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Melcome

There was a huge political scandal in the UK in February 2015, when two former foreign secretaries, Jack Straw and Sir Malcolm Rifkind, were accused of offering to use their high-profile positions to aid a fictitious Chinese company in return for payment – so called 'cash for access'. Though both men denied the allegations, it once again brought into the news the potential pitfalls of attempting to gain financial reward by illicit means.

In November last year, the Baltic Air Charter Association (BACA) was alerted to a case of the potential bribery of a European broker, where an operator attempted to bend a decision its way by offering an inducement to the broker. The association issued a warning to its members about the dangers of bribery and the legal implications, but with the introduction of tough new bribery laws in the UK and the USA, it is important for all industries, not just business aviation, to understand what constitutes bribery and how to avoid falling foul of these laws.

As Selwyn Parker explains in *Full disclosure* on page 40, staff must be fully briefed and trained to deal with bribery: "If an employee were to break the rules and be caught in the act, the whole company could be at peril if it hasn't got a robust anti-bribery and corruption system in place. These are what lawyers describe as 'adequate procedures'. If there is no such system, the management and board – the 'senior officers' – might be exposed to fines and imprisonment, as might the employee."

This doesn't, however, mean that you can't buy your client a drink or take them out to lunch to show your

appreciation, but there are limits to the level of hospitality that is acceptable. "It's permissible to buy somebody a nice lunch but probably not if the lunch is served aboard a private jet bound for Monaco for your exclusive pleasure," Parker adds.

The main message is to use your common sense when dealing with clients, and if in doubt consult an expert. It's really not worth financial ruin and a damaged reputation.

As well as bribery, this issue of *Business Airport*International also looks at the implications of the longrunning legal case between Chattanooga Metropolitan
Airport Authority and TAC Air (see *Fair game* on page 48)
and whether private and public entities can compete
evenly in the FBO market. "The situation that ultimately
devolved into the morass in Chattanooga is particularly
illustrative of just how poorly state versus private enterprise
competition can end," explains Douglas Wilson, president
of consultancy FBO Partners. "Yet it is far too polarizing
and unproductive to conclude that airports, authorities
and cities should never be engaged in the FBO business.
It is evident that there are hundreds, if not thousands,
of airfields in which there is insufficient traffic to justify
a private FBO entrant in the marketplace. There is a
middle ground."

There is nothing wrong with a little competition – in fact it can help companies to focus on improving their services to ensure they remain in business – just as long as it is all fair and above board.

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Clay Lacy breaks ground on US\$10m facility at Van Nuys Airport



Clay Lacy Aviation has broken ground on a US\$10m, 6-acre expansion of its current headquarters at Van Nuys Airport (VNY) in Los Angeles that will help the company to accommodate its growing fleet.

"With the growth of our fleet, in addition to the expansion of our maintenance and avionics business, we are out of space in our current facility," explained Scott Cutshall, vice president, marketing, Clay Lacy Aviation. "The new development provides much needed office, conference, hangar and ramp space for continued growth. In addition to the new development, the current facility will undergo an extensive refurbishment that will enhance the amenities to our clients and employees for the next decade."

According to Cutshall, the development has been 30 years in the making. "The 6-acre parcel

of land has been vacant since 1957 and over the years there have been many proposals to develop the land, but due to different economic factors it never moved forward. When Clay Lacy Aviation signed a new 30-year lease on our current facility with the airport authority, our capital improvement plan included developing the adjacent acreage," he explained.

The physical layout of the facility will provide complete privacy for passengers to board and de-plane. The development will also include a Founders room, displaying the original Learjet that company founder Clay Lacy landed at the airport in 1964, as well as other historic items from his flying career.

Designed to be Los Angeles' most secure and private corporate aviation complex, the South Campus will include 62,900ft² of hangar space

to house long-range aircraft up to the size of the Global 7000 and 8000, Gulfstream G650 and Falcon 8X; 20,526ft² of new office, training and meeting space with state-of-the-art conference rooms and an adjoining kitchen to accommodate corporate flight departments and private events; and 137,909ft² of aircraft ramp space.

The new development, combined with Clay Lacy Aviation's current leasehold, will encompass 14 acres in total, 141,900ft² of hangar space and 40,193ft² of office, training and meeting space.

"The development and refurbishment of our existing facility will provide a host of new amenities for our clients when meeting their aircraft," continued Cutshall. "We are designing everything in a way to create a spacious and peaceful passenger lounge and conference rooms. We will continue to offer clients the

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"This major financial investment in our city will boost our local economy and create good, middle-class jobs for Angelenos"

Eric Garcetti, Los Angeles Mayor





Clay Lacy history

In 1964, legendary aviator Clay Lacy landed the first Learjet at Van Nuys Airport, introducing business aviation to Los Angeles. Four years later, he founded Clay Lacy Aviation as the first aircraft charter company west of the Mississippi, pioneering a new private jet era. Starting with a single Learjet in 1968, the company now offers a comprehensive suite of aviation services, operates a diverse fleet of more than 75 aircraft, and employs over 300 highly skilled aviation professionals.

To read an exclusive interview with Clay Lacy, see *Record breaker*, July 2014, p38-42.



ability to pull rampside to their aircraft with their personal cars."

The development will also have a positive impact on the local economy. Once the South Campus is completed in 2016, the new and existing facilities will generate over US\$31m in lease and US\$2.5m in property tax revenues over a 30-year term. The development will also create approximately 25 new maintenance, line service

and ground support jobs with an annual payroll of over US\$2m, including employee benefits.

"When I started Clay Lacy Aviation in 1968 with a single Learjet, I could never have imagined operating a fleet of 75 business jets or having more than 300 employees as we do today," Lacy said. "I'm proud to say that we employ more people at higher wage jobs, and generate higher tax revenue per acre, than anyone on the airfield.

More importantly, the economic benefits and jobs we generate stay in the City of Los Angeles."

The groundbreaking ceremony was held on February 18 and was attended by Los Angeles Mayor Eric Garcetti, council member Nury Martinez, and more than 100 students from NVOC-Aviation, a VNY-based aircraft mechanics school.

"This major financial investment in our city will boost our local economy and create good, middle-class jobs for Angelenos," commented Mayor Garcetti. "Clay Lacy Aviation is a homegrown, family-owned company that has been headquartered at Van Nuys Airport for nearly half a century, generating revenue to sustain Los Angeles.

"Clay Lacy's growing operations demonstrate that our city is the place for businesses to start, grow and launch new ideas."

	Current space	New development	Total
Land	8 acres	6 acres	14 acres
Hangar	79,000ft²	62,900ft²	141,900ft²
Office	19,667ft²	20,526ft²	40,193ft²
Ramp	196,000ft²	137,909ft²	332,909ft ²

| Multimedia | Magazine archive | Latest project tenders | Recruitment...



The Principality of Monaco and the Aéroports de la Côte d'Azur Group (ACA) have signed a memorandum of understanding (MoU) to enter into exclusive negotiations to develop their heliport activities.

ACA is Europe's second business aviation airport, with approximately 46,000 helicopter movements in 2014. It managed nearly 53,000 helicopter movements across its three airports – Nice, Cannes and Saint-Tropez. ACA is currently constructing a dedicated terminal for helicopter activity in Nice, which is scheduled to open by the end of April 2015.

"We believe that the creation of a dedicated terminal for helicopter passengers and operators, with a better and faster service, will create commercial opportunities and strengthen the traffic for the benefit of all. The increase in helicopter traffic will benefit both passengers and companies, providing a better quality of service," commented Michel Tohane, head of general aviation at ACA.

The heliport of Monaco carried out 34,000 helicopter movements in 2014 for nearly 100,000

