

Business Airport

I N T E R N A T I O N A L

April 2014

Right on track

Will the business aviation industry benefit from new navigation requirements?

Also in this issue

FBO design: How to strengthen your brand identity

Red tape: Reducing bureaucracy in the GA sector

Religious tourism: "I truly believe that the Middle East is an untapped market that operators and FBOs can look to capitalize on, but they need to be wary of the intricacies of this region" – Ali Al Naqbi, MEBA

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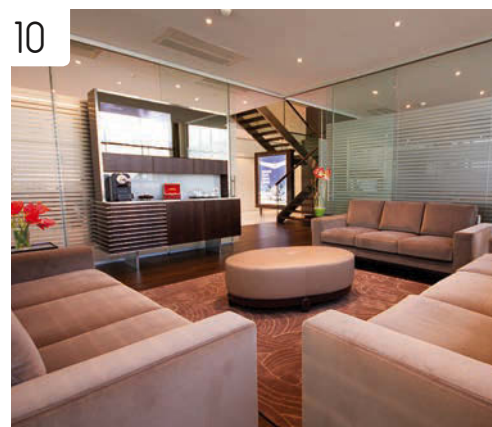
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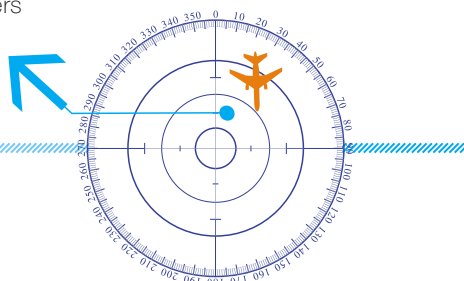
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Welcome

On March 26-27, I attended the fourth annual Business Airport World Expo at London Farnborough, which gave me the opportunity to talk to new and familiar faces about the latest trends and developments in the industry. It was wonderful to see so many new products and services being launched at the show, highlighting the prosperity of our industry right now (see page 4 for a full review of the event).

Held alongside the exhibition was the British Business and General Aviation Association (BBGA) Training Convention, which included insightful presentations on the hottest topics from some of the industry's leading experts.

On the opening day, Andrew Haines, CEO of the Civil Aviation Authority (CAA), gave a rousing keynote speech highlighting the biggest challenges the industry is facing, as well as the changes being made at the CAA. One of these changes is a move toward a risk-based approach and the launch of a new General Aviation (GA) Unit that aims to reduce bureaucracy in the sector. The new unit is a result of the GA Red Tape Challenge (see *No strings attached* on page 32), which ran for five weeks until May 16, 2013, and looked at ways to reduce red tape in the industry. Although the GA Unit will focus only on the leisure and recreation side of GA, as Marc Bailey, CEO of BBGA, explains, "Getting clarity of the leisure and recreation sector allows us to focus on what we need to do for the business

aviation sector. The GA Red Tape Challenge is a definite advantage for the business aviation industry; it is a good stepping stone for future developments."

The second day of the Training Convention saw John Thomson from the CAA take to the stage to look at significant airspace issues. With demand for air travel forecast to increase by 1-3% each year until 2050, our skies are inevitably becoming more crowded. A new standard being adopted by the industry is P-RNAV (precision area navigation). As Saul Wordsworth writes in *Executive precision* on page 16, P-RNAV allows for more flexible positioning of routes and enables aircraft to fly them more accurately, helping to improve operational performance in terms of safety and capacity, and also offering environmental benefits. Under the CAA Future Airspace Strategy, it is planned that P-RNAV will be mandated in parts of UK airspace and beyond from 2017 onward, so business aircraft operators will need to ensure they are compliant by this date.

The BBGA Training Convention and Business Airport World Expo provided the ideal platform for the industry to come together and discuss how these issues will affect future operations, and I look forward to seeing the progress made over the coming year.

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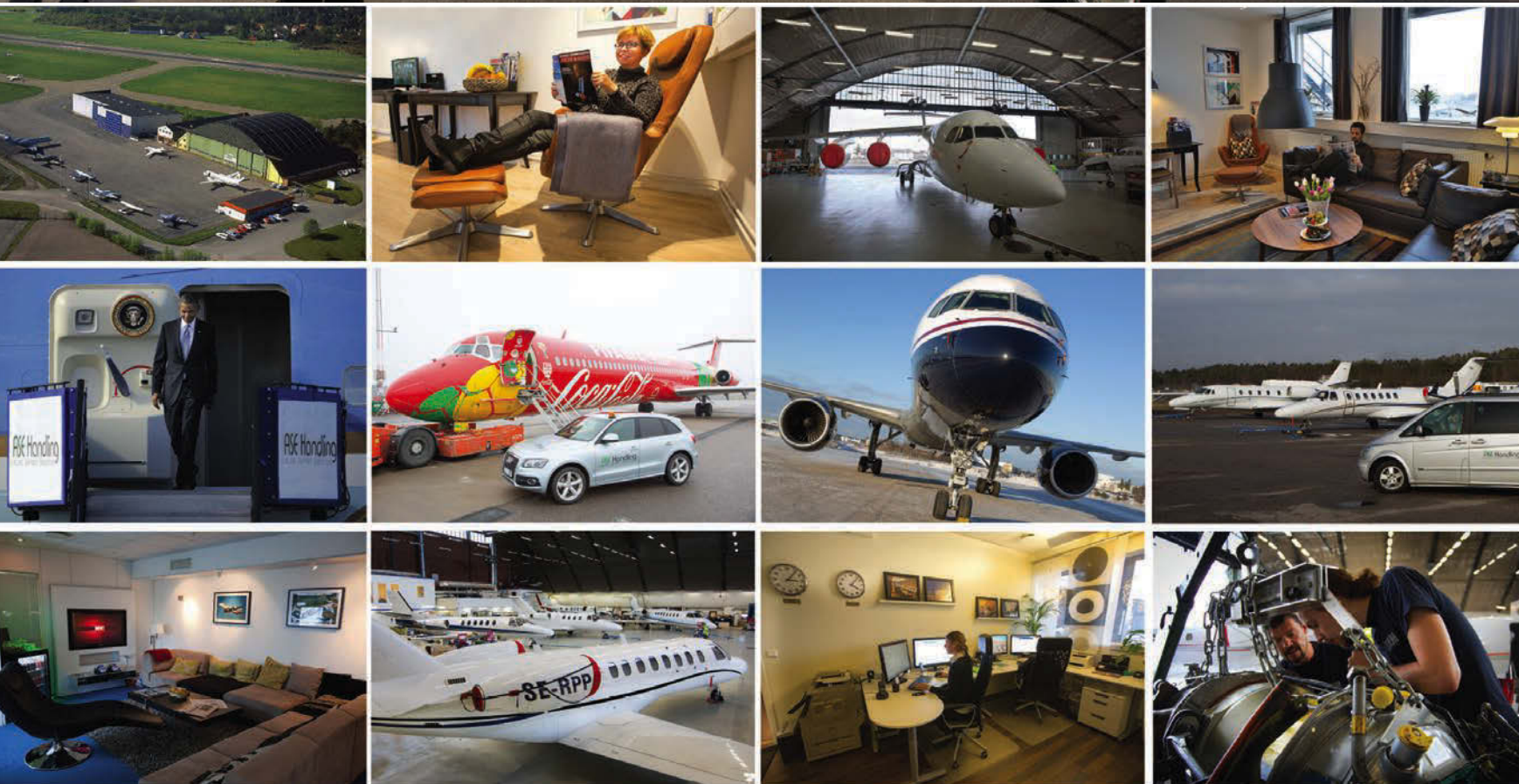
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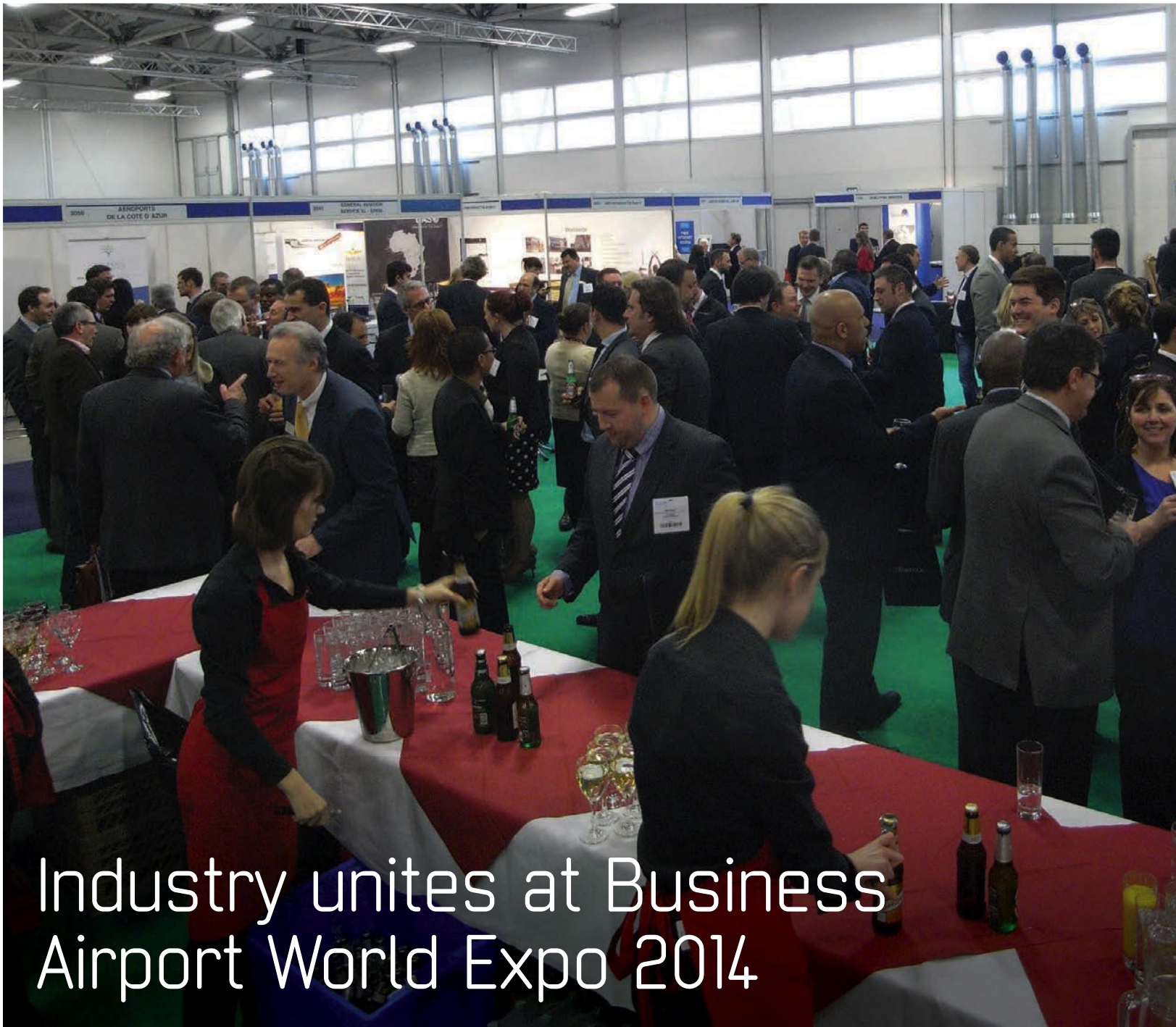
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Industry unites at Business Airport World Expo 2014


Business Airport WORLD EXPO 2014

The fourth annual Business Airport World Expo took place at London Farnborough, UK on March 26-27, 2014, bringing together business aviation executives, brokers, executive aircraft owners and operators to discuss business opportunities and strengthen relationships.

The expo hosted more than 60 exhibitors and 1,000 attendees across the two-day event, providing an ideal platform for networking.

Exhibitor Dan Bull, district manager of European sales at Avfuel Corporation,

commented, "This was our second time exhibiting at Business Airport World Expo and we were really pleased with the response. Our stand was very busy and I enjoyed meeting with many of our industry colleagues.

"This year we exhibited with our partner Southair Iceland, which was a wonderful opportunity for us. We received a lot of positive feedback from customers; the business aviation industry seems to be rallying and we enjoyed many great discussions." 

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Product showcase

FBOs, ground handlers and business airports from around the world showcased their latest products, services and facilities at the expo, with Euro Jet Intercontinental launching a new app for its agent network; Best Fly announcing its maintenance facility in Luanda, Angola; and Ireland West Aviation highlighting its aviation services for 2014. Nuno Pereira, managing partner, Best Fly Maintenance, said, "Business Airport World Expo is the only dedicated show for business aviation airports and is very relevant to our core business. We decided to wait until this event to announce our new maintenance company because it is tailored to the right market and we feel it would give us better exposure than one of the other major shows such as EBACE or NBAA. The expo is very well organized and focused on business aviation operators, and it really is the best show for us."



Left: **There were plenty of networking opportunities at this year's event**

Learning opportunity

The British Business and General Aviation Association (BBGA) held its Training Convention at Business Airport World Expo for the first time this year, attracting some of the industry's leading figures. The two-day convention featured a full and varied program, covering themes including human factors; ground operations and what the industry can learn from the US approach to dispatch; safety management systems and how to use them; security and customs; and how IT can support a modern operation.

Marc Bailey, CEO, BBGA, commented, "We had good support on all of the sessions, and I am pleased with the high level of attendance. This is the first time we have held this type of operations training event in the UK, and the response from delegates has been excellent."

Andrew Haines, CEO of the CAA, gave a keynote speech on March 26 about the challenges facing the industry and the changes taking place at the Authority, including the introduction of a general aviation-specific unit that will aim to remove bureaucracy from the GA environment. "People

were interested in what Andrew Haines had to say because of the level of change being seen at the CAA. The authority is moving toward a customer-focused approach within a safety environment, which is something new for our industry," explained Bailey.

Presentations were also given by Aoife O'Sullivan, head of aircraft finance at Kennedys Aviation; Todd Schrieber, senior manager of dispatch services at e-NOTAMS and ITPS Operations; Kurt Edwards, CEO of IBAC; Elizabeth Nicholson, Safety 1st program manager, NATA; and Thomas Foster, technical training coordinator, and Sumi Fonseca, general manager, both from Gulfstream. A lively panel discussion with Sue Young, head of operations at UK Border Force, concluded the first day.

Delegate Cristian Armas Martinez said, "I thoroughly enjoyed the ISBAO presentation by Kurt Edwards. It was interesting and provided a lot of useful information on the new safety program that I will take away with me. I also enjoyed the ground-handling presentation by Thomas Foster and Sumi Fonseca from Gulfstream, and the panel discussion at the end of the day was very interesting."

March 27 saw presentations from John Thomson from the CAA; David Tooth, managing director of Sologic; Carole Leach, managing director of AQMS; Andy Clements, training manager at Fayair; John Korzeniowski from Kennedys Law; and an open panel session hosted by Bailey and Edwards.

Making connections

A special networking event was held in the exhibition hall on March 26, giving visitors, exhibitors and convention delegates the opportunity to get together and discuss the hottest topics affecting the industry. Visitor Karim Berrandou, CEO of G-Ops, commented, "Business Airport World Expo provides us with a great opportunity to meet operators and FBO providers in one place to discuss developments in the industry. As a French company, the UK market is very important to us and Business Airport World Expo is definitely the place for us to meet all the important players."

Right: **The keynote speech from Andrew Haines, CEO of the CAA, proved popular with delegates**



On the web

For all the news from the show visit www.businessairportworldexpo.com



Wheels Up expands partnership with Jet Aviation Flight Services

Wheels Up, a membership-based private aviation company that reduces the upfront investment needed to fly privately, has expanded its partnership with Jet Aviation Flight Services by adding a number of larger aircraft to its program.

Members will now be able to charter midsize aircraft, such as the Cessna Citation Excel and Hawker 800XP, super-midsize jets including Citation X and Gulfstream G200, and large aircraft such as the Challenger 605 and Gulfstream G450.

The Jet Aviation aircraft will be staged across five regions in the USA, including areas around the Northeast (New York), Southeast (Florida/Jacksonville), Southern California (Los Angeles), Midwest (Chicago) and Southwest (Dallas).

Wheels Up members will pay only for occupied hours at a pre-determined hourly rate on Jet Aviation's fleet, and can book flights 24 hours in advance with guaranteed availability 365 days a year, according to the company. Additionally, Wheels Up members will be able to buy a pre-purchased hours program, which includes guaranteed availability and a 10-hour advance call-out period.

"We are excited to add midsize, super-midsize and large aircraft as we roll out a complete aviation solution for our members," said Kenny Dichter, founder and CEO of Wheels Up. "We aim to provide an 'asset-appropriate' flight solution for our members while building a unique business model for the industry. It makes sense to partner with Jet Aviation as we share the same vision, providing exceptionally high safety standards and

top-notch customer service. Jet Aviation is one of the premier business aircraft operators in the world, and shares with Wheels Up an unwavering focus on safety, security and service."

Don Haloburdo, vice president and general manager of Jet Aviation Flight Services, commented, "We are delighted to be working on a larger scale with Wheels Up, and find the membership model that Kenny and his team have introduced to be revolutionary for the industry. We believe that they are the right partner to expand our successful aircraft management and charter business into new markets and products. With 100 aircraft under management, we are one of the largest aircraft management organizations in the USA, and this program provides the opportunity to further expand our Part 135 management fleet. Additionally, this type of partnership will enable Wheels Up members to experience the variety of aircraft options Jet Aviation offers, while providing the highest level of service that members are accustomed to within the program."

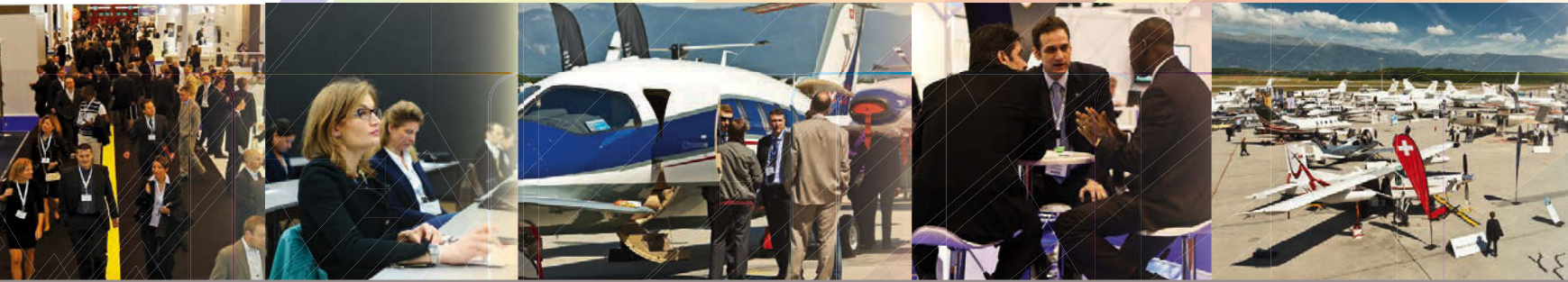
Launched in November 2013, Wheels Up identified a need for a company offering a total private aviation solution. According to Dichter, the service has been extremely well received and is already disrupting the industry. "One example is the exclusive closed fleet of Beechcraft King Air 350i aircraft [pictured], which are much more efficient than small jets on shorter missions and offer almost the same flight time. This closed fleet provides a new, unique solution that is driving new demand in the marketplace.



