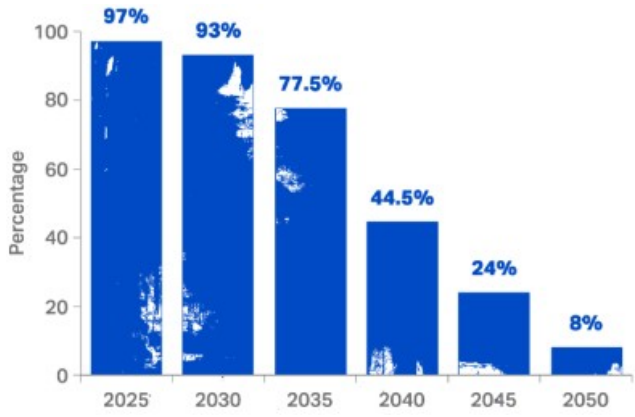
Share of CO<sub>2</sub> reduction by solution category by 2050.  
Source: IATA

**Sustainable aviation fuels (SAF)**  
*CO<sub>2</sub> neutral biofuels instead of fossil fuels*

**New technologies**  
*New engines and propulsion*

# Carbon offsets are a near-term option but cannot reduce the actual CO<sub>2</sub> footprint of aviation

*Carbon offsetting* is the purchase of carbon credits equivalent to one's carbon emissions to fund projects that reduce greenhouse gas emissions elsewhere. *Carbon capture* is the removal of CO<sub>2</sub> from the atmosphere.



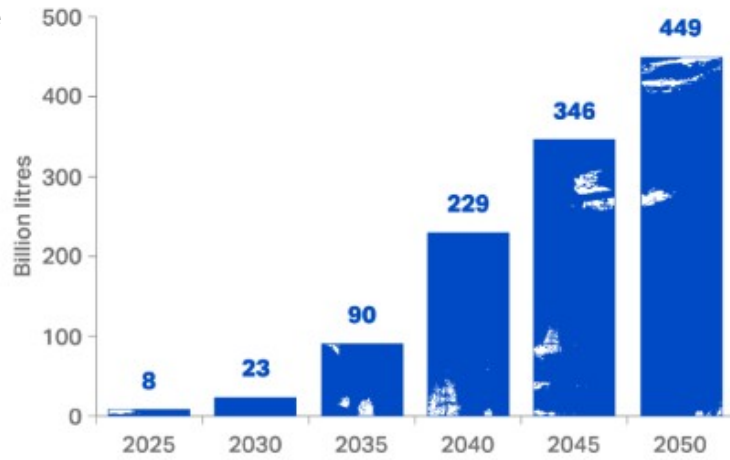
Share of offsets and carbon capture in total CO<sub>2</sub> reduction by selected years. Source: IATA

- **Bridging solution:** Offsets are a temporary near-term solution, buying time for long-term technological changes
- **Needs high standards:** Offsets must meet strict criteria to ensure actual environmental benefits, including thorough verification.
- **Consumer engagement:** Airlines rely on passengers voluntarily offsetting CO<sub>2</sub> emissions of their flights.
- **Long-term role:** Carbon capture can play a role in mitigating the emissions most difficult to avoid, like from intercontinental flights.

# SAF are not available at large scale yet but are the future of net-zero aviation

*Sustainable Aviation Fuels (SAF) are aviation fuels produced **without the use of fossil raw materials** like petroleum or natural gas. The current SAF generation produces around **80 percent less CO<sub>2</sub>** compared to conventional jet fuel and is primarily produced from biogenic residues such as used cooking oils.*

- **Long-term solution:** SAFs have the potential to provide the majority of CO<sub>2</sub> emissions reductions needed by 2050. The next generation of SAF will be created from renewably generated electricity, water and CO<sub>2</sub> achieving even higher carbon reductions on a lifecycle basis.
- **Lacks capacity:** SAF production needs a significant increase to meet future aviation fuel demand.
- **Ease of integration:** SAF are operationally equivalent to conventional jet fuel, so the infrastructure for their use already exists.
- **CO<sub>2</sub> cycle:** SAFs emit CO<sub>2</sub>, but the biogenic residues (e.g., used cooking oil) have previously extracted CO<sub>2</sub> from the atmosphere, resulting in very low effective CO<sub>2</sub> emissions.