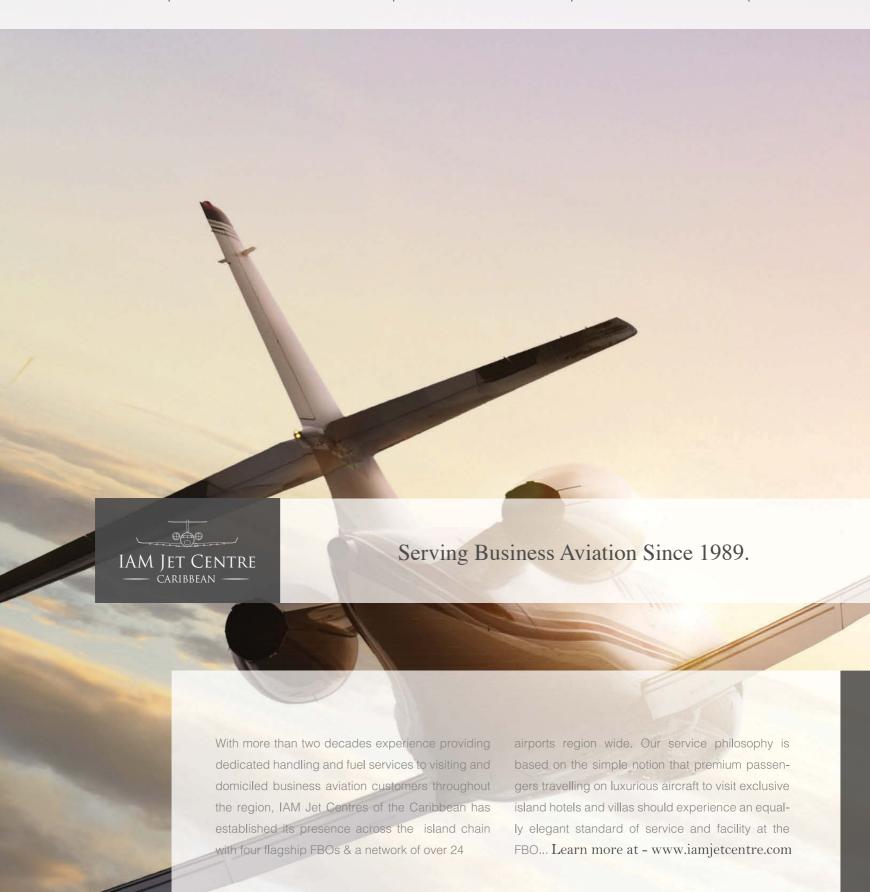
passengers, with the most popular helicopter route being between Monaco and Nice. Over the next few months, Monaco will renovate its heliport and a request for proposals will be made in the next few weeks for the future operator of the scheduled line between the Monaco heliport and Nice Côte d'Azur airport from January 1, 2016.

His Excellency Michel Roger, Minister of State of Monaco, commented, "This partnership follows on the successful work undertaken between the government of the Principality and the Aéroports de la Côte d'Azur Group to significantly cut travel time for its customers. The planned developments will make the scheduled line between Monaco and Nice all the better. Checking both passengers and luggage through to the final destination is a necessity for the development of our heliport activities."

Marie-Pierre Gramaglia, Monaco's minister of public works, the environment and urban development, added, "The heliport renovation program is a strategic project for the Principality due to the quality of passenger experience. The restructuring project will be complex, given the

constraints of the site, but will be able to handle new-generation aircraft, better structure the different types of streams, improve passenger comfort, and ensure the passengers are checked through to their final destination."

Dominique Thillaud, chairman of the board of Aéroports de la Côte d'Azur, remarked, "These discussions aim to improve service quality for passengers traveling to and from Monaco. Generally speaking, this project will strengthen relations with the Principality of Monaco in the long term to ensure coordinated development, in particular with regard to general aviation, but also the commercial long-haul strategy."





WingSpan announces US\$50m Arizona development project

Chandler City Council has approved plans for a US\$50m capital investment project at Chandler Airport in Phoenix, Arizona, which will include 23 hangars with office space, built across 18.5 acres.

The project is the brainchild of Jim Moore, CEO of WingSpan Business Investments, and will be constructed in five phases over the next five years. Phase 1 will consist of seven two-story hangars, measuring 80 x 100ft each, with office/build space and high-tech business lobbies, on 3.5 acres. "Space in Phase 1 is currently being sold and we have a very high degree of interest," explained Moore.

Phases 2-5 will be built on the remaining 15 acres and will consist of 16 hangars of roughly the same specification as Phase 1, although some may be bigger, depending on demand. In total, 250,000-300,000ft² of hangar space will be built.

Talking about the inspiration behind the project, Moore said, "It was my vision to bring something to Chandler that contributes to society on a variety of levels. I see this project as more than a business. Being a 30-year pilot and a long-time businessman myself, I wanted to bring something more than just another business park. I wanted to bring something to the citizens of Chandler that mirrors and contributes to the vibrancy of the city, something that will contribute to society for generations, in the form of beautiful architecture, job creation, and affordability.



"I have included large and small 'wings' in the buildings which we call 'tribute wings'. It's our way of saluting those pioneers, citizens, aviation businesses and pilots who came before us. We plan on recognizing them with a small monument somewhere on the property, and have plans to recognize veterans as part of our architecture.

"We've also included a large amount of glasswork, to bring beauty to the buildings and

Build by numbers

1 mile to Phoenix Metro Freeway System
7 minutes to Price Business Corridor
23 hangars with office space
250,000-300,000ft² total hangar space
18.5-acre plot for development
US\$50m to complete
Five-phase construction project

allow for lots of natural Arizona sunlight. We've been very careful with our designs of social spaces, which include a mix of sun and shade and promote interaction.

"Our measurement of success is to stand back a few years from now and watch Chandler aviation business take off as a result of our efforts; watching people work and take care of their families, invent new products, keep the dream of aviation alive and further what we've started. We are passionate about what we are doing and feel honored to be in this trusted position," he continued.

According to Moore, the project will bring an estimated 300 jobs and affect another 200 to 300 jobs in a secondary and tertiary way. "We believe WingSpan will be a platform to train, launch and sustain successful businesses and careers for decades and beyond," he added.

Moore also has plans for a restaurant on-site, if demand outruns the existing café, an eclectic mix of retail outlets and some innovative services for both flying and non-flying citizens that will be announced next year.

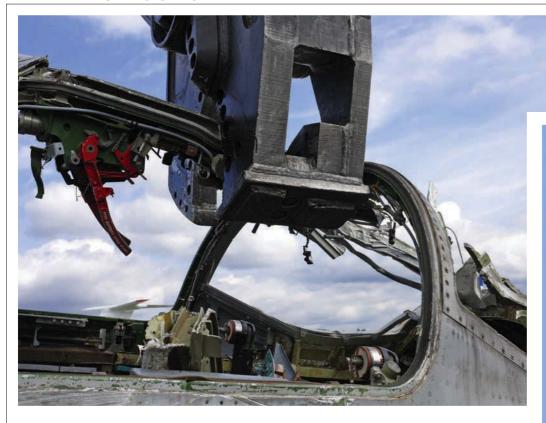
"We have been invited to take our business model to two other states and we have those under analysis. We are also researching the feasibility of becoming part of the development efforts on a Caribbean island that is seeing a lot of growth. In the meantime, our primary focus is on Chandler," he concluded.





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Aircraft recycling industry grows to US\$80m in 2014

The global market value of the aircraft dismantling services sector reached US\$80m in 2014, according to an industry study by TeamSAI Consulting, conducted in partnership with the Aircraft Fleet Recycling Association (AFRA). The study also found that close to US\$3.2bn worth of harvested parts were to be made available to the supply chain in the form of aftermarket parts in the same year, yielding 50% savings over new OEM parts.

The industry is growing in leaps and bounds, partly because it has to, writes Selwyn Parker.

According to AFRA, around 12,000 aircraft will be retired in the next 20 years, a small percentage of which will be corporate jets. The bulk of obsolete aircraft will come from the commercial fleet, and particularly from the older Boeing fleet. Corporate and commercial jets will increasingly be affected, as lighter and more fuel-efficient aircraft are produced, making today's fleet steadily outmoded.

Pressure is also coming from the growth in aircraft in operation – worldwide, there are about 30,000 aircraft in the skies; by 2032 the figure will be 40,000, according to Boeing.

As a key organization in the campaign to improve the recycling of old planes, Washington-based AFRA boasts a number of heavyweight corporate members, including Boeing, Rolls-Royce and other OEMs in the recycling industry.

In Europe, the leading private company is Châteauroux, France-based Bartin Aero Recycling, a division of the giant Veolia group, which recycles half a dozen aircraft a year. Airbus and its partners have also set up the Tarmac Aerosave platform, a dedicated center at Tarbes Airport in France, where aircraft are industrially decommissioned, dismantled and recycled in safe and environmentally responsible conditions. The objective is to optimize the recycling and valuation of aircraft materials, and to reduce the quantity of waste remaining to be eliminated.

This is a young industry – the first dismantling project in Europe was only conducted by Airbus in 2005, under the auspices of the EU – but it's learning quickly.

The process of recycling an aircraft seems almost as complicated as building it. Generally, there are four stages – dismantling, parting-out (isolating the more useful components), material redistribution and "re-purposing". As Dutch magazine *Rubriek* has pointed out, the job starts with the wings, because their removal stabilizes the fuselage, and then works from front to back. The landing gear is done last, so the remnants of the aircraft come down to ground level where they are easier to handle. It might be called the plane's last landing.



Second chance

Not all aircraft will be as lucky as the Boeing 747-200 at Stockholm Arlanda Airport, which was turned into the Jumbo Stay Hostel in 2009.

Retired in November 2002 from operating charter and pilgrim flights, the aircraft can sleep up to 76 people in 27 rooms and is located 5-10 minutes from the check-in counters at Arlanda, making it perfect for those with an early departure. Jumbo Stay also includes a café, a conference room and a left wing observation deck.

Rooms costs between Skr450 (US\$51) and Skr1,450 (US\$167) per night. Nonguests are also able to take a look inside the aircraft and learn about its history.