Also, the revolutionary Wheels Up private club membership-based model, which greatly reduces the upfront investment needed to fly privately, is really resonating with members," Dichter added.

Wheels Up members pay a modest initiation fee and reasonable annual dues in return for "mission appropriate" aircraft, ranging from the King Air 350i to the Global 6000, through partnerships with Beechcraft, Cessna, Heliflite, JetSuite, Jet Aviation and VistaJet. "The vision for Wheels Up is to be a global company with plans to expand into other parts of the world, particularly with the King Air 350i on a closed-fleet basis. Right now we are focusing on the USA and Canada," concluded Dichter. [↗](#)

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European developments

Following a recent surge in new FBO developments and upgrades of facilities across Europe, three companies reveal their latest designs



Signature Flight Support

Location: London Luton, UK

Project: Construction of new FBO complex

Signature Flight Support is constructing a new state-of-the-art FBO at its London Luton location to replace its existing facility. The project will be completed by the fourth quarter of 2014.

The new facilities at Signature Luton will comprise a 1,572m² (16,920ft²) passenger and FBO facility and 4,500m² (48,400ft²) of hangar space capable of housing two Boeing Business Jet (BBJ) or Airbus Corporate Jet (ACJ) sized aircraft. A dedicated ground service equipment garage will also be built.

The facility will be built to US Green Building Council LEED certification standards and will boast the latest in technologies for entertainment, communications, passenger and crew amenities and onward travel solutions. A covered car park and arrival area will protect passengers from inclement weather. With private conference, waiting and catering facilities, passengers will be able to work and relax at the new facility with an expansive view of the airport ramp. The overall design of the facility minimizes transit time in all areas of the FBO for the convenience of passengers and crew.

Euro Jet Intercontinental

Location: Prague, Czech Republic

Project: Newly renovated FBO at Vaclav Havel Airport



Euro Jet Intercontinental opened its renovated FBO at Prague's Vaclav Havel Airport in October 2013 as part of its fifth anniversary celebration. The facility now includes complimentary crew lounges landside and airside to improve the passenger experience.

"General aviation at Prague's Vaclav Havel Airport is typically run out of Terminal 3," says Gareth Danker, director of global sales and marketing at the company. "All crew and passengers going out to their aircraft need to go through security before they can get on the apron. What makes the Euro Jet experience unique from any other at Prague Airport is that we have complimentary crew lounges before and after security. This allows customers to relax curbside at our VIP complimentary lounges prior to going through security. They can also do the same rampside after security and not have to go back and forth through screening."

Branding was an important factor in the renovation, especially in the choice of color

explains Danker. "The colors used at the facilities are predominantly black and white, which is part of the Euro Jet brand of colors that represent exclusivity and prestige. We have enriched these colors with other shades of grey and white textures, along with simple patterns to make the crews feel that they are in a welcoming and comfortable environment. The colors are also meant to relax rather than overwhelm. This fits in with our brand because it once again creates a seamless experience for our clients where we can take care of them, just as we do for ground operations. The client can relax in our lounges and not have to worry about anything."

In addition to the color scheme, Euro Jet Intercontinental has incorporated its logo throughout the lounge and used the same corporate photos and furniture to create a sense of unity with its other facilities. The Prague lounge design was completed by local company Design-Doma.



Jet Aviation


Location: Zurich, Switzerland

Project: Expanded and rebranded FBO

Jet Aviation has relocated its FBO to a new building alongside the General Aviation Center in Zurich and has completely rebranded the facility with a new corporate look and feel, which was unveiled in the Geneva FBO in May 2013. The branding includes the company's iconic deer head logo and neutral colors that will be introduced at all of its FBO facilities by 2015.

The roomier Jet Aviation Zurich FBO opened in September 2013, and has a separate entrance with a new reception area and customer lounge incorporating the recently launched branding, including dark wood seating, neutral upholstery and the logo visible on the reception wall. The FBO has also expanded its crew lounge to include a "snooze room".

The operations center has been moved ramp-side, separating it from the customer area and siting it closer to the more spacious customs and immigration area.

"We are delighted with the enhancements to our FBO in Zurich, which highlight the quality of our handling services and our experienced personnel," comments Monica Beusch, general manager of Jet Aviation Zurich and head of FBO Services in EMEA & Asia. "Our goal is to provide a positive customer experience by anticipating customer requirements and ensuring their utmost comfort." 

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Main image: Comfortable furnishings, splashes of color and plenty of light and space are all factors in a successful FBO design



The design of an FBO is key to creating the right atmosphere for clients as well as representing the brand in the best light. What are the main considerations for European FBOs when upgrading their facilities?

Words | **Hazel King**

In recent years, a number of high-profile business aviation companies, such as Jet Aviation, Euro Jet Intercontinental and Signature Flight Support, have undertaken rebranding and renovation projects at their FBO facilities in Europe (see *European developments* on page 8). According to Guy Matheson, associate director of architecture and design firm SHH, previously many private air lounges have failed to match up to the expectations of their VIP clients. "Passengers arrive in luxury limousines and are rushed through to board their state-of-the-art private jets – yet the lounge facility linking the two doesn't match expectations or speak the same language of luxury and anticipation as the cars and planes themselves," he explains.

Companies are now building luxury business aviation complexes that rival five-star hotels, with private pilot and crew lounges, state-of-the-art business centers and high-end wash facilities to meet clients' expectations. Others have completed refurbishments of their existing facilities in order to realign their brand and create continuity between their various locations. One such company to have done this recently is Jet Aviation, which is revamping its chain of FBOs and MROs, starting with its Geneva, Zurich and Basel facilities in Switzerland. Geneva was completed in May 2013, Basel in July and Zurich in September, and the rest of its global network is scheduled for refurbishment by 2015.

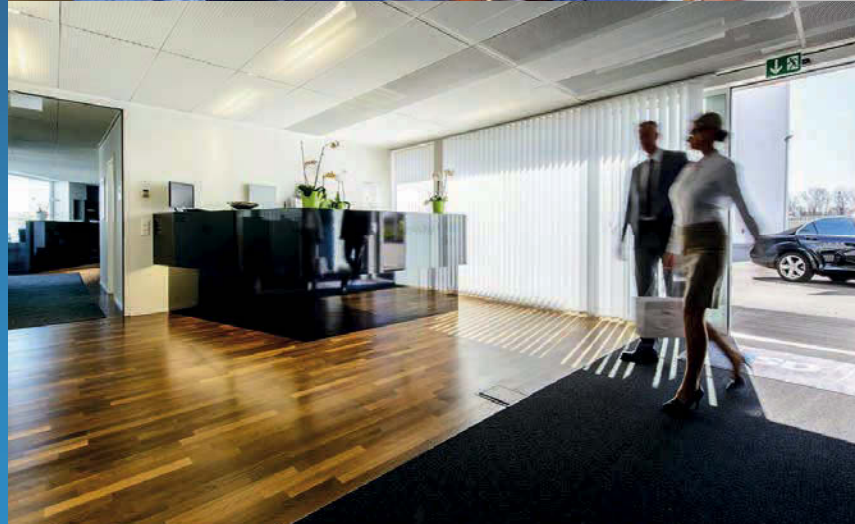
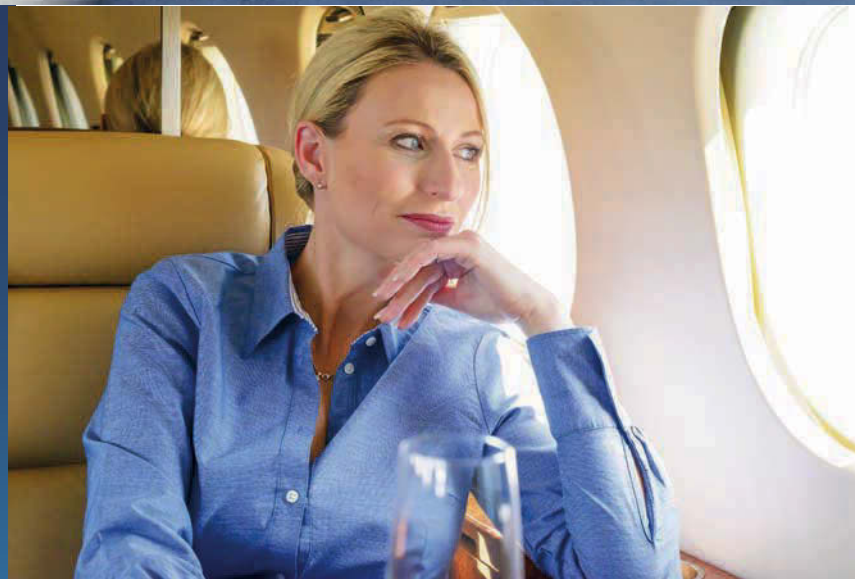
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Right: **Jet Aviation has upgraded its Geneva facility to reflect its corporate brand identity**
 Below: **Rizon Jet's Arabic star pattern has been incorporated into the design at Biggin Hill, UK**

According to Monica Beusch, general manager of Jet Aviation Zurich and head of FBO Services in EMEA & Asia, the company introduced its new branding to harmonize the look and feel of all its facilities. "We want to ensure customers recognize the Jet Aviation design and feel welcome and relaxed – regardless of which facility they visit," she adds. This has been achieved by incorporating the company's long-standing deer head logo throughout each facility and using the same neutral colors in each location.



Don't forget the brand

Branding is something that features at the top of the design checklist for Catherine Gaisenband, managing director of France-based business aviation consultancy Aviacare. She believes a company's brand should always be at the heart of any design to provide continuous marketing that is recognizable. She suggests always including a visible logo at the FBO entrance, using the same branded umbrellas, the same pictures and the same brochures in each location to ensure continuity.

"The brand is very important because it reflects the image of the company," she adds. "If you have a brand that is not clean and clear, then it will not represent the company well. The brand must correspond to the service the company provides. It must be at the origin of the design that you create. You have to use the colors of the brand, the inspiration behind it, before you start the decoration. I always tell my clients, 'Don't create a design if you don't like your brand.' First make your brand and then make your design."



Design trends

According to Guy Matheson, associate director of architecture and design company SHH, and Catherine Gaisenband, managing director of consultancy Aviacare, there are five main design trends being seen at FBO facilities:

- Natural materials – timber, stone and metals are preferred over synthetics and composites
- Neutral decor – the base of the design should be light, for example white or pale grey, to encourage a relaxing atmosphere
- Splash of color – some FBOs opt for an intense injection of a strong shade to break up the neutral walls
- Lighting – energy-efficient light fittings and LEDs are common
- Minimalist – sparse furniture in pale shades is the choice of many FBOs

Getting it right

Aside from strong branding, what are the other essential ingredients to ensuring a successful FBO design? "Absolute comfort, excellent service and the right layout are integral," says Gaisenband. "You should build an FBO that is tailored to the person – you can design the best building in the world, but if it doesn't accommodate passengers' needs, it won't work."

Having the right skills and expertise are also important: "Sometimes a large commercial

airport will decide to build an FBO and will use architects who specialize in big airport terminals. They are not suitable for building an FBO – you have to have the right professionals involved who know how to create these facilities, otherwise you will have problems," Gaisenband asserts.

The layout of the terminal is important to its success. Passengers entering the FBO should instinctively know where to find customs, security, the restrooms, crew facilities and so on. And the

right staff makes a difference: "If you have the most fantastic design but no good staff you will have no clients," Gaisenband says.

Once passengers have entered the building and completed the necessary legal formalities, they need a space in which they can relax or work. Despite most passengers not remaining in the FBO for long periods of time, there may be occasions when the aircraft is delayed, so providing a comfortable atmosphere in terms of facilities and decor is important. "The design must inspire relaxation because sometimes the people arriving have come from an important meeting and are tired. Having nice furnishings – comfortable sofas, nice TVs, a suitable workstation – all add to the atmosphere of the facility," explains Gaisenband. "The building should also offer discretion for clients. The rooms should be separated from each other to create different atmospheres and sometimes you have two or three big companies arriving on the same day and they don't want to listen to what each other is saying."

"Passengers arrive in luxury limousines and are rushed through to board their state-of-the-art private jets – yet the lounge facility linking the two doesn't match expectations"

Guy Matheson, associate director, SHH





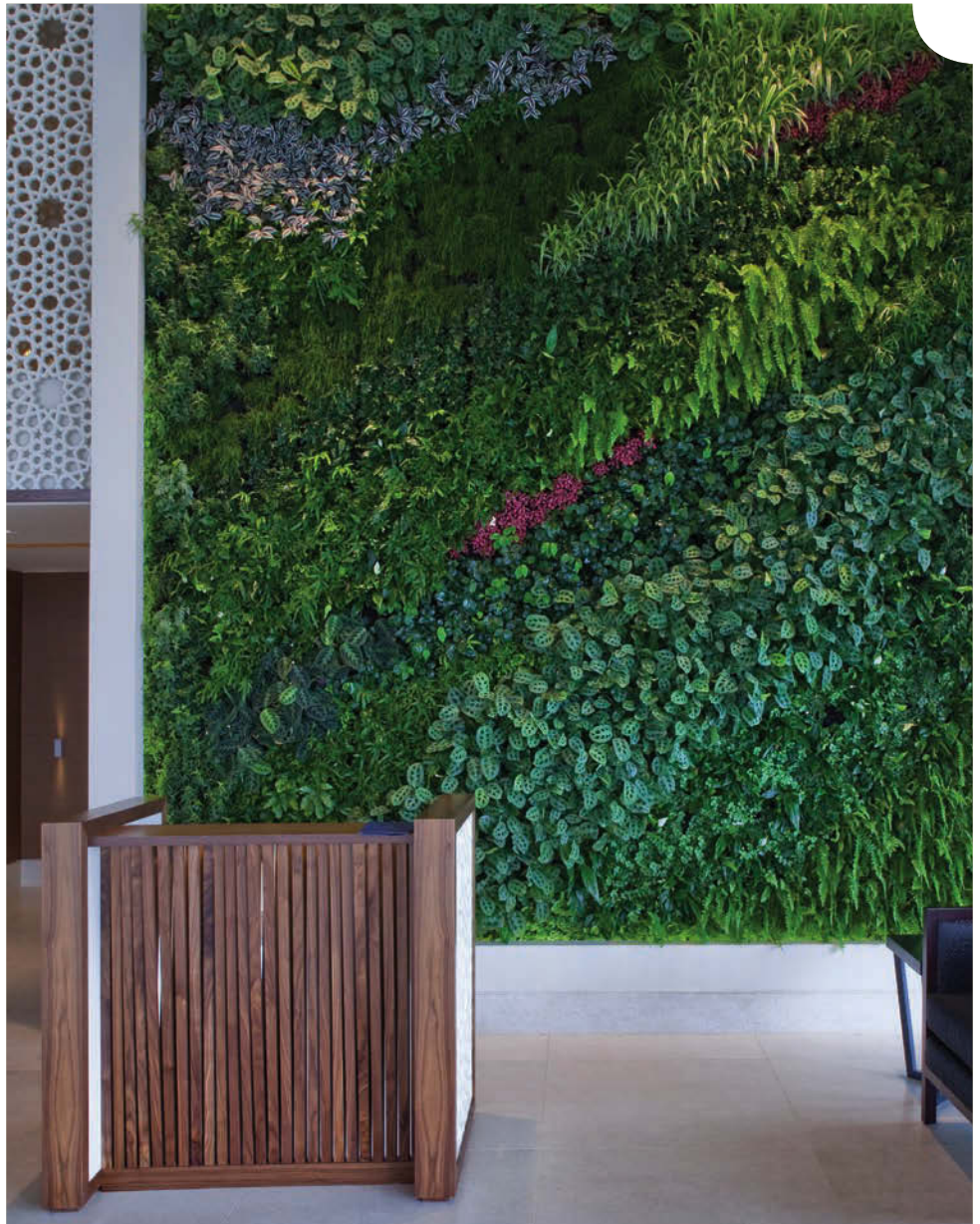
Above: **Neutral colors and energy efficient lighting are common trends in FBO design**
 Right: **Rizon Jet's Biggin Hill facility incorporates common British plants to create a sense of place**

Sense of place

In addition to passenger comfort, it is important to give customers a sense of the country in which they are arriving, says SHH's Matheson, who led the design project at Rizon Jet's Biggin Hill facility in the UK. "We strongly believe that all interior environments should link to and reflect their context, so that, in the instance of Biggin Hill for example, passengers have a proper sense of arrival and location," he explains. The company achieved this by using rich, warm colors and tactile materials typical of British interior design, as well as common plants in the green wall in reception. The staff at the facility are also typically British – the doormen wear top hats and tails, the concierge and catering services are traditional and the lounge's limousine service includes a classic Rolls-Royce.

Matheson continues, "We also wanted to create spaces that were fit for purpose – for hosting a meeting with a tailor from Savile Row, for example, or a visit from a personal hairdresser or beautician. Elements that belonged to the Middle Eastern company's brand language, such as classically Arabic star patterning, were retained but given site-specific interpretations, while overall the feeling was warmer and cozier to reflect the colder climate. Doha [Rizon Jet's Qatar-based facility designed by ArtLine R+M Associates] had lots of water elements to create a feeling of coolness in a hot climate, which wouldn't have been at all appropriate for a winter's day in the UK."

Aviacare's Gaisenband agrees: "The base of the design should be the same as it is important



Comfortable furniture is important to create a relaxing environment for passengers and crew

for the client to recognize when they enter the FBO that they are with the same company. But each location should also have personal details adapted to the country. For instance, if we were to design a facility in Russia, I would use something very typical from that country, but in Africa I would use African decoration. The design should follow the same base line, but it is very important for the brand to introduce characteristics of the specific country."