Liters of SAF required for the current emission reduction plans in selected years. Source: IATA

# Austrian Airlines formulated an ambitious sustainable strategy



**~120 destinations**  
in more than 40 countries

**Climate Ambitions**  
CO<sub>2</sub> neutrality by 2050  
Halving net CO<sub>2</sub> emissions by 2030

**Among biggest buyers of Sustainable Aviation Fuel (SAF) in Europe**



**66 aircraft**




9 long haul aircraft  
57 short and medium haul aircraft

**6.000 employees**




**Part of CORSIA and EU ETS**

**Vienna as our home hub**



**VIE**

**up to 350 daily flights**

**Since 2009 part of LUFTHANSA GROUP**

**-30.6% CO<sub>2</sub>-reduction until 2030**



SCIENCE BASED TARGETS

First European Airline Group with a SBTi validated CO<sub>2</sub>-reduction path



# Austrian's sustainability strategy currently focuses on voluntary participation and is limited by competition

## Current sustainability strategy

Austrian offers their customers to make their flights more sustainable by paying for one of three options:

- 1 Reduce CO<sub>2</sub> emissions of the individual flight with sustainable aviation fuel.
- 2 CO<sub>2</sub> offsetting via national and international high quality climate protection projects.
- 3 The combination of reducing and offsetting CO<sub>2</sub> is also bookable as a fare bundle (called green fare).

## Challenges for the strategy

Austrian also face some challenges in the implementation of their strategy:

- ! **Low adoption** Only 3.5 % of customers pay for voluntary options.
- ! **Competition** Customers will choose cheaper competitors if sustainable options would be priced in the base fare.
- ! **High expectations** Customers and society at large expect more sustainable air travel.

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# Austrian Airlines innovation case: How to increase conversion of green products in air travel

**Task:** The vast majority of airline customers say that sustainability is important to them, but only ~3.5% currently pay the price for a flight with carbon reduction or offsetting. Propose a business model to attract more customers to opt for more sustainable air travel.

## Deliverables

### Benchmarking

Conduct a market analysis to assess the (voluntary) approaches for more sustainable air travel of other airlines or frontrunners in other industries (focus on mobility).

### Strategic

### Recommendations

Develop strategic recommendations for Austrian Airlines to engage more customers to contribute to reducing the footprint of their individual air travel without risking competitive disadvantages.

### Business Model

Describe a business model suitable for Austrian Airlines' carbon reduction targets. Focus on carbon reduction with Sustainable Aviation Fuel (SAF).



## Assessment

### Criteria

- (1) Persuasiveness of your business plan
- (2) Innovativeness
- (3) Relevance of strategic recommendations
- (4) Clarity of presentation



We expect your submission as a presentation containing the following chapters:

## Chapter I: Introduction & Executive Summary

### Chapter II: Benchmarking

- Overview of other airlines approaches to more sustainable air travel.
- Overview of other industries approaches to voluntary sustainability contributions.

### Chapter III: Strategic Recommendations

- Which of the practices you found in the Chapter II can be applied to Austrian?
- Which would work best? Why?
- Which would not work? Why?

### Chapter IV: Business Model

- How could Austrian use your ideas to reach its CO<sub>2</sub> reduction targets?
- What would need to change?
- What would be the financial impact of your suggestion?

### Chapter V: Conclusion

- What strategy would you recommend to Austrian?
- What would be the high-level results of your suggestion?





## Check out our other Business Case Challenges if you are interested in developing your skills even further:

### UNIQA

After working on the Austrian case, you now want to look into a completely different topic: sustainable and socially responsible health care solutions. Explore the UNIQA case:

**Task:** Propose a business case for a sustainable physical or digital innovation that improves the health of insurance customers which could be implemented by UNIQA and its large network.

**About:** UNIQA Group will be climate-neutral by 2050 (by 2040 in Austria). Sustainability is a core element of UNIQA's 3.0 programme for the future and is non-negotiable.

### OMV

After working on the Austrian case, you discovered that you feel passionate about sustainable and carbon reduced products. Explore a product development perspective in the OMV case:

**Task:** Propose a sustainable product within the strategic business segments and innovation themes of OMV that has positive social and environmental value.

**About:** OMV is one of the biggest industrial companies in the country. OMV Strategy 2030 represents a fundamental shift towards a circular business approach.