Most of the carcass is aluminum or steel, and about 10% is cabling, titanium and other precious metals. In terms of disposal, steel is easy to deal with, because there's a ready market, but composites are more complicated. The recycling of composites is in its infancy, but there's considerable pressure to find solutions, as they make up an ever-increasing proportion of an aircraft's components.

What is a recycled aircraft worth? At current prices the scrap value is normally around €100,000 (US\$107,000), according to German professor Jörg Woidasky from the Fraunhofer Institute for Chemical Technology ICT, who is an authority on the subject. That's just the non-moving parts, however. The certificated elements of the aircraft, such as the engines, can fetch several million Euros. Woidasky believes, therefore, that the most profitable step in the entire process is to revalue these components separately after they've come to the end of their useful life as part of an aircraft. ≺





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Charter fixers

Individuals engage in bribery because they feel a lower sense of personal responsibility for their moral transgressions

The word 'bribe' doesn't have a good vibe, does it? Neither does 'fixer'. Yet, some charter operators offer bribes to brokers. These may still call themselves brokers, but in shady environments they would be called 'fixers' and defined as individuals making arrangements for others by improper means.

According to the NBAA's Best Practices for Air Charter Brokering, brokers can be the agent of the customer, the agent of the air carrier, or the middleman. In the true middleman scenario, the broker is neither the agent for the customer nor for the air carrier. The customer pays the broker separately for his services and expects him to be independent. Not mentioned in the Best Practices is the fact that anyone who is engaged in the immoral practice of taking it from two sides is not a bona fide broker, but rather a fixer.

"Sometimes I bribe, sometimes I don't. I don't think either one is better or worse than the other. It entirely depends on what behavior I'm looking for and what's the most efficient way of getting it done. Sometimes, I use treats to lure. I suppose that is bribing as well. I use a treat to lure or bribe the right outcome." A dog owner explained this to me when talking about how to teach her pet to spin. I had to ask her because the shady charter operator in question was not available for an interview. He may have expressed himself in a similar manner anyway.

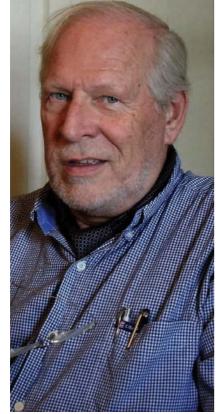
The real problem of bribery is psychosocial. Individuals engage in bribery because they feel a lower sense of personal responsibility for their moral transgressions. Would you accept the services of characters who have a psychosocial dysfunction?

How big a threat is this issue? Or, is it just a matter of, if no one knows, no one gets hurt? A broker acts as an intermediary for a commission. He is supposed to assist his customers. Key words in the charter broker function are 'verifying', 'evaluating' and 'ensuring'. When a broker is bribed, he assists the carrier and assists himself by taking the money from two sources, and those key words will likely go up in smoke. In economics, the bribe can be viewed as a reason for the higher cost of goods and services. A basic law in psychology is that behaviors that are followed by preferable consequences are likely to be repeated, whereas those followed by undesirable consequences are less likely to recur. Allowing bribery to happen may make things worse.

How does someone decide whether or not to take the risk to be the briber or the bribed? Mathematicians have employed a game theory to map out the decision process and comparing the cost-benefit analysis of the potential money gained versus the risk of being caught, and the even greater chance of feeling 'moral torture' over that risk in the meantime.

Their complicated calculations have mostly led them to the same conclusions that psychologists and economists have reached: bribery will stop only when the risk outweighs the potential reward. Bribery can be curbed through effective implementation of enforcement, punishment, transparency, accountability and awareness. And so, maybe it is time to consider the introduction of broker licenses. If a broker doesn't stick to the rules, the license is revoked. It might help to ensure that brokers keep a clean record. <

Commander Bud Slabbaert is an expert in strategic communications and business aviation development. He is also the initiator and chairman of BA-Meetup











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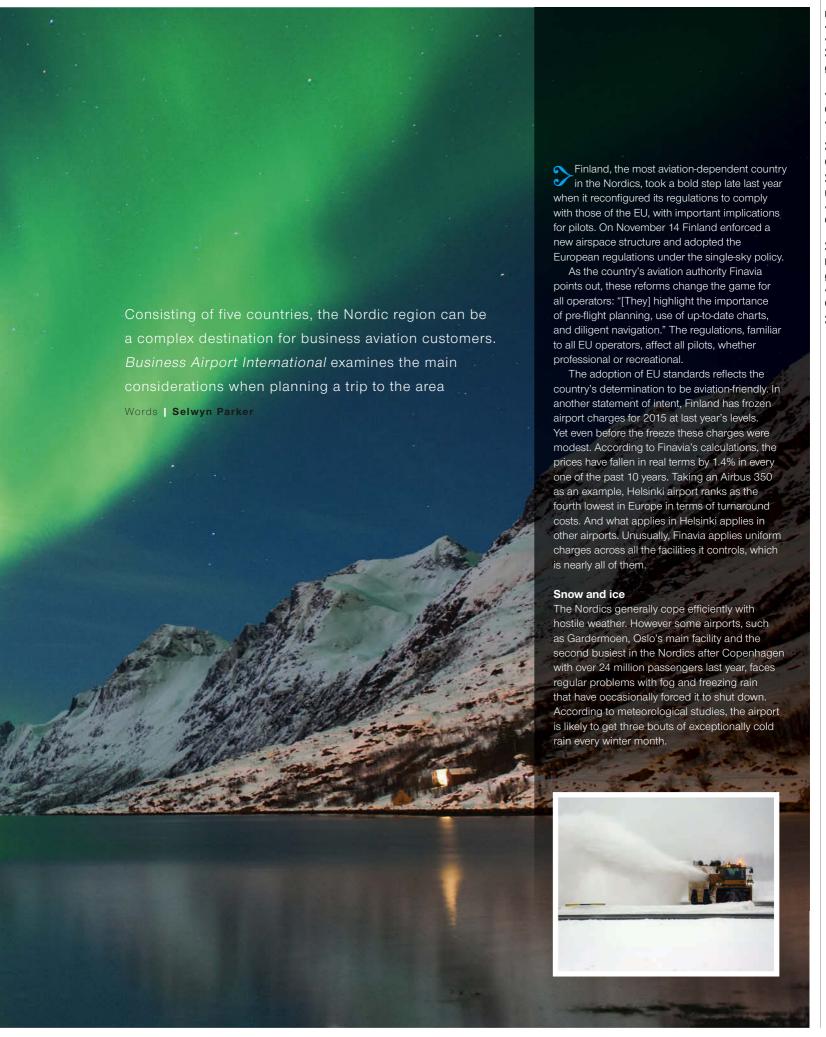
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"Over the course of the past 20 vears, hostile weather events across the Nordics and Iceland have not become more common"

Tyler Roys, meteorologist, AccuWeather

However the weather at Gardermoen is not the norm for the rest of the region. "Over the course of the past 20 years, hostile weather events across the Nordics and Iceland have not become more common," says Tyler Roys, meteorologist at US-based AccuWeather, the global giant that provides forecasts for many airlines. "The reason it may seem so is that weather technology has improved greatly over this time and forecasters can now see these storms in the future and in real time."

It is very much a case of appearances deceiving. The illusion that storms are more common has also been compounded by a wealth of online weather information being freely available to the public.

Despite this, it isn't easy to predict weather in the Nordics more than a handful of days ahead. Roys adds, "These storms are dictated by the weather patterns over the Atlantic and Europe, which go through cycles every few days. Looking long-range, it's hard to tell if these storms will become more frequent or not."

But what Roys can say is that the current winter could yet produce more than the normal amount of hostile weather. Snowfall is likely to be above average in much of Norway and Sweden this year, while southern areas could see average levels as the storm tracks head into central and northern regions.

Snow clearing and de-icing equipment are plentiful and the airports are experienced in dealing with any falls that would probably shut runways down elsewhere. As Berit Joergensen, manager at Roskilde Executive Handling, points out, "Snow is not that big an issue for us in Denmark. But we have all the equipment necessary, so it's no problem for us when we do get snow."

Malmi to shut

The second busiest airport in Finland, Helsinki-Malmi, will be decommissioned from late 2016. After years of controversy the city intends to take back the land and turn it into housing. Just 10km (six miles) from the city center, Malmi is still a



popular destination for general aviation, with two FBOs on site. The decision marks the end of a historic facility dating from the early days of aviation.

The main Helsinki airport – the hub for Finnair as well as a base for Blue1, Norwegian Air Shuttle and Flybe Nordic – is in the city of Vantaa, 17km (11 miles) from Helsinki's central business district.

The closure of Malmi won't threaten Helsinki's ability to take care of the many technical stops that are made in the city. The Finnish capital has a strategic location – it's the first western city on flights between Asia and Europe - and Finavia's Business Flights Centre, as the only FBO in the city, has a monopoly on such flights and on corporate aviation in general. "We specialize in technical stops for flights between Asia-Europe and America," explains Sami Simola, head of apron services. "We also get many medical flights due to our location and 24-hour services." The FBO operates from its own terminal at the main airport and escorts passengers through customs and border control within the building.