Parting advice

So with the right team on board, a strong brand design, a suitable color scheme picked out and comfortable furniture on order, what else should FBOs consider before embarking on a new design? "The main thing they should be thinking about is listening to their clients – both passengers and crews – because they are the best people to advise on what they want. An FBO should take maybe three, four, five months to think about the project, speak with the crews and listen to clients, because they will be able to tell you exactly what they are expecting and will inform your decisions," Gaisenband explains. <



"You should build an FBO that is tailored to the person – you can design the best building in the world but if it doesn't accommodate passengers' needs it won't work"

Catherine Gaisenband, managing director, Aviacare



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P-RNAV is increasingly important in the world of commercial aviation, but how will it affect flight operations when it becomes a requirement in general aviation?

Words | **Saul Wordsworth**



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Right: **Business jets flying to all major European airports will need to be P-RNAV compliant by 2020**

Below: **Amsterdam Airport Schiphol became the first airport to insist upon compliance in November 2012**

Europe's airspace infrastructure is currently predicated on 'conventional' navigation, using ground-based beacons. This system has been in place for decades and does not take advantage of the modern satellite navigational capabilities with which most commercial aircraft are already equipped. It is therefore relatively inefficient, both operationally and environmentally. P-RNAV (precision area navigation) is a standard in aircraft navigation that, despite being available for over 10 years, is only now being adopted by major airports. Amsterdam Airport Schiphol became the first to insist upon P-RNAV compliance for visiting operations in November 2012, with much of the rest of Europe following in its footsteps.

"P-RNAV, also known as RNAV1 outside Europe, is a capability that uses the aircraft's flight management system (FMS) to fly routes with an accuracy of one mile or better," says Andy Shand, general manager for customer affairs at NATS, a global leader in air traffic control. "In practice this is a minimum standard and the aircraft actually fly very much more accurately than that. The advantages of using P-RNAV over conventional procedures is that routes can be designed to fly an optimum trajectory for fuel burn, noise and ATC capacity and safety, without being constrained by the position of ground-based navigation aids. P-RNAV is one of a number of standards that are globally referenced by ICAO as performance-based navigation (PBN)."

By the end of the decade, all major European airports will insist upon P-RNAV compliance.



Photo: Oxford Airport



© Amsterdam Airport Schiphol

Under the CAA Future Airspace Strategy, it is planned that P-RNAV will be mandated in parts of UK airspace and beyond from 2017. Flights that are not equipped may be limited in where they can operate and the routes they can fly.

"This is a European initiative that streamlines and drives efficiency in European skies," says Tom Denton, head of corporate responsibility at Gatwick Airport, which has been involved in a P-RNAV pilot program for the past seven years. "It's all driven by FAST – future airspace strategy. The key to delivery is P-RNAV compliance."

Why P-RNAV?

The introduction of P-RNAV will enable European aviation to reap the benefits of the latest technologies using PBN. A system using PBN standards allows more flexible positioning

"With the full implementation of P-RNAV, we forecast total fuel savings of between 10,000 and 20,000 metric tons per annum"

Tom Denton, head of corporate responsibility, Gatwick Airport

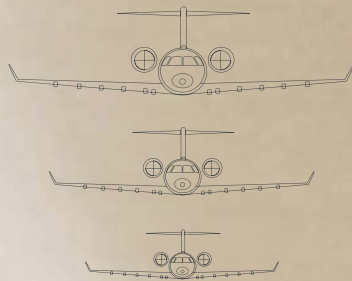


P-RNAV: the facts

P-RNAV is a European designation and stands for Precision aRea NAVigation. There is a required track keeping capability of +/- 1nm for 95% of the flight time – otherwise known as RNP1. P-RNAV authorization is required in order to carry out P-RNAV standard instrument departures (SIDs) and standard terminal arrival routes (STARs), and offers the ability to use RNAV functionality in all phases of flight except final approach and missed approach. This often means shorter, more direct routes. Certain airfields, notably Amsterdam, insist upon P-RNAV approval. If you are a private operator, P-RNAV approval is a fairly simple process, although the same does not apply to an AOC operation. Approval must be sought from your national aviation authority and may be time consuming.

The aircraft flight manual must include a statement saying that the aircraft is capable of achieving P-RNAV. Working equipment required is usually one GPS (global positioning system), or one VOR/DME (VHF omnidirectional range/distance measuring equipment); one IRS (inertial reference system); and one FMC/FMS (flight management computer/flight management system). The minimum equipment list must be adjusted to take into account any failures that may affect RNAV1 capability. Ground school initial and recurrent training, as well as two approaches within six months to maintain recency, are required. These are normally done in a simulator as part of the LPC/OPC recurrent.

P-RNAV is an EASA requirement, tied to required navigation performance (RNP). The USA is going down the RNP path exclusively. This mandates certain types of equipment for different levels of service. For instance, RNP 0.1 approaches require an aircraft appropriately equipped and operationally qualified to fly. In the USA, this is not being done on a terminal airspace by terminal airspace level, but on a national airspace level.



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“A lot of operators in GA who fly older jets or turbo props do have a problem. Their equipment will need upgrading because they are using non-WASS-approved GPS”

Julian Telling, owner, Centreline Air Charter

of routes and enables aircraft to fly them more accurately. This helps improve operational performance in terms of safety and capacity, and also offers environmental benefits. The environmental advantages of route flexibility include noise management by positioning some routes away from population centers or other sensitive areas, and more scope to minimize fuel burn and CO₂ emissions by shortening and/or raising flight paths.

“Fuel savings are very specific to each airport and putting a number on this is difficult,” says Denton. “However, with the full implementation of P-RNAV across arrivals and departures as part of our London Airspace Change consultation, we forecast total fuel savings of between 10,000 and 20,000 metric tons per annum. This equates to approximate maximum savings of 70,000 metric tons of CO₂. P-RNAV will definitely save fuel for all operators.”

P-RNAV will also improve resilience by enabling a quicker recovery from events that close runways and generate delays, such as bad weather and general emergencies.

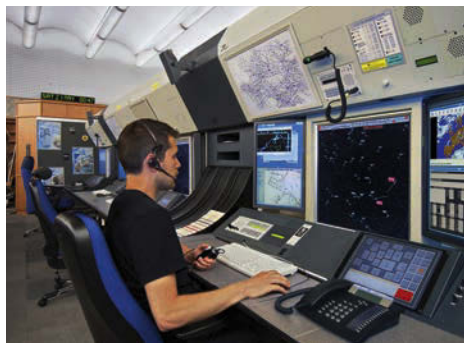
Impact on GA

“In theory, it should improve flexibility and speed, but it is a significant cost to training and compliance to gear up for,” says Dustin Dryden, CEO for Hangar 8, one of the UK’s leading business jet operators that has been P-RNAV compliant since September last year. “P-RNAV is something we generally come across at busy international airports.”

It is true that business jets tend to fly into smaller, more local and convenient airports to avoid the delays inherent with large international hubs. However, with the move by all airports toward the embracing of P-RNAV, what will be the impact on smaller operators who do not have the requisite hardware and software?

Above: **London Gatwick predicts annual savings of 70,000 metric tons of CO₂ with P-RNAV**

Below: **Flying more precise routes optimizes fuel burn, noise and air traffic control capacity and safety**



“Becoming P-RNAV compliant took a lot of time to implement due to the number of crew that needed training”

Pascal Lhoest, director of flight operations, NetJets Europe



“In many cases, aircraft are already capable as P-RNAV is quite a low-end standard,” explains Shand (see *P-RNAV: the facts* on page 35).

“Or there may be a simple software/hardware upgrade to the aircraft to enable the navigation systems to use P-RNAV, which depends on the size, type and age of the aircraft.”

“A lot of operators in GA who fly older jets or turbo props do have a problem,” says Julian Telling, owner of Centreline Air Charter, one of the first operators in the UK to become P-RNAV certified. “Their equipment will need upgrading because they are using non-WASS-approved [wide area augmentation system] GPS. It isn’t just a case of ‘we have the aircraft approved, we can now fly P-RNAV’. Once the craft is approvable – and it may be brand new – you still have to comply with all national authority requirements including a lot of paperwork. Realistically, any IFR GPS can fly to P-RNAV accuracy, but without approval this is not an option.”

Since most modern jets have the technical wherewithal, a lot of compliance comes down to staff training, time and administration. As Pascal Lhoest, director of flight operations for NetJets Europe, observes, “Becoming P-RNAV compliant here at NetJets took a lot of time to implement due to the number of crew that needed training.”

Centreline’s Telling, himself a pilot, will take his fellow pilots out one at a time. As stipulated by the CAA, they have to fly two P-RNAV approaches and departures for P-RNAV compliance. But before that, they must sit in on a little ground school.

“We use computer-based training,” says Telling. “After that, it is a couple of hours with a theoretical knowledge instructor, then they fly with me. They learn how you set instrumentation so it’s got the accuracy. It’s called a ‘Rain Check’ – making sure you’ve got enough satellites. If I am flying Bristol to Malaga, I need to know there are enough satellites to pick up to give me



Photo: Twin Design / Shutterstock.com.jpg

the accuracy to fly the P-RNAV approach. The computers do it for you automatically; you've just got to know how to check it. You can try to do it on real flights, but it doesn't always work that way. For instance, you can't do two departures out of Amsterdam on one flight. Assuming your plane has the equipment then the primary cost is time. It took us nine months to get everything together."

When Hangar 8 sought to become P-RNAV compliant, its aircraft required no software or hardware updates. The training cost approximately £1,000 (US\$1,668) per pilot for the initial ground theory training, followed by an estimated £500 (US\$834) per pilot for the add-on simulator flight training. The CAA gives this particular approval out for free but there is a high backlog of operators trying to gain approval so, in the case of the UK at least, you can expect a month's delay after submitting your application.

"The cost of the application depends on who you get to do it," says Dryden of Hangar 8. "I estimate it took me a full two weeks to gather all the information, re-write manuals and minimum equipment lists, plus all the administration involved with approvals. You would probably be looking at a minimum of £15,000 (US\$25,025) to get an external agency to do that sort of work for you."

Above: **Without P-RNAV compliance, operators will be restricted by which airports they can fly into**
 Below: **Navigation equipment upgrades could cost business jet owners US\$25,000**



"In theory, P-RNAV should improve flexibility and speed, but it is a significant cost to training and compliance to gear up for"

Dustin Dryden, CEO, Hangar 8




Who's next?

"Commercial airlines are keen to embrace P-RNAV because their routes are more predictable," comments Gatwick's Denton. "In time, the GA community will embrace it too."

Heathrow has decided that, by the end of next year, all operators must be P-RNAV compliant, thereby following Schiphol's lead. Procedures are already in place in Germany and Spain, and widespread across the USA. Meanwhile, some airports, including Gatwick, will allow both – in other words, continue to enable operators to call for a standard instrument departure route should they wish.

The fact is, however, that many European airports are shaping up to change, but this is in a piecemeal fashion and no schedule exists of who will be stipulating P-RNAV compliance next. As the European Aviation Safety Agency (EASA) website remarks: "P-RNAV is currently being introduced (while no ECAC-wide mandate for the carriage of P-RNAV is foreseen, some states may require P-RNAV certification for IFR operations in notified terminal airspace)." In short, it's up to the member state and airport management, and all an operator can do is monitor notifications for airspaces/airports they frequent.

So what is the penalty for not being P-RNAV compliant? "The penalty is that you can't go there," says Telling. "If you phone up a lot of smaller GA operators and ask for a quote for a job to Amsterdam, they will tell you they can't do it. If you go to Amsterdam and get ramp checked and don't have approval, you will be in all sorts of trouble. There is no way around it. My advice to someone without P-RNAV is apply for it now because you are going to need it. The floodgates will soon open because airports will realize they can save money on controllers. The operator is the one to suffer." 

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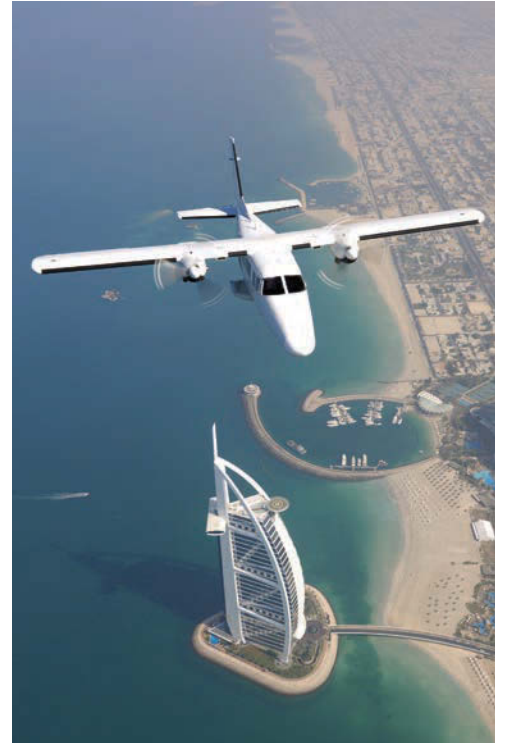


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Picture perfect



There are many challenges to photographing aircraft, both on the ground and in the air. Photographers must contend with poor weather, air traffic control regulations and coordinating several aircraft in flight. But if they get these things right, the results can be outstanding. Here, four leading aviation photographers share their experiences in the field and their tips for getting the best shots

Words | **Hazel King**





Photographer:
Mark Wagner



Location: London, UK

Mark Wagner has over 25 years of professional experience in air and ground photography. His fascination with aircraft began as a young child, turning into a hobby in his teens when he photographed planes and sold the pictures to magazines. He has worked as a photographer for a major travel company and as a picture researcher in Bristol, UK, with Aussie Brown – a former BA BAC 1-11 pilot and photographer. “I am self-taught in photography but have had some formal training as an instrument-rated pilot,” Wagner says. “In 1989, I became chief photographer of *Flight International* and during my 19 years there I had shot about five or six aviation coffee table books, so was starting to feel established. I then became chief photographer for www.aviation-images.com, a company that markets images and photographic services for myself and others.”

According to Wagner, organization is key to a successful photoshoot and it is important to think of all the things that might go wrong in advance and “have a solution up your sleeve”. He adds, “That’s in addition to being able to visualize what the client is telling you they want. Some clients leave it all up to the photographer and others like to be very involved at the shoot – in the end, it’s a chemistry thing as to what works best as sometimes a cascade of ideas is great and at others it can be over complicated, so the photographer has to pick the ideas they think sound most effective.”

With so many years’ experience, Wagner has faced some challenging situations during his career. “Among my most challenging shoots I would list an air-to-air sortie with two DC-3s flying in formation through a winter warm front of drizzle in the UK Midlands, where the formation broke while in and out of cloud at

Five golden rules

1. Listen to the client.
2. Interpret what the client wants and draw up a workable plan.
3. Watch the weather forecast well in advance for the planned location as well as alternative areas.
4. Make sure all the crew is briefed and kit is working and serviced.
5. Make the subject look fantastic.



Favorite photograph

“This is one of my favorite shots: Concorde over Heathrow on a balmy summer afternoon in the 1990s. It’s a favorite because it makes me feel good and brings back great memories. For me it has a very calm feel, which contrasts massively with the actual noise of the aircraft.”

dusk; an unauthorized shoot in Communist Czechoslovakia in 1987 at a military airbase where I was arrested but then escaped; and an aerial helicopter formation shoot in Singapore where we were only allowed to fly up to a maximum of 200ft above sea level and then I was banned from leaving the country until I had submitted 700 paper prints (one of each frame shot) to the Ministry of Defence, which took two days. I have also been detained by the US immigration authorities while shooting in St Croix, US Virgin Islands, and in August 1991, I was shooting at airports around Moscow, against the will of the KGB, when the attempted 1991 coup d’état started to kick off.”

Some of Wagners favorite places to work include California, Dubai and Spain for weather

reasons, while Redhill and Biggin Hill airports are among his preferred locations in the UK. “I love to work with the sun low in the sky, at dusk or night, as long as it’s relevant for the feel and atmosphere of the image needed,” he explains.

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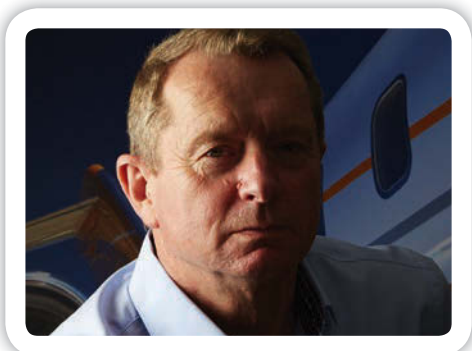


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Photographer:
Paul Cordwell



Location: Wiltshire, UK

Paul Cordwell began his photography career in the 1970s with his photographic degree show at Harrow school. He has a fascination for military aircraft, particularly those from World War I and II, and describes walking and researching redundant airfields filled with history as a fantastic and rewarding experience.

According to Cordwell, the first and biggest hurdle of any photo shoot is the weather, and the UK Met Office is his first port of call. "If you get the weather right, the rest is simple," he explains. In addition to poor weather, lack of time and pressure from clients can create a challenging work environment but the trick is to always remain cool and calm.

Cordwell has a hard time deciding on his favorite shoot. "It is always good working with the sun around somewhere, but there can't be a favorite shoot. I am too emotionally attached to all of them. Although I did work in Tahiti a while ago, and that was spectacular," he comments. Some of his favorite locations include the Nordic countries and Switzerland owing to their "fabulous backgrounds", although he has high praise for the Rizon Jet facility at London Biggin

Favorite photograph

"I've chosen 'Mickey Mouse', a Gulfstream G550, because it really shouldn't have happened – I was contending with torn ankle ligaments, it was the end of an 18-hour day, the kit was all wrong, I was nearly out of disk space, the location was compromised, the client was AWOL, I thought the light had long gone, and all the batteries were flat. How wrong, how beautiful, how lucky. Processing the raw file reduced me to tears."

Hill: "The location, the light and the people are nothing short of brilliant," he adds.

Cordwell is also indecisive when it comes to the best aircraft to photograph. "Some have more harmony than others, but without exception they all inspire and motivate," he explains. "I really like the Bombardier Challenger 300, and with a favorable lottery ticket that's what I'd buy, but the lines on a Gulfstream G550 are so disarmingly beautiful. However, I would just melt at the possibility of shooting a Grumman Albatross turboprop. Please!"

Five golden rules

1. Think about the light – it is everything. Where is it coming from and going to?
2. Make sure you have permissions and access to clean aircraft and locations.
3. Choose the right lens, no distortion. Different aircraft all require specific focal length lenses.
4. Always use a tripod and add supplemental lighting.
5. Be patient and prepared to move quickly.