[Find out more by clicking here](#)

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# Get ready for the Business Case Challenge 2024 – learn in Coaching-Sessions how to convince us!



## Coaching

Hear from an expert in the field



## Q&A

Ask questions to improve your BC



## 1 hour

30 min. coaching  
30 min. Q&A



## Online

Join an interactive session from home



## Relevant tips

for the Business Case Challenge


**Coaching-Session #1: BCC Calculations**

 **Friday, 12 April 18:00-19:00**

**Coaching-Session #2: BCC Story-Telling**

 **Friday, 26 April 18:00-19:00**

**Coaching-Session #3: Austrian Airlines BCC**

 **Friday, 10 May 16:00-17:00**

**Coaching: High School Track BCC**

 **Friday, 17 May 18:00-19:00**

**For High School Students only**



# BCC Coaching #1: In a quantitative coaching, you will learn about BC calculations (12 April, 6pm)



*“Investors are always interested in numbers. When looking at the financials in a business case the numbers need to be realistic, explainable and matching. The more sound and detailed financial calculations are, the more investors will trust in the overall reliability of a business case.”*

## Convince with numbers

### **Realistic, understandable & reliable BC**

- **Making forecasts**  
finding reliable data sources, making realistic assumptions, etc.
- **Calculating costs and revenues**  
matching available data, structuring calculations, ensuring understandability, etc.
- **Presenting and explaining financials**  
highlighting the key figures, etc.

## Dr. Jakob Müllner

### **Assoc. Professor from WU**

- **Teaching at WU university**  
since 2006 with a specialization in International Business & Finance
- **Ex-jury member of the BCC**  
and member of the BCC planning committee
- **Expert on calculating BCs**  
and on corporate financial statements as well as on financial markets in general

# BCC Coaching #2: In a qualitative coaching, you will learn about story-telling (26 April, 6pm)



*“Dreaming big is important. Yet, there needs to be more to a business case than just the idea – investors are convinced by stories. Why is your idea relevant to the world we live in? Why will your plans work out? Why do people care? Giving convincing answers to these questions is key.”*

## Convince with stories

### *Relevant, believable & impactful*

- **Making others care**  
capturing your audience’s interest
- **Explaining the relevancy**  
identifying a need by describing the world as-is and envisioning to change
- **Emphasizing the feasibility**  
elaborating on how an idea has an impact on the status quo

## Dr. Evelyn Reithofer

### *Ex-consultant*

- **Experience as a management consultant**  
for five years
- **Jury member of the BCC**  
and member of the BCC planning committee
- **Assistant professor** conducting research and teaching at WU since 2023
- **Expert for storytelling**  
and convincing company presentations in general



# BCC Coaching #3: Prepare a convincing Austrian Airlines Case



## Austrian Airlines has set itself ambitious CO<sub>2</sub> reduction targets

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Together with the Lufthansa Group, the airline wants to halve net CO<sub>2</sub> emissions from flight operations by 2030 compared to 2019 and become CO<sub>2</sub>-neutral by 2050.

The Lufthansa Group's target of reducing CO<sub>2</sub> intensity by 30.6% by 2030 compared to the base year 2019 was successfully validated by the Science Based Targets initiative (SBTi) in 2022





# BCC Coaching #3: Prepare a convincing Austrian Airlines Case (10 May, 4pm)



## Austrian Airlines has set itself ambitious CO<sub>2</sub> reduction targets

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Together with the Lufthansa Group, the airline wants to halve net CO<sub>2</sub> emissions from flight operations by 2030 compared to 2019 and become CO<sub>2</sub>-neutral by 2050.