The number of flights handled by Finavia's FBO at Helsinki has grown at an average of around 5% a year over the past five years.



Left: Roskilde **Executive Handling** has been ranked second in the latest **European Business** Air News survey

One of four international airports in Iceland, Egilsstadir International Airport, which serves as an alternative for Keflavik, has become so proficient at handling challenging weather that the reliability of scheduled flights is close to 99%.

Predictably, areas in the south of Scandinavia suffer less from cold weather than the north. The south of Sweden, for instance, is covered in snow only between December and April, while the rest of the country is snow- and ice-bound for much longer. Seasonal variations are similarly wide. In Oslo, for example, the average winter low is -13°C, while summers are relatively mild.

However across most of Scandinavia operators have to get used to low-visibility landings - particularly in the winter in the north, when days are so short.

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Like Finavia, all aviation authorities expect things to be done by the book. But provided





Above: Egilsstadir Airport in Iceland







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they comply, Scandinavia's FBOs are famous for their resourcefulness, approachability and thoroughness, as many a pilot's discussion board attests. "It was the quickest and smoothest aircraft change I've known," enthuses Edvard Nalbandyan, sales director for St. Petersburg-based Air Charter Service, about the way that the Bergen-based FBO GA Partners switched passengers from a Learjet 60 to a Cessna Mustang for a flight to Florø. That kind of service has brought the ground handler over 80 customers since it opened less than two years ago.

At Roskilde, Copenhagen's second airport, the award-winning team at Roskilde Executive Handling prides itself on going the extra mile. When a visiting band wanted to look over a restored DC-3, the FBO got the local mechanic to show the musicians around. And when the wife of a pilot wanted to visit the city while her husband snatched a few hours sleep before the next flight, the staff took her sight-seeing downtown.

On the technical side, the FBO offers the lowest fuel prices in Denmark on a 24-hour basis. It's hardly surprising that Roskilde Executive Handling has been in the *European Business Air News* top 10 list for the past three years, along with Grafair, yet another Scandinavian company.

An attractive airport for private jets, Roskilde is half an hour from central Copenhagen. While Copenhagen's main airport is dominated by commercial flights, with all the usual complex procedures, Roskilde operates with a minimum of red tape. Indeed there are no slots or curfews at the airport, de-icing can generally be arranged on the spot, and the fuel truck is usually waiting on the apron.

Above: Roskilde Executive Handling's FBO at Roskilde Airport in Copenhagen

Below: ASE
Handling's facility
at Bromma Airport
in Sweden



There aren't many airports like Iceland's Reykjavik. A favorite stopover for North Atlantic aircraft, it is in the heart of downtown, within a few minutes of all of the capital's attractions. And weary pilots sometimes don't even get that far – the Hotel Loftleidir is barely half a minute's walk from Birk Flight Services' FBO, right alongside runways 06-24 and 01-19.

Birk Flight Services has been in action at Reykjavik airport for half a century. Birk says its secret is "small is beautiful". Indeed the compan



If this sounds minimalist, remember that the FBO has operated by this philosophy since 1965, and it seems to work. "We like the nice things in life, but we've never met anyone who actually likes burning money," the company explains. Customers certainly don't burn money on fuel – the FBO sells JetA-1 and 100LL AvGas at rock-bottom prices.

In Keflavik, the country's main international airport, SouthAir Iceland has been taking care of the requirements of transiting aircraft and their passengers for nearly as long. The only private FBO at the airport, SouthAir serves as a gateway for flights into both Asia and Europe. The second floor boasts a spacious passenger lounge with conference room and crew rest area next to a flight ops room. The company also provides FBO services at Akureyri Airport and has just been awarded government approval for another location at Egilsstadir International Airport (see page 68).



Red carpet

Scandinavia's FBOs are nothing if not diverse. They range from Iceland's small-is-beautiful Birk Aircraft Services, which has long prospered on low-cost ground handling (see *Passing through*, above), to Denmark-based ASE Handling, an expert in the red-carpet treatment.

A specialist in high-profile events, ASE organized the airport side of President Obama's Swedish visit, with all the stringent security obligations that went with it, as well as the Copenhagen climate change conference of 2009, plus regular visits by heads of state. Its FBOs routinely handle VIP, executive, military, ambulance and general aircraft.

Clients at its FBOs in Copenhagen, Stockholm Arlanda, Stockholm Bromma and Gothenburg get the full treatment. Catering, ongoing transport, lounges for passengers and crew, discounts at hotels, and hangarage are all available, along with tarmac access, if required. ASE also provides a range of services at more than 25 airports in Denmark and Sweden.

"Weather technology has improved greatly over the past 20 years and forecasters can now see storms in the future and in real time"

Tyler Roys, meteorologist, AccuWeather

"We think the Karlstad region has great potential to become a major producer and user of sustainable fuel"

Dirk Kronemeijer, chief executive, SkyNRG

ASE's latest FBO - the jewel in the crown opened at Stockholm Bromma in 2013. Run in cooperation with maintenance specialist BAM, the new facility covers the gamut of services with a private aircraft parking ramp, on-site customs, VIP and crew lounges (the former just a few strides from the ramp), business facilities, part 145 maintenance, and optional tarmac access. Located on the northern side of the airport, it allows passengers to reach the city center in 15-20 minutes.

Another luxury FBO is Sundt Air Executive Handling at Oslo airport. Its new lounge is equipped with washrooms and showers, and a dining room that can accommodate 14 people. There are also overnight facilities for three.

Iceland's IGS group at Keflavik International Airport, meanwhile, considers food as important as fuel. It has built a reputation over more than 40 years for its gourmet catering, and with 24 hours' notice can deliver a seven-course feast.

Right across the Nordics, FBOs are expanding their services and facilities. The only privately owned FBO at Malmö airport, MTS Aviation, has in the past few years added a heated hangar capable of accommodating a Boeing 737, expanded its facilities to include VIP and pilot lounges, a conference room and (this being Scandinavia) a sauna. And the FBO is already looking at adding more facilities for executive jets.

Zeus

Iceland hit the headlines in mid-April 2010, following the eruption of the volcano Eyjafjallajökull and the subsequent weeks-long widespread disruption to air travel. The eruption of the volcano Grímsvötn in 2011 also caused





Left: Sundt Air's Stavanger facility





from the Eyjafjallajökull volcano caused disruption to air traffic in 2010

Above: Ash

closures of airspace in Europe, though it was not nearly as disruptive as the year before. As well as the emissions not being so substantial, a contributing reason for the relative ease with which the aviation industry handled the situation was that so much had been learned from the event in 2010

Pilots should soon have a technological friend to aid in the detection of volcanic ash. Named Zeus, it's a prototype device capable of measuring even small amounts of ash in the atmosphere and in time will prove an important aid in forecasting volcanic fall-out. A collaboration between the UK Met Office and London's Natural Environment Research Council, the science is based on using the level of static present in the atmosphere as an indication of the amount of ash. Installed on a British Airways 747 late last year, Zeus is being subjected to a year's testing.

In the meantime, London's Volcanic Ash Advisory Centre, one of nine similar services worldwide, provides the aviation industry with regular status updates on ash clouds.

It's worth remembering that the Nordic countries don't have a monopoly on volcanic ash. Pilots routinely encounter small quantities of emissions as they fly around the world, albeit without any risk to safety. <

Bio power

The Nordics are ahead of the game in the use of sustainable fuels in aviation. Practically every organization that matters in the industry has joined forces under the umbrella of the Nordic Initiative for Sustainable Aviation (NISA) to advance biofueled flight. NISA's current main focus is to provide the industry with abundant biofuel at commercial prices.

This is not pie in the sky. In mid-2014 Sweden's Karlstad Airport installed the first bio-jet fuel tank in Europe. The fuel is based on feedstock from the local forestry industry and any aircraft can use the juice, albeit at a high price. "We think that the Karlstad region has great potential to become a major producer and user of sustainable fuel," predicts Dirk Kronemeijer, chief executive of SkyNRG, the world leader in the production of bio aviation fuel. The company has partnered with Statoil Aviation, the main producer of aviation fuel in regional areas of northern Europe, to deliver this project at Karlstad Airport.