Photographer:
Jessica Ambats



Location: Santa Monica, California, USA

An experienced pilot and air-to-air photographer, Jessica Ambats' first introduction to aviation photography was through the International Society for Aviation Photography. She has also worked for various aviation magazines and is currently editor of *Plane & Pilot* magazine.

When talking about planning a photo shoot, Ambats explains that understanding the location is the most important factor. "I'll study the background and the best light angles at the chosen location, and plan a general route based on that. On the day of the shoot, we'll have a briefing session to discuss all the specifics. Topics include take-off/landing procedures, frequencies, altitudes, airspeeds, photo maneuvers and emergency procedures. I'll explain the shots I'd

like to get and review my positioning terminology. Being a pilot myself is helpful when planning the shoot logistics," she says.

As might be expected, air-to-air photography presents a number of challenges, not least because the photographer has to coordinate several aircraft flying simultaneously. "One of my more complicated shoots was of four privately owned Citation Mustang jets and a P-51 Mustang warbird over New York City," explains Ambats. "There were six airplanes in total, including the photoshop I was in, flying over the Hudson River, orbiting above the Statue of Liberty and other landmarks. The shoot required a lot of advance coordination with ATC, the pilots and aircraft owners. In the air I was responsible for directing all the airplanes and lining them up with the backdrop to make my compositions."

As a US-based photographer, unsurprisingly some of Ambats' favorite photoshoot locations are in that country, including the rugged deserts of Arizona and Utah as well as the iconic skylines of New York City and San Francisco. "Outside the USA, a few favorite locations include the Alps, the Andes and the turquoise waters of the Bahamas," she adds. And her favorite aircraft to photograph? Ambats struggles to pick one, citing the challenge of shooting dissimilar aircraft, such as a business jet and an aerobatic aircraft, as one of the most enjoyable parts of her job. "You have to contend with different airspeeds, maneuverability, fuel limitations and more. The end result is an unusual and dynamic image."

Five golden rules

1. **Safety.** It's very important to work with highly experienced formation pilots.
2. **Preparation.** Plan the shoot on the ground beforehand and visualize the compositions you want to create. In the air, think several steps ahead.
3. **Lighting.** Shoot during the 'magic hour' at sunrise or sunset when the sun is low and the light is golden.
4. **Teamwork.** The photographer directs the shoot, but the pilots make all the difference in getting a great photograph.
5. **Stay as still as possible** when taking a photo, especially when shooting at slower shutter speeds.

Favorite photograph

"One of my favorite photos is of a Falcon 2000 and an L-39 Albatros over the Golden Gate Bridge. In the Bay Area the weather can change fast and is often hit or miss. On that day there was a marine layer, but it was low enough for the bridge towers to stick out through the top of the fog. The L-39 was flown by Adam Grosser and Paul Strickland, a former Thunderbirds F-16 pilot. The Falcon was flown by Alan Rockey and Randy Howell. I was shooting from an A36 Bonanza flown by owner Kevin Crozier and safety pilot Cory Lovell."





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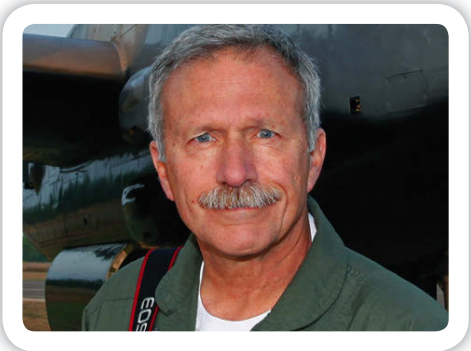
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Photographer:
Paul Bowen



Location: Wichita, Kansas, USA

Paul Bowen has been based in Wichita since 1972, and, as the city is home to Beechcraft, Cessna and Learjet, he says it was inevitable he'd see an airplane through his lens eventually. For him, understanding the location and timeframe are the starting points for a successful shoot, followed by discussing the goals with the art director, client or airplane owners and pilots. "When you're on location, prior to the shoot, there is always an extensive briefing stating what is desired artistically and how that can be achieved safely," he adds.

With more than 30 years' experience in the field, Bowen has learned the importance of flying with formation experienced and qualified pilots. "In the early part of my career, I flew with some

unqualified pilots. Now, I insist on flying with formation-qualified pilots. For example, I may consider myself a pretty good driver, but I couldn't get into a Formula 1 car and expect to compete successfully or safely because I don't have the training or experience. The same thing applies to great pilots. Most have spent their flying careers staying away from other airplanes while flying. They can't expect to come to a photo shoot and either be successful or safe without having had the proper training and experience," Bowen explains.

His favorite photoshoot was one that took him to Hong Kong, Sydney, Honolulu and San Francisco, shooting from a Piper Seneca and a Piper Navajo, both with the doors removed, as well as a World War II B-25 Mitchell Bomber, taking pictures from the open tail. As for his favorite location, Bowen believes California is tough to beat. "There is such a variety of backgrounds relatively close together and the weather is usually good. I especially love shooting around the Santa Barbara Channel Islands, north of Los Angeles. Another great area to shoot around is the Lake Powell and Monument Valley red-rock region in Arizona and Utah in the western USA. A beautiful mountain area is in the Jackson, Wyoming, area near Yellowstone National Park," he explains.

And his favorite aircraft to photograph? "I don't have a favorite aircraft to shoot, but I've always liked the design elements of the old Learjet 35 with the tip tanks. I also love the World War II P-38 Lightning and the P-51 Mustang." <

Favorite photograph

"The Learjet over Lake Powell, Utah, USA, captures what I hope to achieve when shooting air-to-air. I want people to look at my images and think, "Wow, I wish I was there right now". The shot was taken after sunset from the open tail gunner's position of a World War II B-25 Mitchell bomber while flying about 200 miles per hour in formation. I tilted the camera to add a diagonal design element which helps with the feeling of speed and motion. The final touch was to have the pilots turn on the tail light and for me to use on-camera fill-flash to help separate the nose from the darker water below. The lighting balance and design of the background make this one of my favorite images."

Five golden rules

1. Always fly with formation-experienced and qualified pilots.
2. Shoot first and last light.
3. Avoid shooting through windows.
4. Prepare your gear and mental attitude.
5. Always refer to number 1.

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The UK government launched the General Aviation Red Tape Challenge in a bid to reduce bureaucracy in the industry. More than 50 recommendations have now been submitted to cut red tape – how will these affect the business aviation sector?

Words | **Hazel King**

In 2005, the general aviation (GA) sector in the UK was valued at £1.4bn (US\$2.3bn). In 2008, business aviation (a highly valuable sector of GA) alone generated £2bn (US\$3.3bn) gross value added in the UK and was responsible for 50,000 jobs. And with 95% of the 20,000 civilian aircraft registered in the UK belonging to GA, the importance of this sector for the UK economy is obvious.

Despite serving different markets, GA has been subjected to the same rules and regulations as commercial air transport, adding complex bureaucracy to operations. In a bid to reduce red tape, the UK government and the CAA launched the GA Red Tape Challenge (RTC) in April 2013 to look at ways to deregulate or minimize legislation to boost growth. The RTC sought to gain feedback from the industry on eight broad topics: common themes and the CAA; general aviation pilots; general aviation airfields; maintenance; airspace management; training and instruction; historic aircraft; and innovation and other.

The RTC ran for five weeks until May 16, 2013, and a total of 330 substantive comments were received via the website and email inbox. “We have had more responses to this Red Tape Challenge than any other across government so it is clearly something that is of great importance to the aviation industry,” comments the UK’s aviation minister, Robert Goodwill. Following analysis, 287 items were submitted for review.

The major outcome from the RTC was the launch of a new GA Unit at the CAA on April 1, 2014. According to the CAA, it will be dedicated to effective and proportionate regulation that supports and encourages a dynamic GA sector.

Of the 20,000 civilian aircraft registered in the UK, 95% are engaged in GA activity

The unit will cover the oversight of non-complex aircraft, broadly non-commercial operations, and associated infrastructure and activities. In addition to this unit, an independent panel will run for six months to advise on the development and delivery of the CAA’s GA program (see *The GA Challenge Panel* on page 35). A detailed delivery plan will be announced in April 2014, outlining which regulations are to be abolished or simplified and when this will be achieved.

Minister without portfolio Grant Shapps, who is a keen aviator and was involved in the development of the RTC, explains, “The Red Tape Challenge on general aviation has acted as a catalyst to make sure that we minimize regulatory burdens on GA in this country. Robert Goodwill and I are committed to making the UK the best country in the world for general aviation, and the RTC process and Challenge Panel are key to ensuring that the right steps are being taken toward this goal.”

“The Red Tape Challenge on general aviation has acted as a catalyst to make sure that we minimize regulatory burdens on GA in this country”

Grant Shapps, minister without portfolio

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Lessons learned

Despite the GA RTC focusing solely on leisure and recreational operations, there are a number of benefits for the rest of the aviation sector. "With the introduction of the RTC and the development of the GA Unit, the CAA has undertaken a substantial organizational, structural, process and cultural change, which is not something that would have happened without the RTC," explains Marc Bailey, CEO of the British Business and General Aviation Association (BBGA).

As part of this culture change, the CAA is moving from an oversight approach based largely on compliance, toward one based around safety performance. "The GA RTC has given my colleagues and I at the CAA a powerful reminder that we need to inject more pace into how we introduce a more proportionate and risk-based regulatory regime for the UK GA sector," explains Andrew Haines, chief executive of the CAA. It is hoped this approach will enhance transparency in the GA sector and allow it to take on more responsibilities for ensuring safety.

Despite having to meet the same requirements as most AOC operators, the business aviation industry could benefit from the level of self-regulation being applied to the GA sector. "When you look closely at business aviation organizations, they're actually driven by a very tight team of senior executives and there are not the same multiple levels of management as with a large scheduled airliner such as Virgin or British Airways," says Bailey. "Therefore the degree of control, manuals and processes you need is reduced. What we need is a proportionate approach to what is required in the business aviation sector – the regulations don't necessarily need to change, but the way we choose to implement them does."

According to Bailey, the formation of the independent GA Unit will also require a new way of thinking about entities, how they work and how they are funded. "It should be proportionate and structured in such a way that it's appropriate for those organizations and people using the facilities.



The GA Red Tape Challenge received 330 substantive comments



The GA Challenge Panel

Established by government ministers in November 2013, the General Aviation Challenge Panel is wholly independent of government or the regulator. It aims to provide a 'critical friend' function to the CAA and indirectly to the European Aviation Safety Agency (EASA), and is tasked with delivering two reports: an interim report by the end of January 2014, and a final report at the end of April.

The panel – which comprises Laurie Price (chair), Julian Scarfe, Pete Stratten, Amanda Campbell, Chris Thomas and Ed Bellamy – has eight main functions:

- To test and critique the CAA's program for GA reform;
- To identify projects it considers to have the potential to promote growth and innovation in the GA sector;
- To challenge the CAA to be transparent and innovative in its approach to GA regulation;
- To consider whether there are opportunities for further reducing the regulatory burden on the GA sector originating from domestic regulation, the EU, or enforcement of regulations;
- To support a new myth-busting process explaining clearly where there are misunderstandings about the CAA's role regarding the regulation of GA;
- To consider measures of success for the GA program; for example, UK aircraft owners can transfer to a foreign register – usually the USA 'N' register. A potential measure of success could be to incentivize owners back to the UK register;
- To support and challenge the CAA to deliver genuine culture change in the approach to GA regulation so that its approach is to support and educate, rather than to regulate and police; and
- To advise on communication between the CAA and the GA sector.

The panel submitted 53 recommendations in its January 2014 interim report, which can be found at www.gov.uk/government/publications/general-aviation-challenge-panel-interim-report.

"We need a proportionate approach to what is required in the business aviation sector – the regulations don't need to change but the way we implement them does"

Marc Bailey, CEO of the British Business and General Aviation Association



"As soon as the different groups involved in the GA Unit – such as the gliding association – start to get accreditations, it shows that entities can work and are good, and we can look to roll that out for members of the business aviation community as well. So I think the RTC sets the right tone," he explains.

RTC recommendations

In January 2014, the Challenge Panel submitted its interim report, which included 53 recommendations for improving the GA sector in the UK. Top of the list was 'Regular economic research should be conducted into the value of GA to the UK economy'. This recommendation

was met with approval from many in the industry, not least because the figures quoted at the beginning of this article, dating back to 2005 and 2008, are the most recent to be released on this matter.

"I think the Challenge Panel's first recommendation is of considerable value and it's not coincidental that it is sitting at the top," comments Bailey. "We need to look at the value of that market overall and at the value of GA in its segments (leisure and recreational, business aviation, etc), and not just the direct and indirect, but also what it's inducing into the UK in terms of inward investment. I don't believe that has been done properly yet."

Another recommendation of the panel was the continued identification and elimination of regulatory 'gold plating' by the CAA. Gold plating is when a ruling body introduces a regulation following an EU directive (a legal obligation in the UK) but then introduces extra legislation to implement and enforce EU regulations, placing additional burdens on businesses and potentially putting them at a disadvantage to their European competitors.

With the CAA's move from a compliance to a risk-based oversight, it is looking to move away from this gold plating and, according to the Challenge Panel, those responsible for drafting policy and implementing rules should understand the principles behind this initiative. "The environment is right to continue to push and challenge that compliance-focused approach," adds Bailey.

Growth through training

A further recommendation of the Challenge Panel was for the CAA to consider opportunities for GA to contribute to economic growth. One suggestion has been to improve training programs to make the UK a preferred destination for training for international participants. In business aviation, the BBGA is one step ahead. It is currently working with the Department for Transport (DfT) and the CAA to develop a series of apprenticeships for aviation services, from operational and light aircraft in clubs, to scheduled operators. "We're trying to get

apprenticeships in place that not only Virgin and British Airways or Rolls-Royce and British Aerospace latch on to, but that small and medium enterprises (SMEs) can use too," explains Bailey.

"We've started with the more traditional apprenticeships – such as maintenance engineering and airworthiness engineering – but at the end we want to create qualifications that are recognized by everybody and could be delivered by a center of excellence, rather than SMEs having to set up their own individual apprenticeship schemes. The idea is that a region, such as the Southwest, would have one center of excellence that can be used by multiple organizations to meet the capacity needs and keep the apprenticeships running."

The BBGA is also looking to create the same opportunities for ground and flight operations staff, and hopes to eventually draw people back into the UK for pilot training. "I see this as a really

"I think the Challenge Panel's first recommendation is of considerable value and it's not coincidental that it is sitting at the top"

Marc Bailey, CEO of the British Business and General Aviation Association



96% of city pairs served by business aviation have no scheduled airline service



positive angle for us to actually build and grow on. We've got DfT support and this is feeding into the RTC, so we're getting it said in a number of environments, which is positive," Bailey adds.

The apprenticeship initiatives discussed by Bailey form part of the government's Trailblazer program, which gives employers the opportunity to lead the development of new apprenticeship standards and the assessment approaches involved. The government aims to reform all apprenticeship programs by 2018.

Final word

The GA RTC enabled the industry to start a dialog, both within the community and with the government and regulator, on how to improve this vital contributor to the UK economy. It is hoped that the final report for the Challenge Panel will ignite great change in the sector, and inspire conversation on regulation reform for other parts of the aviation industry. "I see that by getting clarity of the leisure and recreation sector, it enables us to focus on what we need to do for the business aviation sector. The GA RTC is a definite advantage for the business aviation industry; it is a good stepping stone for future developments," Bailey concludes. <



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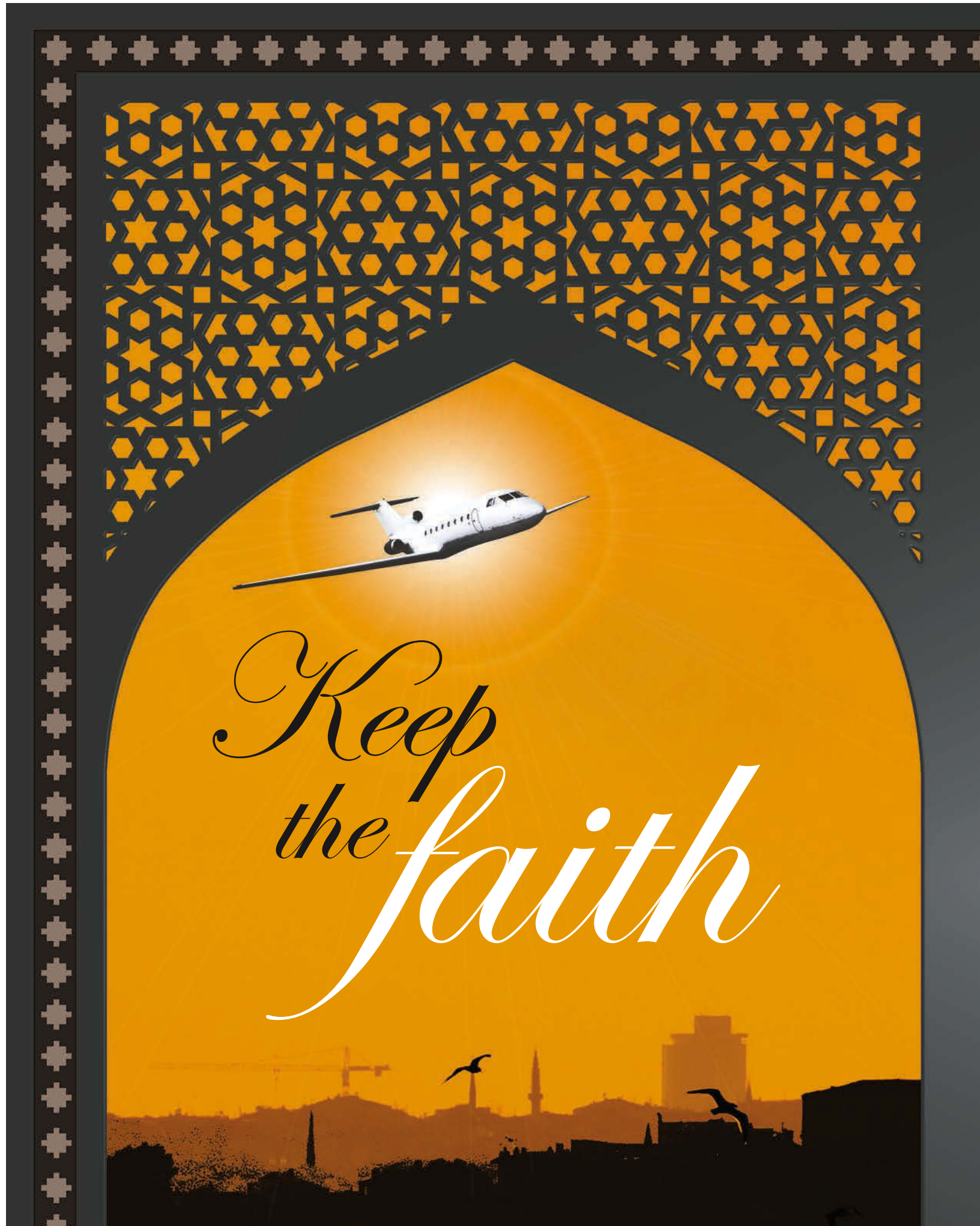
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*Keep
the faith*

Millions of people travel for religious purposes every year, especially in the Middle East. *Business Airport International* investigates the potential market for business aviation operators

Words | **Keith Mwanalushi**

Religion-based travel is on the increase globally, but still represents only a small proportion of overall business travel; however, emerging trends in the Middle East are creating a niche market for global private aviation operators.