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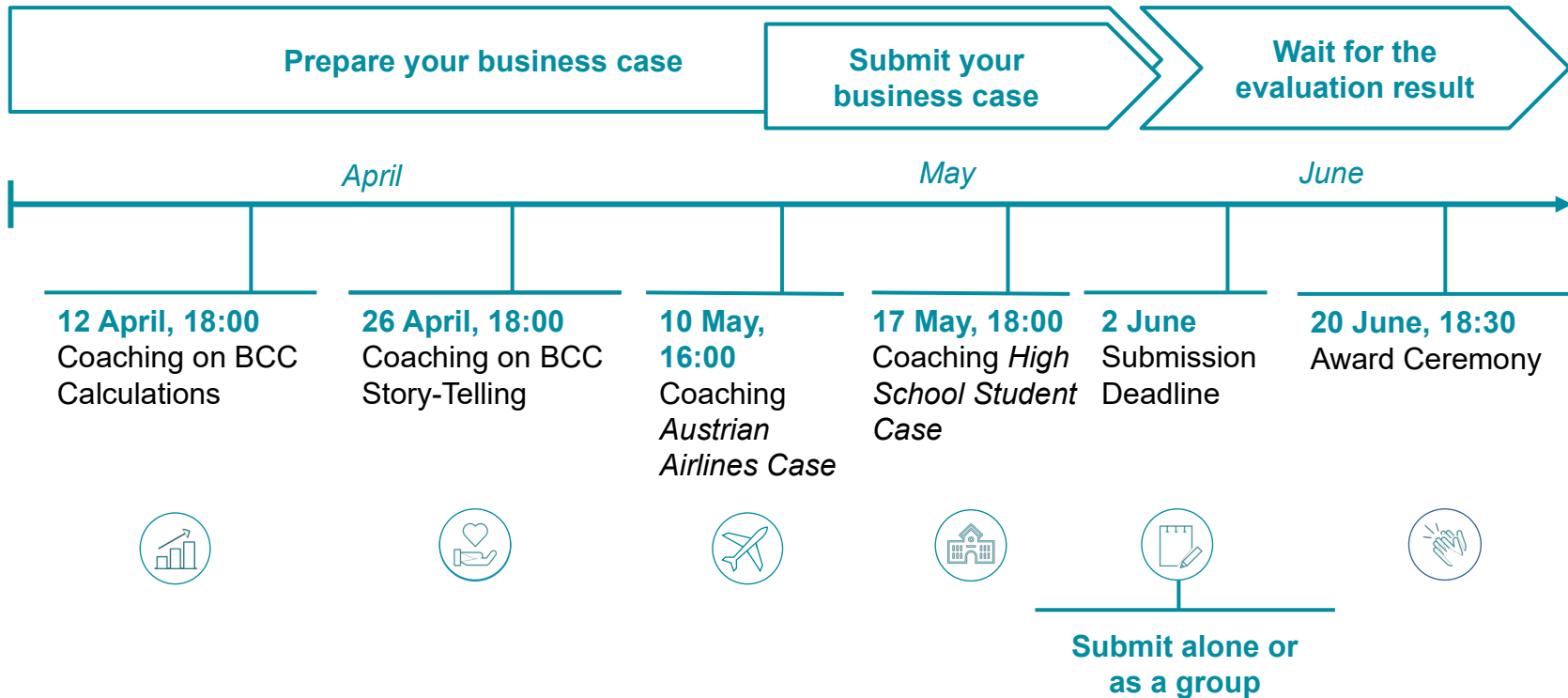
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# Prepare your business case, participate in the coaching sessions, and submit it by 2 June



# Our BCC jury consists of members from the private sector as well as university professors



**DDr. Michael Tojner**

CEO Montana Tech Components AG

Co-Initiator,  
Business Case Challenge



**Univ.-Prof. Dr. Jonas Puck**

Wirtschaftsuniversität Wien

Co-Initiator,  
Business Case Challenge



**Dr. Evelyn Reithofer**

Wirtschaftsuniversität Wien

Jury Member,  
Business Case Challenge



**Univ.-Prof. Dr. Bettina Fuhrmann**

Wirtschaftsuniversität Wien

Jury Member,  
Business Case Challenge



**Mag. Thomas Zimpfer**

B&C Industrieholding GmbH

Jury Member,  
Business Case Challenge



**Dr. Michael Trestl**

CCO Austria Airlines AG

Jury Member,  
Business Case Challenge

# We are looking forward to meeting you at our BCC awards ceremony

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**Date:**

20 June 2024  
18:30



**Guests:**

BCC winners, all the  
sponsors, jury



**Place:**

WU Vienna

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**Agenda:**

Guest lecture  
Winner presentation  
Awards ceremony  
Sponsor meet & greets

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## Our sponsors

We would like to express our gratitude to our sponsors for their partnership in this year's Business Case Challenge!



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ein unternehmen der **wienholding**



WIRTSCHAFTSKAMMER ÖSTERREICH



– IMMOFINANZ –