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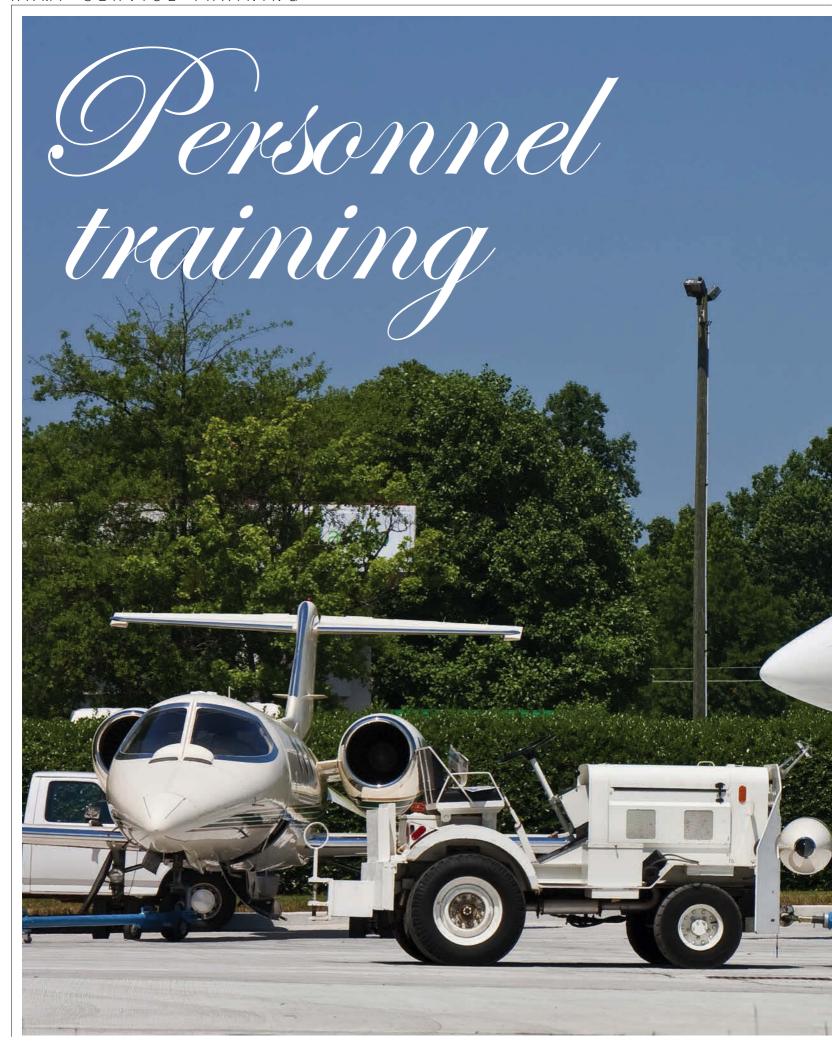
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"As we do not routinely receive procedural updates from the manufacturers, the Safety and Training department has to regularly check for updates and ensure that changes to procedures are immediately communicated to the ramp team"

Daniel Brechbühl, quality and safety manager, FBOs EMEA & Asia, Jet Aviation

"Manufacturers provide training to the pilots that fly their aircraft and the engineers that maintain them, but no training in simple formats for the FBOs that service their aircraft on the ramp. The failure of manufacturers to make training available to FBOs puts the onus on the ramp supervisor, trainer or duty manager to find out from manufacturers, engineers, MROs and crew members what the correct servicing requirements are for that particular aircraft. Most will not be able to cover all aircraft types and will give general, cautious training, hopeful that the ramp agents use their eyes to read plaques and indicators where shown."

The two biggest challenges FBOs face are ensuring the safety of aircraft and keeping track of all different aircraft servicing procedures. At Zurich Airport, Jet Aviation provides ground handling to over 50 aircraft types from more than 10 major manufacturers. Its ramp staff must know and understand safety requirements for fueling, towing and pushback, toilet servicing, and many other servicing elements.

"As we do not routinely receive procedural updates from the manufacturers, the Safety and Training department has to regularly check for updates and ensure that changes to procedures are immediately communicated to the ramp team," says Daniel Brechbühl, quality and safety manager, FBOs EMEA & Asia, Jet Aviation.

"An example of how FBOs and manufacturers can better work together to ensure the safety of aircraft would be for manufacturers to automatically inform ground handlers about procedures and their revisions, and for ground handlers to then acknowledge acceptance and





Above: Without the correct aircraft servicing training from manufacturers, accidents may occur

Below: FBOs, manufacturers and aircraft operators need to properly communicate safety procedures to ground handlers



understanding of said updates. A common industry platform supporting all manufacturers' procedures and ground handlers' acceptances would also be beneficial."

"At the minimum, a guide for line service technicians should be provided, with information for safely servicing each aircraft type," says Paul Lima, Landmark Aviation's regional safety officer. "It would include things like lavatory service, fueling and grounding points, GPU, oxygen service, towing and turn limits, water service, air start and windshield cleaning."

Best practices

In July 2014, the International Business Aviation Council (IBAC) and National Air Transportation Association (NATA) introduced a set of global industry best practices for ground handlers. Known as the International Standard for Business Aircraft Handling (IS-BAH), these best practices have a major safety management system (SMS) component (see Stamp of approval, Business Airport International, October 2014, p20-26).

"The IS-BAH is performance-based rather than prescriptive and requires appropriate training levels for all FBO employees commensurate with their positions," says Terry Yeomans, IS-BAH program director at IBAC. "Competence training is an integral part of risk mitigation and we welcome all efforts from OEMs to assist all stakeholders in meeting safety standards. After all, flight safety starts on the ground."

Through its Safety 1st program, NATA works with FBOs, manufacturers and aircraft operators to promote communication on safety and training-related issues affecting ground handling. It is this collaborative approach that helps NATA member companies work toward driving down instances of ground-handling damage and injury.

"Safely ground-handling aircraft is the result of a proactive process and culture of an FBO, beginning with training and culminating in a comprehensive safety management system that incentivizes each employee to be an active manager of risk," says Michael France, NATA director, safety and training.

According to Stephenson, ramp services are likely to be improved by FBOs that get IS-BAH certification because their SMS and training will be scrutinized, their training records reviewed and their staff interviewed.

"All ramp service providers should be engaged with a voice that speaks on their behalf - which is NATA," notes Ben Lacy, director of safety at Landmark Aviation. "This is particularly important as the USA moves to adopt the IBAC standard."



"Aircraft manufacturers should collaborate with manufacturers of ground-support equipment and communicate early in the product design process"

Ben Lacy, director of safety at Landmark Aviation

The Gulfstream example

While NATA and IBAC are undoubtedly onto something, they are not the first. Three years before the two paired up, Gulfstream noted the shortfall in training and partnered with aviation training provider FlightSafety International. Between them, they created free online FBO ground-handling and servicing training specific to Gulfstream jets (see *Online training*, below).

Tim Steinhauser is director of customer relations and technical training with Gulfstream. "I think it is in the manufacturer, customer and FBO's best interests for the OEM to provide servicing aircraft information and training to the FBOs," he says. "We want to ensure our operators' aircraft are handled properly and without incident when at an FBO. A smooth FBO visit means our aircraft are ready to go when the operator is, which is an important benefit of business aviation. By providing this training, we contribute to the safe handling of our customers' aircraft, regardless of where they are serviced. It also gives us an opportunity to further enhance our relationships with the FBOs, increasing communication and information sharing."

Gulfstream's complimentary online training has been undertaken by most of Jet Aviation's staff at Zurich Airport. This service was described as "very helpful" by staff concerned and the company is currently working to ensure all ramp agents across its FBO network can complete the course.

"Employees generally prefer the interactivity of classroom training over e-learning and this preference tends to be more pronounced where training is given in a language other than their mother tongue," says Brechbühl of Jet Aviation. "For most of our ramp staff, English is spoken as a second language. They also commonly use metric units instead of imperial units, so this too raised a few questions. The Gulfstream program is otherwise easy to follow and well illustrated. We cannot yet quantify the benefits in terms of



decreased ground incidents, for example, but it was felt the program delivers really relevant information that can be applied in daily handling practices. It isn't just type-specific, and supports general know-how regarding safety and risk avoidance. Coupled with Jet Aviation's ramp safety awareness training, these programs support concrete know-how in safety matters and risk avoidance. Crucially they also raise awareness and thereby contribute to better risk management and higher safety standards."

Compulsory training

With both IS-BAH and Gulfstream's online training, the industry is clearly moving in the right direction. However should industry regulators make it compulsory for manufacturers to provide this training and FBOs to complete it?

Not according to Gulfstream's Steinhauser, who believes compulsory training "may not be practical" and that "a qualification standard may be more effective in the FBO world market".

NATA's France adds, "Ground-handling operators must continue to take proactive steps to ensure safety in their operations. This includes further adoption of SMS, collaboration with manufacturers and aircraft operators, as well as the provision of high-quality training for line service professionals. I do not see a need for direct regulation of the relationship between ground-handling providers and manufacturers."

"Just as we wouldn't let someone drive a car without proving they understand the rules of the road and how to drive, standard procedures and norms play an important role when it comes to ramp safety," says Brechbühl. "The challenges arise with the idiosyncrasies that don't conform to standard procedures. Clearly where aircraft require special handling, the more the manufacturers are involved in developing the ramp servicing and training procedures, the better the service quality and safety will be. A common platform through which manufacturers could distribute the latest procedures and ground handlers could accept them would really ease the management of ramp safety services."