UNESCO estimates that there are about 600 million national and international religious and spiritual voyages in the world. Religious tourism – or faith tourism, as it's often called – is the term used when people travel individually or in groups for pilgrimage, missionary or fellowship purposes.

In the USA, the Christian Camp & Conference Association states that more than eight million people are involved in its activities, including more than 120,000 churches with considerable international travel between them. North American religious tourists contribute an estimated US\$10bn, according to estimates.

There are also many locations throughout Europe, Africa, Central and South America (such as Italy, Ethiopia and Mexico) that are regarded as holy sites by various groups of Christians. Similarly, Buddhists, Hindus and believers in other faiths often embark on brief pilgrimages to holy sites in India or other parts of Asia. A recent UNESCO study shows that the Asia-Pacific region is considered the world's religious core with the greatest number of pilgrims and travelers for religious events.

Middle East market

The most famous holy cities are Mecca in Saudi Arabia, Karbala in Iraq, Jerusalem in Israel and Varanasi in India. The world's largest form of mass religious tourism takes place in the Middle East at the annual Hajj pilgrimage in Mecca. In 2012,

religious travel earned Mecca about US\$16.5bn from the annual pilgrimage rituals of Hajj and Umrah, a 10% increase on the previous year.

The religious tourism market in the Middle East, powered by Saudi Arabia as the leading location, rose 14% year-on-year from 2012 to 2013, according to the World Tourism Organization (WTO). Ali Al Naqbi, founding chairman of the Middle East Business Aviation Association (MEBAA), says religious tourism is an important segment of the travel market in this region and also the most resilient due to the fact that it is rarely affected by economic influences.

Tourism receipts for Hajj and Umrah currently account for around 3% of GDP, according to tourism officials in Saudi Arabia. "The potential for sustaining and improving this 14% growth rate is immense considering that more than three billion people encompassing three major religious faiths of the world population trace their religious roots to this region," Al Naqbi says.

So what does all this mean for the business aviation industry? Faisal G Kayal, head of Saudi Arabia-based luxury charter firm Saudia Private Aviation (SPA), says Middle East charter demand had grown steadily, exceeding the worldwide industry figure. The company recently celebrated the soft launch of its new FBO in Jeddah, a facility he says will be fully operational in early 2014.

At Sharjah-based Gama Aviation, Oliver Hewson, commercial manager for the MENA region, says religious tourism has a direct impact on private aviation. "Many of the charter and private flights to and from Jeddah and Medina in Saudi Arabia are related to religious visits and these cities are among the most popular destinations in the Middle East for business jets."

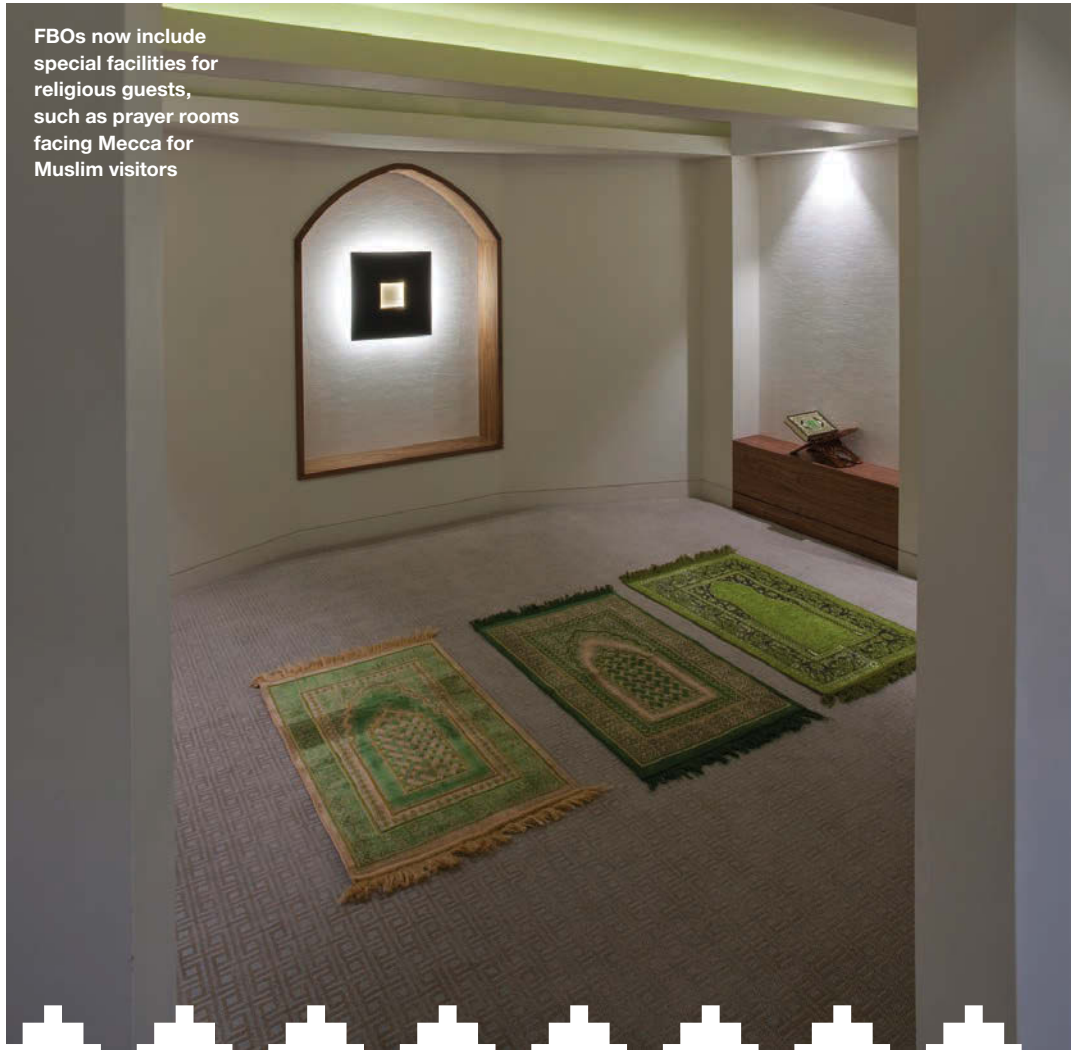
Hewson notes that typically, flight departments and FBOs in the region are busy either side of the holy month of Ramadan, and quiet during the festival, when people tend to minimize their travel itineraries. "Through our executive handling facility in Sharjah International Airport, we tend to see an increase in VIP movements during Hajj and Islamic holidays," he says.

"We have prayer rooms, ablution facilities, separate lounges for males/females, and Halal catering, all on-site. There is obviously also a range of catering for our vegetarian Hindu passengers. There are also female immigration/customs staff available on request for screening female passengers, although this is rarely required," Hewson adds.

Jeddah and Medina are the busiest religious destinations in the Middle East, and Hewson says their location encourages growth in business jet charter, private flight operations and FBO movements in the region. "During Eid al-Fitr [Feast of Breaking the Fast] and Eid al-Adha [Feast of the Sacrifice], the large Gulf Cooperation Council (GCC) families come together in celebration, so we see a lot of traffic in and out of Sharjah, and even between the Emirates."

Emerging trends

Although airlines and other organized tour operators corner the bulk of the market, MEBAA's Ali Naqbi believes there is a niche market in this

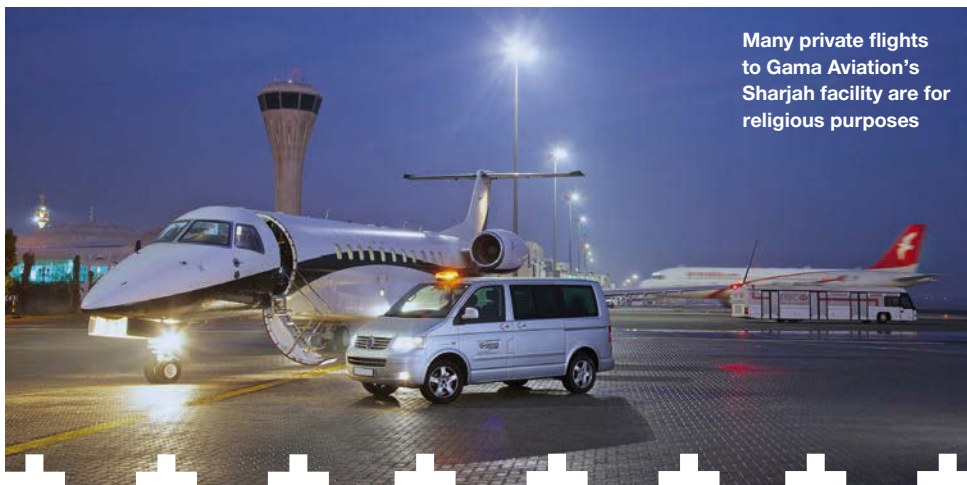


FBOs now include special facilities for religious guests, such as prayer rooms facing Mecca for Muslim visitors



"More than three billion people encompassing three major religious faiths of the world population trace their religious roots to the Middle East"

Ali Al Naqbi, founding chairman, MEBAA



Many private flights to Gama Aviation's Sharjah facility are for religious purposes

Top tips for FBOs/charter companies operating during religious festivals

- There should be adequate cultural awareness training for staff members.
- Pre-plan as much as possible. For FBOs, this involves asking the operators for as much information as possible about the trip and the passengers.
- Ensure timeliness with minimum airport transit time. FBOs should be familiar with the challenges of using congested airports and have the resources to handle any unplanned delays with poise and promptness.
- Ensure that your service providers operate to the same high standards that you do.
- Mark religious days on your calendar and set reminders prior to the event.
- Consider back-up or contingency options in the event of a change to the passenger profile.
- The crew must be aware of all passenger dietary requirements, how to communicate them to the caterer, how to ensure that the requirements have been met, and what to do if they can't be met.
- Advise international passengers of the intricacies of the region/festival as part of the service.

Information provided by Gama Aviation, MEBA and Roger Leemann, Air Culinaire Worldwide senior VP of culinary operations



segment that is well catered for by private aviation with two emerging trends. "Firstly, there exists an upper-middle-class group comprising trained professionals, successful entrepreneurs and family owned entities with substantial as well as rising disposable income for such discretionary spending," he points out.

In fact, according to the latest Global Wealth Report from Credit Suisse, last year the average wealth per adult of countries within the region, such as Qatar, UAE and Saudi Arabia, has risen by 2%, 4% and 0.7% respectively compared with 2012. This number is expanding with increased economic activity in the region, especially from the growing service sector and non-oil related industrial sector.

"This group, especially belonging to the region, has strong cultural and religious roots nurtured at family level. Their valuation of privacy and penchant to travel with their close families in comfort and luxury to such religious and cultural destinations has fueled the growth of business aviation in the big jet family, such as BBJs and ACJs with custom-made interiors. This is evident due to the highest number of BBJ/ACJ's operated in the region to date, of which I believe a large portion is dedicated to religious tours as well as business activity," Al Naqbi explains.

A second segment that Al Naqbi has observed are those who visit major commercial and business centers in the region as part of their business interests, but would like to take a short tour to such religious locations. "This may not be as a traditional pilgrimage, but to relate with the roots of their religious faith and identity. This number is mainly from people outside this region and is bound to grow in line with the growth prospects of major economies of the region."

Special considerations

Business operators and FBOs must prepare for unique or special considerations with customers during religious festivals, as Hewson from Gama explains: "During flights to the Mecca region (Jeddah and Medina), our flight crew are briefed to advise pilgrims when they are approaching the Miqat, so that they can then change into Ihram clothing." (Miqat are the five stations at which pilgrims on the Hajj put on Ihram, the garment of the pilgrims.)

Hewson adds, "Our cabin services team are also careful to check with clients prior to any trips during Ramadan if catering is required. At our Sharjah FBO, our handling coordinators are trained to be culturally and religiously aware, and we make an effort to ask our female coordinators to manage flights involving ladies, as long as we have been notified of the passenger profiles by the operator beforehand."

Hewson notes that occasionally, when there are groups of women on board an aircraft, it is necessary not to permit any male handling staff members to board the aircraft.

Religious catering

"Luckily, in the GCC region we have no issues obtaining Halal catering; however, this can be a challenge in other regions," says Hewson.

Roger Leemann, Air Culinaire Worldwide's senior VP of culinary operations in Tampa, Florida, USA, says that business aviation catering has evolved into more than just making sure there are food and beverages on board the aircraft. "We have evolved to a more specialized industry that is tailored to the individual needs of the passenger. It is important to keep in mind various religious catering considerations, including Kosher, Halal and Mormon, as well as assorted limitations due to specific vegetarian diets," Leemann stresses.

Managing various inflight dietary requirements is a complex management process, but Leemann believes the most important ingredient to a successful catering request is time. "Depending upon the kitchen, it may be well accustomed to a certain dietary request because they do it repeatedly. In other kitchens, while the resources are available, they haven't been utilized to the same degree and it simply takes longer to communicate the needs of specific requests."

Growth potential

In terms of growth in the sector of religious travel, Al Naqbi points out that Islamic pilgrims are drawn from a population of over one billion people spread all over the world. "When compared to the numbers undertaking such pilgrimages to Saudi Arabia, you can see the potential for growth. During such peak seasons, tour operators work to fixed schedules and there tends to be congestion at airport terminals, airspace and runways, choking the aviation infrastructure to its limits," Al Naqbi says.

As outlined by UNESCO, the MENA region has over 40 world heritage centers and, although a number of the well-known destinations are suitably catered for by the industry, there are many other destinations of religious significance that a sizeable number of people visit.

"I truly believe that this is an untapped market that operators and FBOs can look to capitalize on, but they need to be wary of the intricacies of the region," Al Naqbi cautions. "Regional differences do exist in the practices of various faiths and respecting these variations, and educating the visitors to the traditions of these religious locations, should form an integral part of the services offered along with transportation." <



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Vital statistics

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Fuel: ASA (main provider) & several authorized resellers

Aircraft restrictions: None

In safe hands

Operators flying to Mexico need reliable and well-informed ground handling and flight support staff to ensure they meet the government's new regulations

In accordance with Article 46 of the Law of Immigration of Mexico, on December 31, 2013 the National Immigration Institute (INM) began the enforcement of a request for APIS (Advance Passenger Information System) submission to all aircraft coming in and out of Mexico. This new requirement applies to all types of operations (national and international, FAR Part 91, 135, 121, etc). Not complying with the APIS will result in a penalty up to US\$5,000.

Manny Aviation Services, based at Toluca International Airport in central Mexico, is working with operators to transmit the APIS information on their behalf.

Dispatch Office Authorization

In addition to providing the APIS service, Manny Aviation Services has also received the Dispatch Office Authorization (DOA) certificate from the Mexican Civil Aviation Authority that will strengthen its daily operations.

"We worked for two years to receive the DOA, which was issued on January 13 and came into effect on February 7 this year," says Manuel Romero-Vargas, Manny's managing director. "It will bring more strength to our third-party services, not only at our headquarters in Toluca, but for all our customers operating throughout Mexico. As a ground handling coordination company that focuses on international operations, the DOA is a tremendous achievement for us and brings a lot of additional value to our services. We can coordinate and supervise the dispatch of any



Top: Operators are guaranteed reliable in-flight catering from Manny's Catering

Above: Stacy Stewart brings great experience to the company as sales and marketing manager

kind of aircraft, but having this authorization will put us in a better position to serve our customers."

Catering facilities

A further string to Manny Aviation Services' bow is its catering sister company – Manny's Catering (www.mannyscatering.com) – which has been in operation for 10 years at Toluca International Airport. The company provides in-flight catering services available 24/7, plus the coordination of in-flight catering to business aircraft operators flying to Mexico. "We have been building a reliable catering network so that operators have one source for safe and reliable catering," Romero-Vargas comments.

New addition

As Manny Aviation Services continues to grow and strengthen its service portfolio, the company has employed a new member of staff to oversee its developments. Stacy Stewart has over 20 years' experience in the business aviation industry, previously working for Rockwell Collins Air Routing, and has joined Manny as sales and marketing manager. "We are very happy, proud and honored to welcome Stacy to our team. She will bring a lot of value and experience to Manny Aviation Services," concludes Romero-Vargas. <

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Flying to France has never been easier, thanks to a ground operations service provider with 10 years' experience in the field

In 2004, Karim Berrandou, an aircraft operations professional, decided to create a service that would facilitate the management of business aviation companies' ground-handling operations. This was no small matter – relieving operators of much of their operational demands and guaranteeing optimal service to meet the expectations of their high-end clientele. And so, the aptly named G-OPS came into being – the G representing both Ground operations and the company's Global reach.

Complete service

Business aviation represents 95% of G-OPS' business and it strives to guarantee the best service adapted to the specific features of the sector. Professionalism, flexibility and efficiency are the keywords for this team of experts, and this year the company is celebrating its 10th anniversary.

With its main base equidistant from Paris-Charles de Gaulle and Paris-Le Bourget,

Europe's premier business airport, G-OPS is right at the heart of the French market, offering close proximity and a quick response. In addition, the company operates in all French airports, with supervisors in busy airports such as Côte d'Azur and Rhône-Alpes.

G-OPS chooses its partners after a detailed audit and calls on them according to the specifics of each mission.

On arrival and departure, passengers enjoy a high standard of service, and the ground-handling companies offering luxury lounges are carefully selected. G-OPS organizes multilingual chauffeurs with vehicles from the best limousine companies, guaranteeing a safe and pleasant journey. Choice and reservation of hotels for the crew is also managed by G-OPS according to each client's criteria.

During the flight, passengers can enjoy the finest French cuisine from handpicked caterers, and even the most demanding requests can be

satisfied. Refueling is also organized by G-OPS in order to ensure the best cost control – rates are checked daily by the company's fuel department.