"Aircraft manufacturers should collaborate with manufacturers of ground-support equipment and communicate early in the product design process," says Lacy. "Likewise, communication among aircraft manufacturers to consider and discuss options for interoperability would be ideal for the business aviation community in general."

Online training

Web-based training is one of the specialties of FlightSafety International, Gulfstream's authorized training partner for more than 40 years. For Gulfstream, it made perfect sense to collaborate with FlightSafety to design a course for FBOs. The 90-minute course is free to those that handle Gulfstream aircraft and is designed specifically to highlight situations that might create a risk – and to show them how to reduce that risk.

The course offers ground-handling modules to Gulfstream G350, G450, G500, G550 and G650 aircraft operations. Areas covered are a Gulfstream aircraft tour, parking the aircraft, fueling, towing and mooring, water servicing, lavatory servicing, window cleaning, and snow and ice removal. Within these modules, all necessary detail is featured. 'Parking the aircraft' includes all dimensions, danger zones, and details of parking brakes. 'Fueling' incorporates preparation, necessary equipment, cautions and warnings, bonding, refueling procedure, accessing the adapter, inserting the PIP pin, connecting the nozzle, G550 high-level warning indicator, and pre-check of sensing valves.

Once an FBO has completed the training, it can apply for recognition from Gulfstream.



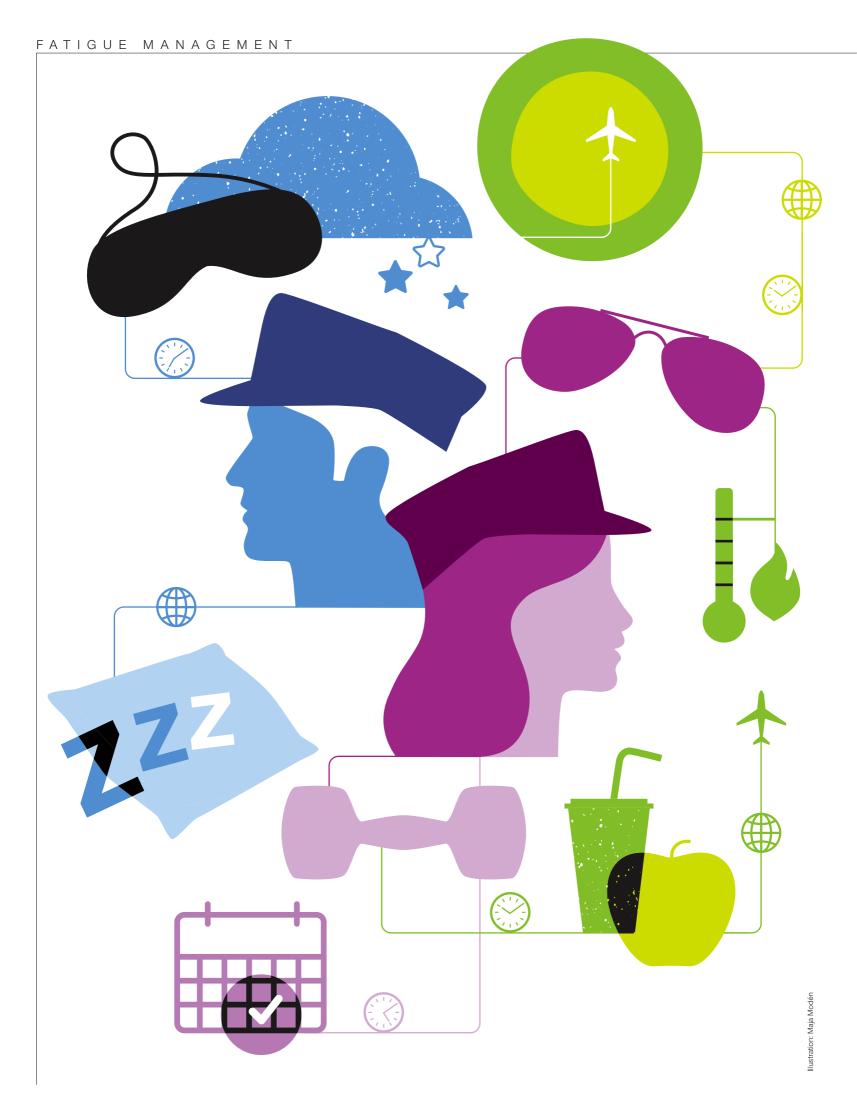


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Business aircraft operators, crew members and FBO staff need to remain alert to the issue of fatigue management to ensure high levels of passenger safety

Words | Mario Pierobon

New requirements have been published for commercial aircraft operators to implement fatigue risk management systems (FRMS) in North America and Europe – but they are not mandatory for business aircraft operations. Yet it could be argued that although business aircraft pilots do not fly as many hours as commercial pilots per year, they are exposed to the same, if not more, stress and fatigue owing to the lower predictability of demand and therefore of operations.

All humans living in modern societies fight against fatigue from the time they wake up in the morning until the time they go to bed at night, and even beyond. This is because the unnatural – urban – settings we live in are not properly matched to our circadian rhythm (a roughly 24-hour cycle in the physiological processes of living beings), which the human race has inherited from thousands of years of respecting the daily and yearly cycle of the sun.

Yet fatigue represents more of an issue for certain professional groups than for others, with pilots – including business aircraft pilots – being considerably exposed to fatigue. They cross time zones, and their working environment (the flight deck) is rather uncomfortable despite advances in design. Operational delays and commuting time to and from work compound the fatigue risk level.

Business aircraft operations' schedulers, chief pilots and other personnel involved in operations planning and safety management need to learn how to implement practical fatigue management solutions into their operations.

Industry effort

Business aviation industry bodies already offer support to operators to help manage fatigue risk, and the International Business Aviation Council (IBAC) as well as the NBAA are at the forefront. Peter Ingleton, director of ICAO liaison at IBAC, highlights that irrespective of whether the operation is commercial or general (non-commercial) aviation, a "one-size-fits-all approach to flight and duty times is most inappropriate". ICAO requirements relating to aircraft pilots' fatigue can be found in ICAO Annex 6 (dealing



with air operations) in Part I – for commercial aviation – and Part II – for international general aviation (including business aviation). Unlike the former, the latter applies to "all operator personnel involved in the operation and maintenance of aircraft".

There are two fatigue programs for commercial and non-commercial operators – fatigue risk management systems (FRMSs) and fatigue management programs, respectively. While the traditional flight and duty time rules for commercial operators have been prescriptive in nature, they have recently been complemented by performance-based FRMSs. The parallel requirements for business aviation are exclusively performance-based. However, in both cases the requirements include integration with the operator's safety management system (SMS).

IBAC has been involved in the authoring of ICAO Document 10033 Fatigue Management Guidance Manual for General Aviation Operators, which was jointly released by ICAO, IBAC and the Flight Safety Foundation (FSF) in July 2011. "In the authoring of this document, IBAC has secured the services of a leading industry academic to include scientific principles in fatigue management within business aviation operations," says Ingleton. This document is being aligned with two other ICAO manuals dealing with fatigue management requirements for regulators and airlines. All three are/will be publicly available free of charge from ICAO.

For the past 20 years, the FSF has been providing widely applied guidance on corporate pilots' fatigue by authoring and recurrently revising a document entitled *Duty/Rest Guidelines for Business Aviation*. The current version is a joint FSF and NBAA publication and was released in April 2014. It has links with the more comprehensive ICAO Document 10033.

Crew member rest

"Crew member rest is the responsibility of both the crew member and the operator. Specifically, the operator must provide adequate opportunity to acquire the necessary rest and the crew member must use that time to maximize the rest acquired," says Richard Meikle, vice president of safety at NetJets.

"Rest can be influenced by many factors, including hotel/airport transit times, facility design and quality, noise levels, security concerns, flight schedule workload, temperature, light control, exercise opportunity and many others. NetJets selects hotels that provide high-quality, quiet locations and conducts a review of the highest frequency locations on a quarterly basis, with on-site visits completed annually. This review is conducted in concert with crew members to ensure the needs and desires of both operator and crew are satisfied. Should properties fail to deliver a high-quality rest environment, they are removed from the approved list."

Biological factors such as duty start time migration over consecutive duty periods, circadian rhythms, crew nutrition and hydration, time of wakefulness, etc, are powerful influencers over the quality of rest. "To help crew members



The Global 6000 Signature Series has been designed to facilitate adequate crew rest

"The operator must provide adequate opportunity to acquire the necessary rest and the crew member must use that time to maximize the rest acquired"

Richard Meikle, VP safety, NetJets



maximize their rest opportunity, NetJets includes fatigue mitigation training in initial and recurrent training cycles. This training includes the science behind fatigue, strategies to minimize fatigue, and company policies that support safe flight operations," continues Meikle.