All the services relating to the flight are checked by a dedicated team, who make it a point of honor to meet all requests, from the most urgent to the most unusual.

More than a mere service provider, G-OPS is an airline's partner, a genuine member of its team, looking after its interests and acting as a representative to its passengers.

"The client company controlling the flight setup and onboard service now has an intermediary at airports to ensure continuity of service during passenger handling, which enables it to upgrade the quality of its services. G-OPS' main prerogative is to look after its clients' interests," assures CEO Berrandou.

Customer loyalty is the best indication of service quality. Most of these clients cooperate exclusively in all the fields covered by G-OPS,

Below: **G-OPS provides support to French airports any time of day or night**

Below left: **The team at G-OPS headquarters at Charles de Gaulle Airport**



which can adapt to the most demanding of clients, with round-the-clock availability seven days a week. On average, between 10 and 15 flights all over France are being assisted by G-OPS every day.

One point of contact

The operating staff have all the skills required for handling flights and they provide overall management and coordinate services to ensure smooth operations. Before and after the flight, G-OPS is the interface for all those involved, as well as for the airport authorities and the relevant State agencies.

Before the flight, G-OPS is responsible for preparing assistance. This includes authorizations



Karim Berrandou, founder and CEO of G-OPS

and implementing required services (aircraft and passenger assistance, submitting flight plans, weather, onboard catering, hotel reservation for crew and customers, etc). Everything is taken care of thoroughly with a quick and personalized response. The operations control center has extensive knowledge of the standards and procedures for French airports, allowing for swift optimal management of flight handling. A precise overview of handling is drawn up and distributed to all stakeholders, who will then have all the information at their fingertips.

"Flight supervision is a complex task, given the number of parameters that need managing simultaneously. On the day, our operations closely follow each step of service implementation. Our clients value the time we save them – one point of contact for the whole of France and commercial presence on flights. Our knowledge in the field and 24-hour adaptability truly represent our added value," says Leila Medjahed, G-OPS operations manager.

After the flight, if required, a report is sent to the airline and G-OPS considers the crew's, operator's and its partners' comments. In short, a flight managed from start to finish by G-OPS guarantees optimal quality and peace of mind.

Expansion plan

In 2014, G-OPS celebrates its 10 years in business. Over the years, it has built up a loyal

Vital statistics

Location: 30+ airports in France

Operating hours: 24 hours

Services: Include ground handling, VIP lounge facilities, catering, fuel arrangements, limousine, crew accommodation, crew transfers and aircraft cleaning



Leila Medjahed, G-OPS operations manager

client base and has provided consistent high-quality service.

Today, G-OPS is very buoyant and is turning toward the European market. "This 10th anniversary demonstrates G-OPS' stability and experience. It is with great satisfaction and excitement that we use this symbolic year to take to the skies beyond France and offer our services throughout Europe. Through this expansion, we are responding positively to our clients' requests; we will offer them our support based on the same standards and our proven expertise. We are constantly striving to improve and to offer a more comprehensive range of services with the aim of gradually opening representative offices in specific European capitals," says Berrandou.

G-OPS already supervises private operators' flights in European countries, such as Switzerland, the UK, Germany, Belgium and the Netherlands. G-OPS keeps a close eye on the European markets for business aviation, some of which are still emerging, in order to explore opportunities for growth. With its success in France, G-OPS is providing a logical follow-up to its venture and truly spreading its wings! ✈

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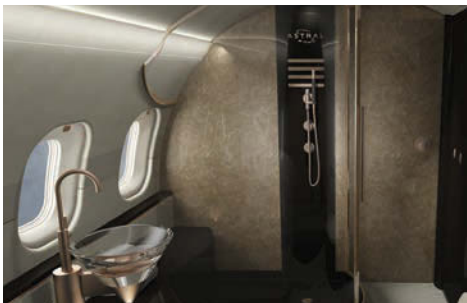


Flight couture

A new Swiss partnership is delivering an innovative long-range business jet design concept

Luxury and functionality go hand in hand in a new collaboration between two Swiss aviation companies. Aiming to dispel conventional notions of air travel, RUAG Aviation and YASAVA have come together to deliver a new concept of flight couture, via the innovative ASTRAL Design for long-range business jets.

The prime distinguishing feature of the ASTRAL Design is that it provides owners and passengers of large-cabin business jets with an unparalleled level of inflight comfort to the same degree as they would enjoy at home or aboard their yacht. Developed by YASAVA using intelligent ergonomics and sociocultural design parameters, this innovative cabin concept introduces a range of unique features, not least of which is a fully redesigned lavatory containing a full-sized shower.

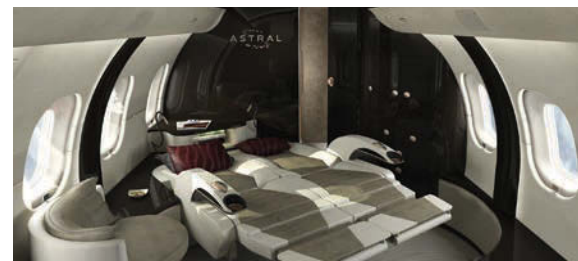


The ASTRAL Design concept includes a full-sized shower for added convenience

The redesigned lavatory is accessible via a dedicated VIP zone, itself unique in that it encompasses a convertible day lounge that can transform into a private bedroom with a double bed. Four 16g, electrically articulating and swivelling Aiana seats – controlled with a wireless device – are also present in the VIP area, each converting into a fully flat 2m-long bed at the touch of a button.

With its reputation for reliability and precision, RUAG Aviation is responsible for the installation and integration of the ASTRAL cabin. Specializing in state-of-the-art VIP cabin completion, refurbishment and modification, the company carries out the ASTRAL upgrade at its facility in Munich-Oberpfaffenhofen, Germany.

One of the advantages RUAG Aviation provides is its one-stop-shop offering. In addition to its portfolio of interior solutions – which include the integration of multimedia in-flight entertainment, passenger comfort and communication systems – the company provides an extensive range of other support solutions. Thus, owners and operators wishing to install the ASTRAL cabin in their business jets are able to combine the downtime with services ranging from maintenance, repair and overhaul through to premium painting. As Michael Sattler, vice president of business aviation at RUAG Aviation explains, “A reliable and luxurious aircraft is important to our customers, but so is



The Aiana seating range promises corporate jet users unprecedented comfort, efficiency and versatility

the aircraft’s availability. By combining several activities into a single downtime, we are able to maximize this availability.”

Every effort has been made to introduce functional luxury into all aspects of this interior design. Even cuisine is addressed, and conventional pre-prepared aircraft meals are made a thing of the past as a result of the ASTRAL Design – a specially designed galley enables the safe and practical preparation of gourmet cuisine by an onboard chef. Support staff, such as security and administrative personnel, can also be accommodated with ASTRAL’s optional staff cabin.

The ASTRAL Design is compatible with long-range large-cabin business jets such as the Dassault Falcon 7X, the Embraer Lineage 1000 and Bombardier Globals, and represents a paradigm shift in cabin comfort. It’s one that, according to Christopher Mbanefo, CEO of YASAVA, fully reflects the lifestyle and needs of business jet owners and passengers. <

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RUAG AVIATION

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KLM Jet Center

JetSupport
AMSTERDAM

SUMMUM
THE PRIVATE JET LOUNGE

KLM Jet Center has been the FBO of choice for corporate and private aviation since 1985. We pride ourselves in providing a discreet, fast and reliable handling service with the minimum of fuss and the minimum of formalities. With our committed and highly trained staff, we cover every aspect of professional aviation services, from slot requests to catering, and from limo services to aircraft towing.

And should you require something special, that is not yet part of our standard service, just remember our motto - consider it done!

Experience JetSupport and you experience a company that has a well-earned reputation for excellence in the safe, efficient and reliable maintenance of aircraft. We have been providing flexible and transparent technical services and support solutions since 2001, with your aircraft availability being our top priority. It's effectively a five-star hotel service for your aircraft, with accommodation, service and maintenance all emanating from our Schiphol East base.

Privacy is guaranteed whenever you reserve the Summum Private Jet Lounge for your meeting, presentation or training workshop. With catering provided by the double-Michelin starred Bokkedoorns restaurant, it is easy to combine this with lunch, dinner or a cocktail party. The quality and style of menu on offer will certainly meet your expectations. Up to 100 guests can enjoy hospitality provided by our highly trained hosts and hostesses. The entire range of Executive and Lounge Boardrooms and Lounge facilities are fully available for your exclusive use, including the indoor Cigar Room, where smoking is permitted.



Home on time

Passengers at Amsterdam Airport Schiphol can enjoy a first-class meal and luxury business facilities in the general aviation terminal while their aircraft is being cleaned, serviced and prepared for an on-time departure



KLM Jet Center, JetSupport and Summum Lounge provide everything passengers and crew need for a relaxing flight

Vital statistics

Location: Amsterdam, Netherlands

Operating hours: 24 hours

Runway length: 12,467ft

Fuel: Dedicated refueling service

Efficiency is the key to the collaborative service offered by KLM Jet Center, JetSupport and Summum Lounge at Amsterdam Airport Schiphol. From the moment you arrive at the general aviation terminal, they jointly cater to your every need.

KLM Jet Center, JetSupport and Summum Lounge are three independent companies, each with its own individual specialty and expertise. Together they boast more than 65 years of experience in flight operations, technical proficiency and hospitality, at the highest level. And the combination of these specialties brings you a fast, professional, efficient service across the widest range of utilities. All this can be found under one roof at Amsterdam Airport Schiphol.

Teamwork

“Between arrival and departure we take responsibility for passengers, crew and aircraft,” says Edwin Niemöller, FBO director of KLM Jet Center. “Our staff are well trained and highly experienced, and we guarantee they’ll carry out their duties safely and efficiently.”

The KLM service package – including operational support, refueling, de-icing and VIP transfers to connecting flights from the Schiphol hub – provides the wide range of services it takes to support today’s business aviation market. “All aspects of professional aircraft handling are in safe hands, and if there is anything that we are unable to deliver ourselves, we’ll organize it,” explains Niemöller.

Apart from taking care of the aircraft, the availability of technical support is vital. For many years, JetSupport has offered high-quality technical service and maintenance, aiming to provide the service that the aircraft would receive had it checked into an aircraft hotel. “We are a certified aircraft maintenance company, specializing in tailor-made maintenance services for business aviation,” declares Koen Evers of JetSupport, one of the premium business aviation maintenance organizations in Europe. “The availability of your aircraft is our priority,

with the focus on flexibility of service, and with no compromise on safety.”

Inside the general aviation terminal, where both JetSupport and KLM Jet Center operate, is the magnificent Summum Lounge – a unique location offering an impressive view of the runways of Amsterdam Airport Schiphol. Within a minute of stepping from your airplane, you’ll find yourself in the luxurious and tranquil surroundings of the Summum Lounge, where a world of hospitality awaits. “Privacy is our forte,” comments Pascal Beeren of Summum Lounge. “When you hire the lounge, it is always for your exclusive use. Our executive boardrooms, together with our lounge and cigar room, offer every possibility for meetings, presentations and private dinners.” In addition, all meetings can be catered for, with private lunches and dinners provided by De Bokkedoorns, a restaurant that has been the proud recipient of two Michelin stars for the past 24 years.

Unique location

Passengers make use of a private airplane because they require privacy and efficiency. Every minute saved can translate into profit – literally and figuratively. Combining services under one roof makes it possible to conduct business without the need to travel any further. KLM Jet Center, JetSupport and Summum offer a product whereby passengers can step from their airplane right into their chair at the meeting table. Meanwhile, the aircraft undergoes a technical check, is cleaned and made ready for departure, while the crew is provided with all the information necessary for the return flight. Such a comprehensive service at such a large airport is offered nowhere else in Europe. All this is available very close to the heart of Amsterdam, bringing the attractions of one of the world’s most interesting historic cities close to hand.

Together, KLM Jet Center, JetSupport and Summum Lounge offer a one-stop shop combining operational excellence with the finest in customer experience. ✈

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KLM JET CENTER

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New arrival



Mixing traditional customer service values with innovative ideas and state-of-the-art facilities, Stockholm's latest FBO will not disappoint passengers and crew

Having established itself as one of the premier handling agents for corporate, non-scheduled flights, ASE Handling is starting a new chapter of a story that began as a small family-owned business but has evolved into a multistation, full-service FBO.

Since its conception in 2006 ASE Handling has experienced steady growth in business and has expanded to new airports. Most recently, the company opened the doors of its latest FBO at Stockholm Bromma Airport.

The newly opened FBO builds on the already established ASE brand, which has serviced its clients with timely, professional and friendly turnarounds at Copenhagen, Stockholm Arlanda, and Gothenburg Landvetter airports over the years. But in a never-ending quest for new ways to service clients, ASE has introduced concepts that go above and beyond the established paradigm of private jet handling – concepts that help send passengers and crews away with a smile.

VIP experience

As an example, ASE Handling at Stockholm Bromma offers a valet service where the client drives right up to their aircraft door and can leave their vehicle in the care of the FBO, who can have it fueled, cleaned and washed ready for the returning passenger.

Specific to ASE's Bromma station is the very convenient inclusion of base and line maintenance, repair and overhaul (EASA Part-145) via its partner Bromma Air Maintenance. In addition to the regular overhaul of airframes and engines, in-house part and avionic shops, sheet metal work, licensed welding, paint shop and NDT are also offered. In other words, technical services can be provided from tip to tail. Fully licensed servicing for most Beechcraft and Cessna aircraft as well as a long list of other common aircraft types can be provided. The ability to provide a handling/maintenance package puts ASE right at the cutting edge.



ASE also offers catering prepared to order by a dedicated professional chef, delivered right to the aircraft door – a service for which the company has won high acclaim from its passengers and crews over the years. While waiting for passengers, crews can relax in ASE's lounges – all decorated in crisp Scandinavian design and offering free soft drinks, as well as coffee, and fresh fruit. Also on offer are free wi-fi and dedicated pilot stations where flight plans can be printed and necessary discussions held between crew, operator and passengers. Crew can also kill time using the FBO's lounge



Vital statistics

Locations: Sweden and Denmark

FBOs: Stockholm Bromma; Gothenburg Landvetter; Stockholm Arlanda; and Copenhagen Kastrup

FBO operating hours: Bromma – Mon-Thu 6:00am-midnight, Fri 6:00am-10:00pm, Sat 9:00am-7:00pm, Sun 11:00am-10:00pm; Landvetter, Arlanda and Kastrup – 7:00am-11:00pm (24 hour on request)

Runway length: Bromma – 5,427ft; Landvetter – 10,832ft; Arlanda – 10,830ft; Kastrup – 10,305ft

Fuel: Avgas and Jet A1



Above: The new facility at Stockholm Bromma opened in early 2014, incorporating a FBO, hangar and BAM Part 145 maintenance services

Left: ASE Handling provided handling and logistic support during US President Barack Obama's recent visit to Sweden

facilities, including large-screen TVs, Netflix and gaming consoles.

Tailored services

Exploring new avenues of service concepts has been a prime focus for ASE Handling in the face of increasing competition in the private jet handling business. But for a company that handles aircraft from single-engine props up to Airbus 340 in size, it's the ability to offer services tailored to the task at hand and adapt with little or no notice that matters most. ASE believes that mastering the basics is what enables it to provide all the extras seamlessly and effortlessly, providing a smooth and uneventful experience for crew and passengers alike.

The company has recently handled flights as diverse as President Obama's visit to Stockholm Arlanda in Air Force One, Real Madrid's football team at Copenhagen Kastrup, as well as special culinary events in Copenhagen and the Soccer

World Cup 2014 Tour at Stockholm Arlanda, to mention but a few. All of this is in addition to the steady stream of military training flights, celebrity and rock star charters, and the daily corporate traffic in and out of the company's four stations.

As the global markets have steadily improved, so has the increase in non-scheduled private jet traffic, and ASE Handling has been able to capitalize on the steady increase in business. However, the company remains dedicated to adapting to changing markets and never losing focus on the needs of its clients.

Discount scheme

ASE Handling rewards clients who regularly use its FBO services. The company offers discounted handling rates up to 25%, included discounted or free 24-hour aircraft parking, complementary services and a one-stop invoice solution that combines all services on 21-day payment terms. <



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ASE HANDLING

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Vital statistics	
Location:	St Thomas, USVI, Caribbean
Operating hours:	24 hours with notice
Runway length:	7,400ft
Fuel costs:	Contract fuel available

Caribbean experience

Visitors to St Thomas can enjoy first-class services and luxurious surroundings, whether traveling by private jet or yacht

For the well-traveled elite, St Thomas, US Virgin Islands, is the gateway to the Caribbean experience. This stunning island boasts one of the most beautiful harbors in the Caribbean and the entrance to one of the finest sailing and motor yachting arenas in the world. Long considered to be a necessary stop for all true yachtsmen, this port marks the beginning of all 'down island' destinations and adventures.

Jets and yachts

Once a jet touches down at St Thomas Jet Center at Cyril E King Airport in beautiful St Thomas, guests will typically be greeted by hands-on owners Michael and Susan Hancock. Their exceptional service, commitment to the industry and comprehensive business has raised the bar for all FBO services in the Caribbean.

Today's world-class Caribbean experience begins in St Thomas while boarding your motor or sailing yacht just minutes from the airport. Private jets, mega-yachts, discount fuels and on-demand, on-site air charter service mean that St Thomas is regularly chosen as the beginning and conclusion of many island dreams.

Marine fuel with jet standards

The Hancocks, who say they are always innovative and interested in a seamless experience for their customers, have expanded into the marine fuel business by adding another

service company – Tri Island Energy. This means that they fuel not only their customers' jets, but also their yachts. By contacting Tri Island Energy, customers now receive the same high-quality professional and friendly service for their yachts as they get at the airport. When purchasing marine fuel in St Thomas, the yacht captain receives a substantial discount plus the comfort of knowing that all fuel meets USA/EPA standards – a point critical to ensuring safety and minimum equipment maintenance in the Caribbean waters.

Island air charter

The island lifestyle includes 'island hopping', the term locals use when traveling throughout the Caribbean by air. If travel by sea is not required there is simply no easier way to enjoy the culture, shopping, sea sports and beauty of the islands and countries in the area than quickly, efficiently and safely flying from one island to the next.

Capitol Air, a premier and locally based air charter business, operates an interactive website that enables customers to browse for and reserve flights. This professional charter company services 30 Caribbean destinations in any of three aircraft that hold up to eight passengers. Additionally, it is certified for service into the elite and much-desired destination of the French island of St Barthélemy and the British Virgin Islands' Virgin Gorda.