"With the advent of ultra-long range aircraft, on-board rest facilities must be considered during purchase decisions. NetJets and Bombardier worked collaboratively to design and equip the Global 6000 Signature Series aircraft with a crew rest area that includes seating that converts into a double bunk, so that there can be a double crew on long-range flights.

"Regardless of opportunity and effort to obtain adequate rest, there will always be times when a crew member feels they are unable to safely perform the next flight or duty assignment. In such cases, the operator needs to have a non-punitive fatigue policy that removes the incentive to continue flight operations when the crew member is not fit to do so. At NetJets, a crew member can remove themselves from a flight assignment that they are not fit to fly at any time. In such cases, the crew member is afforded a minimum of 14 hours of rest before the next assignment, and if the individual feels they need more, that will be accommodated," adds Meikle.

Work together

While the crew are on the front line of fatigue avoidance, management and support staff have a pivotal role behind the scenes. Specifically, schedulers, managers and others can greatly reduce the potential for fatigue. "Of course," says Meikle, "scheduling is the most obvious starting point for fatigue mitigation, but without tools to identify potential fatigue-inducing schedules it can be very difficult. For example, asking a scheduler to determine an alertness value for a single crew member requires them to look back through the crew member's schedule at least once a week, looking at time zones, circadian highs and lows, duty-day duration, and rest opportunity based on time of day and location.



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The use of fatigue markers or bio-mathematical models that scan schedules will provide management with the opportunity to intervene and make crew or schedule adjustments."

A number of companies are transitioning from fatigue marker identification to a biomathematical model integrated into the scheduling software that will proactively identify schedules for modification. "Additional support of flight crew members, such as headquarters-based coordination of logistics, including flight planning, hangar procurement, catering, ground transportation, hotels, etc, can greatly reduce the workload for crew members and associated fatigue levels," adds Meikle.

Proactive management

Fatique management includes more than identification and removal from duty. The insidious nature of fatigue means that crew may not be fully aware of their level of fatigue and could overestimate their suitability for flight. This has the potential to reduce safety margins. "Through review of previous fatigue events, mitigation of triggering factors can occur. The concepts of an SMS - safety policy, safety risk management, safety assurance and safety promotion - are all elements needed for a fatigue risk management system. A non-punitive fatigue policy that disincentivizes continuing when not fit for flight is critical to safety. If there is pay loss or other negative consequences, the crew member is less likely to remove themselves from the assignment. Once one or more fatigue events occur, it is important to track events, analyze them, identify trends and implement preventative actions," explains Meikle.

TAG Aviation in the UK has taken a lead in setting industry standards with the establishment of the Corporate Safety Aviation Executive (CASE), an important forum for UK-based business aviation operators and their safety managers to share flight safety data and experiences. "We assess safety procedures on a continual basis, including fatigue risk

"Operators need to have a non-punitive fatigue policy that removes the incentive to continue flight operations when the crew member is not fit to do so"

Richard Meikle, VP safety, NetJets





A healthy diet can help to reduce the effects of fatigue

management, and are discussing this subject with others in the industry," says Malcolm Rusby, European safety director at TAG Aviation (UK).

FBO support

While FBOs are not directly involved with flight crew fatigue issues, their services can provide help to operators in dealing with fatigue management and to pilots in overcoming exhaustion.

"FBOs can help pilots overcome fatigue by providing rest areas that are private, quiet and temperature controlled in an area conducive to rest. Shower facilities and exercise equipment can also help keep pilots active and alert during waiting times. Healthy food options for effective nourishment can help reduce fatigue. But of course, the FBO cannot be a substitute for a dedicated rest facility between flight assignments," comments Meikle.

With regard to FBOs' support in overcoming fatigue, TAG Farnborough Airport is investing in a further development of its infrastructure. Plans include additional lounges for passengers and enhanced crew facilities, including a gym. The airport is also introducing a fast-track entrance to the site, which is set to open for the exclusive use of passengers and crew in early 2015. The airport already offers concierge service, direct ramp access for customers wanting to drive up to waiting jets, a crew room with 'snooze' facilities, and the on-site Aviator Hotel – also part of the TAG Group.

Learning from scheduled airlines

Learning from the commercial sector could be useful exercise for business aviation operators for purposes of fatigue management. Scheduled airlines have a significant wealth of experience with regard to fatigue management but, as Meikle remarks, the complexities of unscheduled operations mean that comparisons with the commercial sector are limited. "While many of the factors that cause fatigue are common, there are unique considerations in the unscheduled world, such as crew members loading baggage, that are not typically experienced by commercial operator crew. That said, these differences should not be an excuse to ignore commercial sector advances," he says. The use of bio-mathematical modeling has been used in the commercial sector with success, and although the application may differ, the science of how people tire is consistent regardless of the type of operation. <

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Abby Bried, president of the International Aviation Womens Association (IAWA), talks to *Business Airport International* about the importance of encouraging more women to enter the aviation sector Words | Hazel King

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How did you get involved in the aviation industry and IAWA? I often think of myself as rather unusual because I knew at the age of 16 that I wanted to be an international airline lawyer. I had been exposed to the aviation and airline industry at a young age through family and my dad was a pilot in the military. I was somewhat deterred in my studies – I spent two summers in Tokyo during high school, so I had an exposure unlike many others and I was studying Japanese – but because I was a woman many of my professors didn't think I'd ever be able to study law in Japan or Asia. This motivated me to continue forward and I was able to get an opportunity in aviation straight out of my undergrad studies.

I was trying to get into a legal department at an airline, although I'd not gone to law school yet, and I got an opportunity at Northwest Airlines [now Delta Air Lines]. After I had graduated from law school I moved to Continental Airlines [now United Airlines] and at the time Continental was in a survival mode – they were either going to go into their third bankruptcy and be out of business or they had to dramatically turn things around. A big part of the plan was to turn it from a domestic airline into a global one, and I stepped up and said, "If you're going to go from four locations in Europe to 25+, you really need an international lawyer to ensure the business is set up correctly right from the get-go."

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Left: Annual conferences provide opportunities for members to share developments and ideas Below: IAWA members at the Global Aerospace Summit, Dubai, April 2014

"Getting more women interested in engineering is difficult. We need to start earlier to get more girls interested in the STEM area and give them the skills to become engineers"

I became the first international lawyer for Continental and probably one of the first for any of the US carriers at the time. My focus for the next 10 years was to travel around the world with our business teams and set up the business and operations so we could fly from the USA to various countries around the world. My passion was international law and I managed to achieve my childhood dream.

My introduction to IAWA was through a meeting in 1998 with Kathy Posner, the president at the time, in Washington DC. I met her at a legal seminar and she mentioned the group and said they were getting together in Ireland for their annual conference. By happy coincidence, Ireland was on the list of countries Continental was expanding to and I had to go to for business, so I arranged it so that I could attend the conference in Shannon. It really made an impact on my career because it connected me with this inspiring global organization. At the time I was in my late twenties and embarking on my legal career and IAWA played a pivotal role for me.

How has IAWA developed and changed since it was formed?

IAWA was established in 1988 and was a very small group for the first five years. The conferences weren't that big – when I first went in 1998 there were about 75 women. What is special about IAWA is that when the group is smaller you can really make connections and really build relationships; that is what IAWA is about. It is not a professional speed dating kind of group; it is about actually getting to know the members and learning from them. We just had our last conference where we had 250 women and I can honestly say you still have that feeling and make meaningful relationships with people even though it is three times the size. We're not looking to grow into an organization of thousands

of women because we think it would be difficult to maintain the essence of IAWA, but we obviously want to grow. There are so many more women out there that we want to reach so we do continue to slowly grow but we do keep in mind the special IAWA connection that we create.

IAWA has been developing some sustainable platforms with partners such as Boeing, Airbus and FedEx. Based on support from partners, we have been able to build a solid foundation and from that we have been able to offer more as an organization. In the past few years we have created IAWA Connect, which provides a number of options for connecting with fellow members because we realize that people can't always get to our annual conference. In 2014 we held more than 25 IAWA Connects from Chicago to Uruguay, Prague to Shanghai and all points in between. We have established two ways to connect: firstly we have tried to organize more formal IAWA receptions such as the one taking place in Washington DC in June 2015. We are also doing a lot of Connects at industry events - we had one at the Embry-Riddle Aviation Law and Insurance Symposium at the end of January 2015. We invited all the women at that conference to join us at a breakfast meeting. At the end of February we were in Seoul for a formal breakfast event for more than 40 women at the IATA Legal Symposium where we featured an all-male panel who spoke on the importance of men supporting women in leadership development.

We also had an IAWA event in November 2014 in Brussels in partnership with the European Business Aviation Association and Women In Aerospace (see *Business aviation partnership*, page 38), which had about 100 women attend. Having something more regional like this allows our European members to meet.

Why do women still play a minor role in aviation?