Above: Tri Island Energy provides fueling on demand throughout the island

Shopping in St Martin, easy transport from a major airport to a smaller destination, day trips to remote Anegada, quick transport of flowers to a yacht, flightseeing or a last-minute rush to Antigua for a European flight connection are all part of a typical business day for Capitol Air.

FAA-certified Capitol Air is well known in the area and operates from the air-conditioned comfort of the St Thomas Jet Center facility when departing from St Thomas.

www.triislandenergy.com
www.Capitol-Air.com

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ST THOMAS JET CENTER

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St. Thomas Jet Center— your exclusive FBO,
 nestled in the U.S. Virgin Islands—

A true escape.



Welcome to St. Thomas Jet Center in St. Thomas, US Virgin Islands. Our turquoise waters, warming sun, and enchanting retreats beckon you. This is paradise on earth. St. Thomas and St. Thomas Jet Center is a haven for pilots and yachtsmen.

We provide the most professional transfer between yacht and jet. Quick turn-arounds, rental cars, free wireless internet service and our comfortable lounge area await you and your passengers.

Visit the premier FBO in the US Virgin Islands. Please contact us to set up the details of your next visit.

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 St. Thomas, USVI
 877.894.1810 | 340.777.9177
 ARINC 129.65
customerservice@sttjetcenter.com
www.sttjetcenter.com




- Charter available on-site
- 32 Caribbean destinations including St. Barths
www.capitol-air.com
- Rental cars on-site
- Jet A, 100LL, Prist
- On-site maintenance available
- Full handling services
- Customs pre-clearance assistance
- Corporate hangar/Airport office space
- Conference Room/Pilot lounge
- Catering and hotel arrangements
- WiFi





Maine attraction

A safe, efficient and cost-effective fueling service is attracting aircraft of all shapes and sizes to Maine's leading airport

 A US\$2.50 per gallon saving in aviation fuel costs would be enough to persuade most operators to reconsider their refueling strategy, especially when that equates to a US\$100,000 reduction per load, as is the case with the Antonov An-225, which typically requires a 40,000-gallon top-up whenever it lands at Bangor International Airport, Maine (BGR).

Add that cost-saving potential to a faster turnaround time; a quality assurance regime that makes for cleaner, drier, more serviceable fuel; and its position as the closest US port of entry from Europe – just 3,123 miles (5,026km) from London – and you begin to see why BGR's fuel farm is so popular with its customers.

Gil Merchant is the man responsible for managing the fuel farm. As BGR's long-standing fuel department supervisor, and having carried out

a similar role in the US Air Force for 14 years prior to that, he knows a thing or two about aviation fuel, not least the importance of storage and handling.

At BGR, all 2.9 million gallons of Jet A is stored in tanks that are above the ground. That, together with its location and the local climate, means that the fuel condenses, resulting in a 'double whammy' for its airline customers, according to Merchant. "Not only are we the cheapest fuel supplier on the east coast, passing on the substantial cost savings we accrue by buying direct from Irving Oil, but our customers are actually getting more fuel per pound for nine months of the year," he claims. "Plus, of course, those prices are what you might call 'rack rate'. Our contract customers do even better than that."

Even the smallest of aircraft stand to make great savings at BGR. A small corporate jet, for

example, might require 2,000 gallons to refuel, representing a potential saving over other east coast airports of up to US\$5,000 per load.

Quality assurance

Not only is there a considerable price advantage at BGR; a strict quality assurance (QA) program at the airport ensures that the fuel performs more efficiently, too.

Bulk supplies are delivered by barge, usually from Canada to Bucksport, Maine, where the airport has a three-million gallon tank that holds only its own fuel. "Importantly our fuel is not mixed with any other supplier's product to avoid contamination," says Merchant. "Stringent checks are made at every stage in compliance with industry specifications and the fuel is filtered before being pumped into the airport tanks."



Above: **Aircraft of all sizes can benefit from cost savings when refueling at BGR**

Right: **Bangor Aviation Services provides aircraft fueling at the gate**



Vital statistics

Location: Maine, USA

Operating hours: 24 hours

Runway length: 11,440ft

Fuel: Self-controlled service supplied by Irving Oil



Equally exhaustive tests are carried out prior to and during delivery to the aircraft. "One member of the fuel farm team does nothing but QA checks, inspecting each piece of equipment at least on a monthly basis and we are also subject to a thorough testing program by each of the airlines, who inspect the bills of lading and certificates of analysis, as well as our QA records, which have to be maintained for a three-year period. They watch us sump the tanks, sump the vehicles, run our own tests, subjecting us to rigorous independent examination," he adds.

So important is this kind of close scrutiny that on those fortunately rare occasions when an incident does occur in the aviation industry, one of the first lines of enquiry is directed at the fuel provider, including rigorous checks on the tankers that deliver it, the tanks themselves, the

pipelines, and so on. "We're fortunate never to have had an incident, and in any case, fuel is not the problem in the overwhelming majority of cases. But we nonetheless take quality extremely seriously," says Merchant.

World-class service

While the price and quality of its fuel rank high among the measures by which BGR wants to be assessed by its customers, Merchant and his team certainly are not content to rest on their collective laurels, doing everything they can to live up to the airport's reputation for never closing. "Because we're owned by the City of Bangor, we tend to attract people who stay in the job. We have a lot of guys with a lot of years, a lot of experience, and a totally dedicated and professional attitude to the job," he says. "We can

turn an aircraft around quicker than any other airport on the east coast, there's no waiting for a gate here, we're on call 24/7 and, unlike some airports that offer a self-service option, here at BGR we're full service in every sense of the word.

"It's this combination of attractive fuel prices and world-class service standards that make BGR the leading airport for 'tech stops' and cargo traffic on America's northeastern seaboard. We're well known for our quick turnaround times, but we also offer other efficiencies, both to corporate and executive jet owners and operators, and to cargo carriers," he adds. ☞

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BANGOR INTERNATIONAL AIRPORT

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Vital statistics

Location: France

Operating hours: Chambéry 7:45am-9:00pm;
Grenoble 7:00am-9:00pm

Runway length: Chambéry 6,627ft;
Grenoble 10,006ft

Fuel supplier: Air BP at both airports

First-class business aviation services are available in the heart of the French Alps

Chambéry Savoie and Grenoble Isère airports are strategically positioned in the Rhône-Alpes region, situated at the heart of the French Alps.

Chambéry Savoie Airport is the closest airport to internationally renowned resorts such as Courchevel, Méribel, Val d'Isère and Megève (15 minutes by helicopter). It is also within easy reach of towns such as Chambéry with its business area; and Aix-les-Bains with its thermal baths and festivals.

Prestigious services

Chambéry Savoie and Grenoble Isère airports offer an exclusive selection of services to meet clients' every requirement, including excellent catering and transfers by limousine. The airports' partners are chosen with the greatest care, ensuring customers' total satisfaction.

Grenoble Isère Airport is also the perfect gateway to many ski resorts, such as Alpe d'Huez, Les Deux Alpes, Tignes and Val d'Isère. It is the ideal point of access to the city of Grenoble and its large business area. The business aviation airport has unique security measures to make trips easier and faster.

Whether traveling by car or helicopter, passengers' final destination will be quickly and easily accessible by Chambéry Savoie or Grenoble Isère airports.

From the moment the aircraft lands to the moment it takes off, the airports' dedicated staff takes over from inflight services to provide passengers with everything they need. The staff takes care of every detail and offers both operators and their clients the best-possible welcome and the highest individual levels of service. Discretion, efficiency and availability are the hallmarks of the airports' savoir-faire. ✈



Handling and services

Chambéry Savoie and Grenoble Isère airports use 'MyHandling' software to manage all handling requests with efficiency. This system permits clients to request all handling and outsourced services via a unique interface, including aircraft handling services, hotel accommodation and catering.

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CHAMBERY SAVOIE &
GRENOBLE ISÈRE AIRPORTS

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Vital statistics

Location: Keflavik and Akureyri, Iceland

Operating hours: 24 hours

Number of runways: Keflavik – four;
Akureyri – one

Fuel: AVGAS 100LL, JP-A1, JP-8



Fresh start

Akureyri International Airport's new FBO is a one-stop shop for private jet passengers visiting Iceland



Southair Iceland has been operating at Keflavik International Airport for more than 40 years, providing first-class customer service 24 hours a day, 365 days a year. The company has now opened a second branch in Iceland at Akureyri International Airport; it has been operational since January 2014.

Akureyri is a town situated in northern Iceland and is the country's second largest urban area after the Greater Reykjavik area. Often nicknamed the Capital of North Iceland, the town is positioned on the west side of the inland end of the Eyjafjörður fjord and offers beautiful surroundings in a relatively warm climate. It is also a popular destination for skiing in the winter, and its location on the coast means it is within easy reach of popular tourist attractions such as Mývatn and Dettifoss.

There is one special sporting event that has become very popular with Icelanders and many tourists – the Arctic Open Golf Championship. It is an international event that is held at Akureyri Golf Club, the most northerly 18-hole golf course in the world. It takes place every summer and golfers tee off at midnight and play through the night, made possible because of the 24 hours of

daylight in Iceland during the summer months. This year's event will take place on June 26-28.

Another place worth visiting is the Icelandic Aviation Museum in Akureyri Airport. It was established on May 1, 1999 and is a must-see attraction for every aviation enthusiast.

In addition to opening its Akureyri facility, Southair Iceland has also been focusing on improving its services at Keflavik Airport. Currently the FBO is relatively small with permission to handle aircraft with a maximum



Akureyri Aviation Museum's exhibition includes 25 airplanes, three gliders and a propeller

of 50 passengers, but it remains popular with customers owing to its cosy, home-like atmosphere. The company is now considering either extending the FBO building or relocating to another part of the airport. The management is discussing its options with several construction companies and a decision will be made by the end of 2014.

Southair Iceland has also started providing ground-handling services at Keflavik's main terminal building, the Leif Eiriksson Terminal, and is installing a new check-in system to assist with this. The system will be installed by the end of March 2014 and will enable Southair Iceland to handle all types of ground-handling needs, **including charter flights and scheduled airlines.**

The aviation industry is constantly changing and service providers must change with it. Southair Iceland will adjust to the needs of its customers in order to meet their current and future expectations. ☺

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SOUTHAIR ICELAND


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Sky Services
has a network of
11 FBOs in Italy



Italy's largest FBO network has opened new facilities across the country and a flight academy for the next generation of pilots

 Sky Services is the largest network for general aviation services in Italy, offering a full-service portfolio for FBOs, including fuel, supervision and permits, as well as SKY Cuisine catering. The company has also added a flight academy to its offerings.

Small beginnings

Sky Services was founded in Naples, Italy 15 years ago. Since then it has continued to expand its network, opening a second facility in Milan Linate more than 12 years ago. Back then, operations were performed from a very small office located in the general aviation (GA) terminal of about 160ft², where there was just enough space for a small front desk and a little back-office corner. "After our beginning in Milan, the impact was almost immediate. In the years to come, we registered a constant increase of flights and MTOWs despite the lack of space," says Clemente de Rosa, managing director and founder.

Malpensa was number three in the network and was started shortly after Linate. Malpensa has its obstacles as well; being a hub, it doesn't make the GA provider's life easy. "Every day we have to cope with the difficulties of an

international airport: the long distances from door to door, the lack of privacy in the public areas, and the commercial aviation-orientated mentality of the airport, are quite a challenge for our supervisors," adds de Rosa.

In spite of the difficulties, Sky Services has learned that it is important not only to have the right equipment and infrastructures, but also to be a coordinated and job-focused team that puts its passion into it. The human relationship between the customers and each team member is the main key to building long-lasting businesses and recognition in the field.



Sky Services' Flight Academy opened in February

New facilities

Sky Services has now obtained additional space at Milan Linate, which has been transformed into a comfortable and elegant facility. "Because Milan Linate is the most important airport for GA in Italy, we wanted to take this additional space and make the most of it by creating a modern FBO facility with all the technological comforts our customers require," explains de Rosa. The FBO is conveniently situated on the airside close to the GA terminal entrance where customs and immigrations are located. The spacious facility comprises a reception area, a meeting room, Sky Café, work stations, and VIP lounges with a view of the GA apron where private aircraft are parked. The layout permits direct access to the apron.

In Milan Malpensa, Sky Services has enlarged its presence in Terminal 2. With the GA terminal at Malpensa closed, all GA traffic is directed to Terminal 2, and this facility has now been updated using the company's trademark design. Similarly to Linate, the FBO will offer larger work stations and VIP rest areas for passengers and crews. The facility is fully equipped with all modern technologies and can also be used for conducting meetings. The company will also



Above: **Jet A1 fuel is provided for general aviation aircraft at all Italian airports**

Below: **Sky Services provides supervision and flight support services at more than 40 airports in Italy**

continue to keep its actual offices at both Milan locations, as these have become a main point of reference for its customers over the years.

Bari, Brindisi and Pisa

Sky Services has recently opened three new FBOs in Bari, Brindisi and Pisa, further strengthening its presence in Italy. All three locations were already known to Sky Services as the company provided direct supervision services at each of them. The new facilities at Bari (LIBD) and Brindisi (LIBR) are located in the south of Italy in the beautiful Puglia region, also known for its Trullis (the famous local Italian folk architecture protected by UNESCO). The presence of Sky Services' staff, the FBO's own ramp equipment, and the elegant facilities with VIP lounges, have alleviated the difficulties that passengers and crews previously encountered due to the lack of a GA terminal.

Pisa (LIRP), located in Tuscany near to Florence, represents a strategic airport as it is able to accommodate large aircraft owing to its long runways.

Sky Services is also present as a full FBO at Verona, Venice, Treviso, Rome Ciampino, Naples and Salerno (Amalfi Coast).

Portfolio of services

To further distinguish itself from the Italian GA market, Sky Services decided to offer its customers a dedicated catering line, which was named SKY Cuisine. "Over the years, we have seen that the airline caterers are not always GA-

Vital statistics

Location: Italy

Number of FBOs: 11

Fuel: Jet A1 available at all Italian airports

Annual number of flights handled: 25,000

orientated. This is why we decided to improve the presentation of the menus and to enlarge the diversity and choice of our suppliers," states de Rosa. The suppliers chosen by Sky Services offer a rich variety of local and international cuisine. All meals are freshly prepared and menus are elegantly presented in boxes personalized by Sky Services, and which adhere to all regulations for keeping items preserved. Everything is brought on board by Sky Services staff and all packaging used is appropriate for all aircraft.

Another main service area of Sky Services is the supervision and permit support at all Italian airports. This service is performed directly at each station by Sky Services supervisors. The company also offers the provision of Jet A1 fuel at all Italian airports.

Sky Services has also created for its customers its mobile phone application, iSKYSERVICES and the SKY City Runner, which provides suggestions for entertainment and attractions in each location.

Investments

Independence and control are essential, and Sky Services has been making investments in the company's equipment, technologies and infrastructures. The aim is to be independent of anyone else at the airport and to maintain total control of the company. Therefore, Sky Services has created a software system that allows all single stations and teams to be controlled from the head office. The teams based at the head office constantly supervise and support all operations across the territory and take action where necessary.

Sky Flight Academy

Having been a pilot for more than 25 years, including training in the USA, de Rosa has founded an American-style flight academy. The Sky Flight Academy, based in Naples and Milan, offers its cadets the opportunity to learn all about flying from its experienced instructors. The lessons are in Italian or English and consist of theory and practice on the latest-generation Tecnam aircraft owned by the academy. The best-performing cadets will be given the chance to do an internship at one of the selected air taxi companies that sponsor the academy. <

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SKY SERVICES

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SKY Cuisine offers a range of dishes to suit any palate

Right: **Mototok** has more than 300 tugs in operation with MROs, FBOs, corporate hangars, production line assemblies, military and private operators worldwide



To be precise

A new generation of electric aircraft tugs are making it quicker, easier and safer to maneuver business jets around the airport

When a conventional tow bar tractor is used to move an aircraft, safety rules require that there is always a pilot in the cockpit ready to apply the brakes in the event of an emergency – if, for example, a tow bar fails during maneuvering and the aircraft runs out of control. There is something rather absurd about this situation because the pilot cannot actually see what maneuvers the tug is undertaking, or where it is, or what position it is in. There is, however, an alternative – the agile, sleek and easy-to-operate Mototok aircraft tug. Mototok has put an end to flying blind in the cockpit, and this product helps solve many of the other problems encountered in the hangar or on the apron.

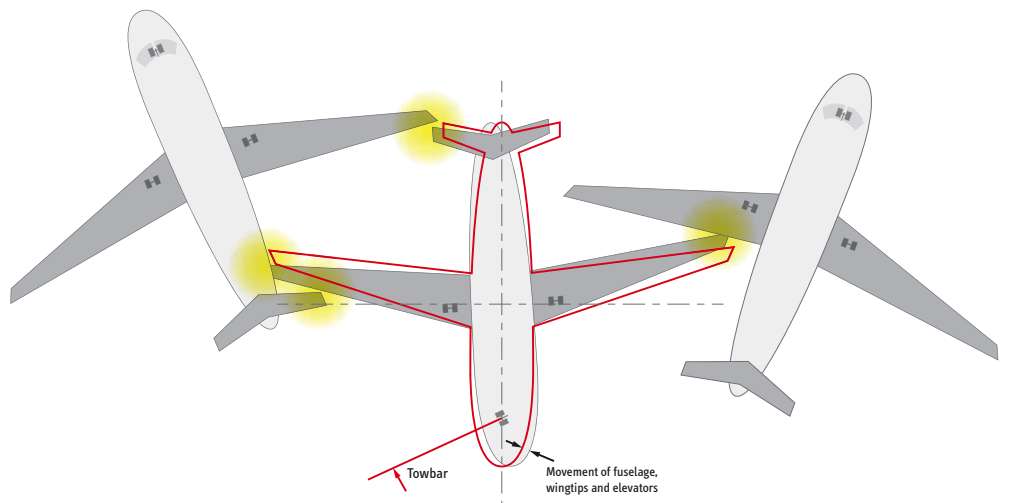
The idea for Mototok products came to Kersten Eckert, one of the founders of the company and its present managing director, in 2003. A keen pilot, Eckert became increasingly frustrated with the extended waiting times he had to endure whenever he wanted to get his airplane out of its hangar. And before he could even think about moving his airplane, he had to make sure there was a brakeman on board and two or three other people keeping an eye on the wings and the tail, making sure that it didn't run into anything. Eckert once had a particularly bad experience when his airplane was parked right at the back of the hangar and he had to wait until all the other aircraft had been moved before he could get into his airplane to move it out of the hangar.

Quick and easy

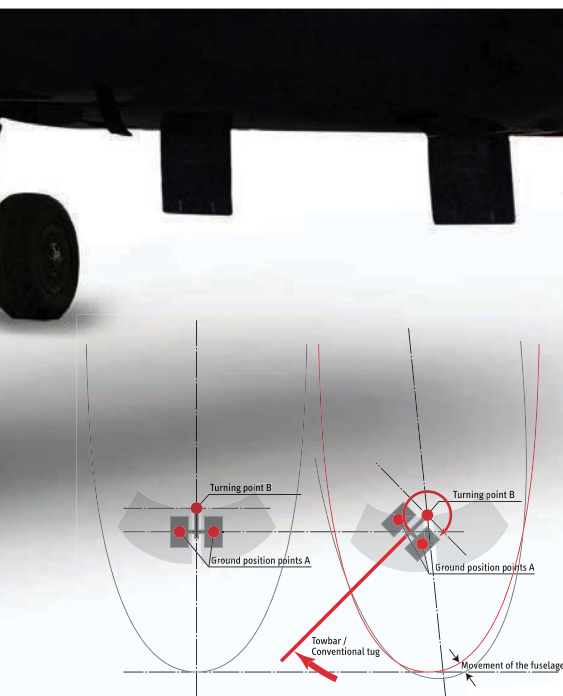
"There had to be a better way," says Eckert. "The biggest problem in the hangar was the presence of the other aircraft, as this often necessitated elaborate maneuvering. Plus, I had no wish to be dependent on the availability of 'helpers' to move my airplane." Another thing that mattered to him was being able to enjoy the time he spent flying – and not wasting time on the ground in his overalls. In other words, he thought it should be possible to maneuver his airplane out of the hangar himself in his best suit without getting dirty.

New generation

These thoughts were the first in a long list of specifications that would have to be met by a new generation of tugs. It was also important that the new features should offer benefits to all tug operators, mainly the FBOs, MROs and manufacturers, but also the special law enforcement forces in operation worldwide, which in Germany form part of the Federal Police. One of the specifications for the new tugs was that the drive system should be electrically powered, in order to minimize both emissions and maintenance upkeep.



The Mototok tug provides users with lever action for the precise movement of aircraft



Pivot point

An important focus of the technology was ensuring that the pivot point of the aircraft was identical to that of the nose wheel. Rotary motion of the wheel would not result in any movement of the fuselage or wings, thereby ensuring maximum safety. Operation would have to be completely hands-free solely via radio remote control, allowing the operator to walk around the aircraft and maintain a clear and unobstructed view of the entire airplane. It should also not matter whether it has single or dual nose wheels, or whether the tug approaches the airplane from behind or from the front. Flexibility was key.

Martin Wieland, avionics manager at Air Service Basel in Switzerland, also found this list of features extremely interesting, as his FBO handled an average of around 80 flight movements every day for business and corporate jet operators. The aircraft ranged from the Cessna CJ 1/2/3 to the Boeing BBJ II, although most were CJs; Gulfstream 450, 550; Falcon 900, 7X; and Global Express. Air Service Basel has had three Mototoks in service since 2009, the Twin 3900, the Twin 6500, and the Spacer 8600 for aircraft with a maximum towing weight of 95 metric tons. The decision to acquire the agile and nimble tugs took only a few weeks because, according to Wieland, an in-depth evaluation showed the Mototok tugs to be “without doubt the best product on the market”.

Extra time and space

“We were very busy, especially during the Basel trade fairs, such as the ART Basel, Basel World and during the World Economic Forum; the number of airplanes we had to accommodate in our hangars kept increasing. We had previously needed a tractor and tow bar to park each one, as well as – depending on the size of the airplane – up to four persons to take care of braking, parking and surveillance – quite a lot of work when you have 80 flight movements a day,” explains Wieland.



Above: **Mototok tugs enable maximum usage of hangar space**

Left: **The tug's axis of rotation**

Right: **A traditional hangar situation**



Because the tractors with their tow bars were so unwieldy and required a lot of room to maneuver, the capacity of the hangar could not be properly utilized. “Today,” says Wieland, “we can park much more accurately. We can position the aircraft much closer to the walls and use much less space. As a result, we can fit considerably more in each hangar. In fact, I’d say we have increased our hangar capacity by a good 30%. Our revenues have increased accordingly, because apart from being able to store more aircraft in each hangar, the operation is simply much faster and needs less manpower – just a single operator. The time it takes us to park each one in the hangar has fallen drastically. I would realistically say that we have cut the time spent parking airplanes by 40%.” Fitting the tugs themselves in the hangars is no problem at all, “thanks to their compact dimensions and extremely low height”, Wieland points out.

Unmatched features and functionality

Thilo Wiers-Keiser, also a co-founder of Mototok and the company's sales director, sees the company's growth as proof of its success: “The

figures speak for themselves. Our customers include airports, the military, FBOs, MROs, airlines and aircraft manufacturers – from all over the world.” The company's customers appreciate different things depending on their requirements. “For some, it is important for the ground power unit to be integrated in almost all of their tugs; for others, the extremely high traction is what matters. Operation is so easy and intuitive that training takes no longer than three hours and a driving licence is unnecessary. The fact that you can secure the nose wheel very easily in 15 seconds with an automatic ‘one-click function’ has also won us many followers. The products have so many more features and functions that are without equal in the industry,” adds Wiers-Keiser.

For example, the Helimo's ability to lift helicopters with skids makes it very flexible in service. Wiers-Keiser explains, “Helimo can move helicopters fitted with any type of skids; even cameras, radar, floats or even weapons mounted on the belly don't present a problem. It can pick up helicopters in many different ways. The tug can attach to both the interior and exterior of the skids, and we can pick the helicopter up from the rear, from the front, or even from the side.”

Expanding product range

The company's success so far has encouraged it to expand its product range. Wiers-Keiser explains, “We previously only offered tugs with a maximum towing capacity of 28, 39, 50 and 95 metric tons. In a few months, we will have an electric tug capable of pulling a net weight of up to 195 metric tons. Our product range will then be suitable for virtually all narrow-bodied aircraft and all wide-bodied aircraft, with the exception of the Airbus A380 and Boeing 747.”



Mototok parks aircraft close to the wall

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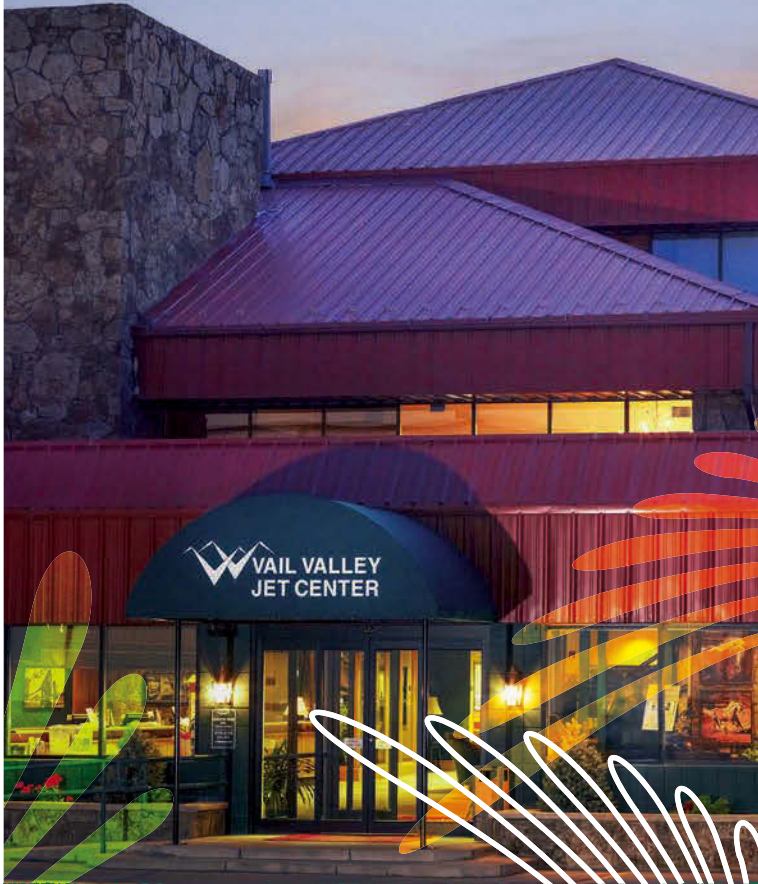


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Mountain retreat



Vital statistics

Location: Colorado, USA
Operating hours: 6:00am-9:00pm
Runway length: 9,000ft
Fuel: Avfuel and 100LL self-fueling
Aircraft restrictions: Up to Boeing 757

Left: **Vail Valley Jet Center handles everything from logistical challenges to basic aviation support**

Below: **Travelers can enjoy comfortable seating, a warm fire and views of the mountains from the private passenger terminal**

Visitors to the Colorado Rocky Mountains are guaranteed a warm welcome and efficient service when they arrive at Vail Valley

The Vail Valley Jet Center is a full-service FBO at Eagle County Regional Airport, in the heart of the Colorado Rocky Mountains. The Jet Center was established in 1998 when the current five partners acquired it. Since the Jet Center's induction, the company's primary focus has been on providing exceptional customer service to every one of its guests. Due to this commitment, it has ranked as a top FBO in industry surveys for the past 10 years.

The Jet Center is well appointed, with a 15,000ft² private passenger terminal that has amenities that compare well to a luxurious mountain retreat. A large stone fireplace is positioned in the center of the lobby, which adds a sophisticated ambience to the facility. The smell of just-baked cookies and fresh cappuccino also contribute to the home-like feel. And when you're traveling and miss your pet, you can stop by and meet Bosco the bulldog, the Vail Valley Jet Center's official mascot.

In addition to the beautiful lobby, the Jet Center is also equipped with all the necessary crew amenities. These include a pilot's lounge with the NFL Sunday Ticket, a quiet room with lounge chairs and blankets, a weather planning room and a business center. The Jet Center also has a workout facility complete with a cycling bike, elliptical machine and free weights. Crew members who wish to experience the fresh mountain air during their visit can take advantage



of the complimentary use of mountain bikes and snow shoes.

The Vail Valley Jet Center also has all the resources needed to take care of private aircraft, ranging from Cessna 172s to Boeing 757s. With over 156,000ft² of heated hangar space and 19 acres of ramp space, it can house over 150 aircraft on any night. The Jet Center also has everything you need on-site, including customs, catering services, a ground transportation company and two rental car agencies. It also has an in-house aircraft maintenance department that can take care of everything from oxygen service to aircraft management.

The Vail Valley Jet Center prides itself on being the most competitively priced FBO in the Rocky Mountain Region. It provides volume fuel discounts, and recently started accepting Avfuel Contract Fuel. It also houses a self-fueling 100LL facility on the north side of the airport, which offers some of the cheapest fuel in the state. Another advantage of purchasing fuel from the

Jet Center is the ability to earn a complimentary round of golf or a ski-lift ticket based on the amount of fuel purchased.

The team at the Vail Valley Jet Center is excited about what the future holds. Next year, the Vail Valley Foundation and the US Ski and Snowboard Association are hosting the 2015 FIS Alpine World Ski Championships in the Vail and Beaver Creek Ski Resorts, bringing thousands of athletes and spectators to the Vail Valley. This event represents the largest and most impressive collection of ski racing talent in the world, second only to the Olympics. With the ability to clear customs right at the facility and then hit the slopes within 30 minutes, the Vail Valley Jet Center is the ideal choice for those traveling to the event nationally and from abroad.

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Show of strength

Business Airport
WORLD EXPO 2014



Visitors, exhibitors and delegates share their experiences of Business Airport World Expo 2014

On March 26-27, 2014, chief pilots, operations directors, scheduling directors, CEOs and managing directors from leading executive jet and private operators, as well as brokers, came together at Business Airport World Expo to discuss the latest challenges and developments affecting the industry. Held at London Farnborough Airport for the third time, the expo included exhibitions from more than 50 FBOs, ground handlers and business airports from around the world. Visitors from more than 40 countries attended the event, traveling from as far afield as Argentina to see the latest products and services on offer. In the spotlight this year were new FBO locations in Iceland, the Caribbean and Italy, a ground-handling

agent smartphone app, new aircraft cleaning products and a live demonstration of aircraft tow tractors. The British Business and General Aviation Association (BBGA) also held its Training Convention for the first time at the expo, attracting some of the industry's leading figures. Delegates were treated to a variety of presentations on topics such as dispatcher best practice, ISBAO, FBO training and emergency response planning. A networking event was also held on March 26, giving attendees the opportunity to discuss all the latest trends with old friends, existing clients and new customers. We asked exhibitors, visitors and delegates what they enjoyed about Business Airport World Expo 2014.

Your views

Gareth Danker, director of global sales and marketing at Euro Jet Intercontinental, commented, "Business Airport World Expo is a great place for us to meet our existing clients and develop our business relationships. We received some great attention this year, with a steady flow of visitors to our stand."

Graham Wilson, commercial manager at Aircraft Fuelling Supplies Limited, explained, "This was my first visit to Business Airport World Expo. I am involved in the Farnborough Airshow and came along to the expo to meet suppliers who may be able to assist me at that event. The exhibition was great, with a lot of suitable companies for me to speak to. Business aviation is a niche market and Business

Airport World Expo accommodates perfectly for it – all the right players are here."

Jamie Lambert, co-director of FH Lambert, said, "This was our first time with our own booth – we attended last year's Business Jet Interiors show – and we were pleased with the response. We were promoting our aircraft on the ground services at the exhibition, but also talked to many customers about our aircraft interior refurbishing services."

Elizabeth Nicholson, Safety 1st programs manager, NATA, commented, "Both the training convention and expo were great – and the perfect opportunity to meet potential new contacts. I met many new connections. The level of variety at the BBGA convention was excellent; all of the presentations

I saw were very informative and definitely I learned a lot."

Zoe Varzi, company director, The Full Wax, said, "The expo has been great – we had a good flow of traffic to our stand and lots of interest in our new products and services."

David Johannsson, general manager of Southair Iceland, commented, "The show is excellent – we have been very busy. Business Airport World Expo provides a great opportunity for us to showcase our latest offerings, such as our new FBO in Akureyri. There has been a lot of interest in this new location, and we've met many new clients, as well as existing ones."

Carole Leach, managing director, AQMS, said, "The BBGA conference program was varied and interesting, and there were a lot of people attending each session. I particularly enjoyed the keynote speech by Andrew Haines and the ISBAO presentation by Kurt Edwards."

Clemente de Rosa, managing director at Sky Services, explained, "Business Airport World Expo is a very important show for us as it provides us with the opportunity to pass on our latest information to our customers in a great business environment. The show was an ideal platform for us to promote our latest facilities and services."

On the web

For news from the show, visit www.businessairportworldexpo.com

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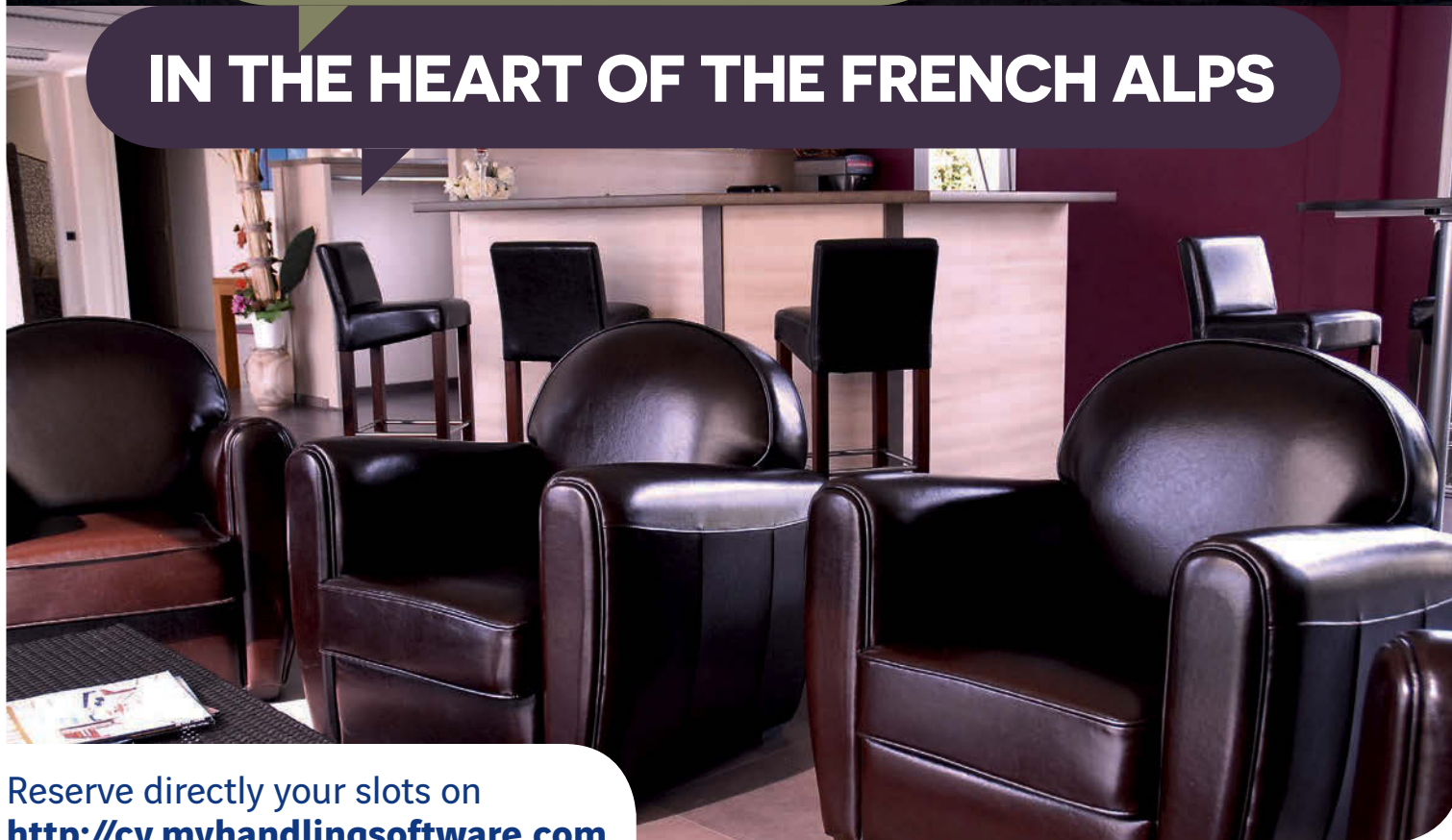


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