Statistics show only 17% of women are in leadership roles across all industries, which is very low – obviously we want to see it at 50%. The aviation figures are a bit lower than that – the numbers seem to be anywhere between 10% and 17%. I think the reason for this is the aviation industry – general or commercial – was started with mostly men that came from the military. Many pilots get their training through the military because it is so expensive, so that has been a hindrance to women becoming pilots.

Aviation is a business that has a very male stereotype. There is a heavy reliance on engineering but when you look at education, there are fewer women enrolled in these types of courses. Getting more women interested in engineering is difficult. We need to start earlier – at the elementary/high school ages – to get more girls interested in the STEM [science, technology, engineering and mathematics] areas that can give them the skill set to become engineers. That is a global issue to some degree, although

What is IAWA?

Founded in 1988, the International Aviation Womens Association (IAWA) brings together women of achievement in the aviation industry and promotes their advancement internationally through the establishment of a worldwide network of aviation professional contacts. IAWA is an international organization for women who hold management and executive-level positions in the aviation and aerospace industry, including airport management and consulting, commercial, general and business aviation, banking and leasing, economic and business consulting, education and research, engineering, finance, government, insurance, international relations, law, manufacturing, media and space. The IAWA provides internships and mentoring programs for young women, holds an annual awards ceremony and provides university scholarships at four US universities. It also holds local, national and international social events throughout the year.

Right: The Association has members from 33 countries worldwide

Below: EBAA, IAWA and Women in Aerospace agreed to collaborate at an event in November

I was fascinated to find out about a university in Romania where 50% of the aviation engineering students are women.

We're looking at how IAWA can better support education. We offer five annual scholarships to women studying various areas of aviation and aerospace. We partner with Embry-Riddle Aeronautical University, Vaughn College of Aeronautics and Technology, McGill University and Southern Methodist University where we have members actively engaged in the support of women's development in our industry.

Why is it important for women to be in the aviation industry?

The aviation industry is critical to our global economy. Aviation connects us all over the world – whether you're going for business, connecting with cultures, family, etc, aviation is one of the foundations of our global society. Women need to be part of it and we need to be in leadership roles making the industry more successful. We need women in all businesses because it makes companies more successful – we need the diversity of cognitive thinking, it is important for innovation, so that's why we find it very important to have women at all levels of aviation.

Which female aviation figures stand out for you?

There are so many across the board. We'll start with one of the more well known who has an IAWA tie – Amelia Earhart. Last year Amelia was receiving a posthumous award for her aviation achievements from ICAO and IATA in Latin America and sadly there was no one in her family who could accept it, so they asked IAWA to accept it on her behalf. We were greatly honored to do so. She was a pioneer and gave her life to aviation and dedicated every aspect of her life to it to the point that she didn't have any descendants herself.

ICAO celebrated its 70th anniversary last year and in December we did a joint IAWA/ICAO reception that looked at 70 women throughout the 70 years. We reflected a lot on women in all aspects – a great figure from the general aviation side was Olive Ann Beech, who took over Beech Aircraft when her husband passed away and did an amazing job leading the company.



Women are moving to the top – we're inspired to see a few female CEOs such as Carolyn McCall at EasyJet, one of the first female CEOs of a large airline. Marillyn Hewson, who is currently CEO of Lockheed, is also very important, and just recently IAWA's Advisory Board Member Marion Blakey was named CEO of Rolls-Royce North America. In March 2015 the Council ICAO appointed Dr Fang Liu of China as the Secretary General of the organization. Liu was our conference co-chair when IAWA went to Shanghai in 2005 and has been an active IAWA supporter since then as she climbed to the top of ICAO.

What experience do you have in general aviation?

Unfortunately I am not a pilot because of cost and time, although if I could have done it I think I would have really enjoyed it. I do fly in general aviation a couple of times a year, although working for an airline for 25 years I feel like I have my own fleet! I do have several friends who are very involved in general aviation; I find the industry fascinating. We have a neighbor who has a floatplane, a helicopter and another aircraft and the trials and tribulations that he goes through are very interesting.

General aviation is another important sector of the industry that IAWA's focuses on for its



Business aviation partnership

At a kick-off event in Brussels, Belgium, on November 6, 2014, representatives of Women in Aerospace (WIA), the International Aviation Womens Association (IAWA) and the European Business Aviation Association (EBAA) agreed to collaborate on expanding women's opportunities for career development and leadership in the aviation and aerospace sectors through the establishment of a broad network of professional contacts.

Lisa Piccione, IAWA president-elect, said, "The partnership established between IAWA, WIA – Europe and the EBAA provides an important new forum to expand the global network and discuss the future of our industry. Another core value that our organizations share is ensuring that we can attract and retain the next generation of women in aviation and aerospace."

members. IAWA's upcoming webinar on April 16 is titled "The general aviation market: Is it finally recovering?" This webinar will be led by IAWA members Diane Levine-Wilson, founder of AMSTAT and business development director at JetNet, both aviation market research companies, and René Banglesdorf, co-founder and CEO of Charlie Bravo Aviation, a worldwide broker of jets, turboprops and helicopters, who will present their latest market intelligence. This webinar is a great example of how IAWA covers the gamut of the industry. IAWA has taught me the most about general aviation matters and these learnings in a different aspect of the industry has added relevance in my job at a major air carrier.

What are you focusing on next?

A focus of mine and of IAWA's this year is on the importance of men supporting women in leadership growth. We have broken the glass ceiling but our numbers are still low. It requires the support of men to use their positions and reputations to look at women and give them the opportunities and advocate for them. There are a lot of men out there that mentor, but for women to get into the leadership roles and get key assignments will require more men to do that.

We have started a series in our newsletter about men supporting women – Thierry Baril, chief human resources officer at Airbus, was our first interviewee and we'll have several others throughout the year. I also mentioned that we recently had our first all-male speakers panel at our event in Korea who spoke on this subject. It is what I am talking about when I go and speak at conferences and events during 2015. I'm focusing on the importance of men and how they can really make a difference to women developing those leadership skills and getting into leadership positions. It is based upon the UN's HeForShe campaign launched last year, but modified for an aviation focus.

The feedback has been great; there are some naysayers and I was very careful to make sure IAWA isn't looked at as some women's lib organization – that is not who we are. That was the hindrance to being bolder, but the majority of the men are supportive. However, more can be done and men need to actively support women.

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All sectors of the business aviation industry need to understand the implications of tough new bribery legislation to ensure they stay on the right side of the law

Words | Selwyn Parker

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Left: AgustaWestland has been caught up in a bribery case involving its AW101 VIP helicopters in India



Transatlantic

The UK's bribery laws reach far beyond its borders. As offenders are increasingly learning to their cost, an act of bribery committed anywhere by a UK national – or even a person "ordinarily resident in the UK" – is fair game for the authorities. The laws are also transatlantic – a US company with a base in the UK can easily run into trouble with the USA's Foreign Corrupt Practices Act, which has been claiming some important figures in many industries.

As the World Bank's corruption index routinely shows, there are several high-risk countries and regions, including Africa, Russia, China and India. In such jurisdictions, a company's risk of falling foul of bribery laws is particularly high if it uses long-serving agents in the field who may not be fully aware of contemporary anti-corruption laws rather than headquarters-trained employees who have been thoroughly briefed.

With direct effect on aviation, another sea change in the prosecution of bribery and corruption is the way it is being internationalized. Dubious deals in far-off jurisdictions are being brought to light under pressure from, in particular, US authorities who, under President Barack Obama, are determined to stamp out practices that, while occurring elsewhere, can be interpreted under international law as having an effect on the USA.

In light of these stories, the industry is taking a tougher stance on attempts to subvert normal commercial processes, which might previously have been swept under the carpet. Aviation companies that employ 'improper practices' (to use an increasingly common description) are playing a dangerous game.

There are two main reasons for this turnaround in attitude: the introduction of the UK's 2011 Bribery Act, the most comprehensive law of its kind anywhere, and the increasing strength of the USA's Foreign Corrupt Practices Act 1977. Between them they enable investigators to prosecute dubious behavior all over the world.

Other jurisdictions are following suit, anxious to be seen as compliant in this increasingly transparent and honest environment. A recent example is the Isle of Man, whose own laws against bribery and corruption, largely reflecting those in the UK, came into effect early in 2014.

In the frame

The UK Bribery Act applies to most companies. In aviation it covers pretty much the entire spectrum of the industry's activities – aircraft managers, corporate employers of pilots, manufacturers with maintenance facilities, brokers, sales agents and others.

In the case of the BACA story, when the operator attempted to bend a decision its way by offering an inducement to the broker, it instantly fell foul of the bribery laws and provided a legal umbrella for the offense to be brought to BACA's notice, whereupon it was obliged to act. By far the largest air charter association in the world, BACA has one overriding objective: "To promote integrity and ethical business practices." A highly practical goal, it is intended to facilitate total confidence that parties are dealing fairly with each other.

There are several high-risk countries and regions, including Africa, Russia, China and India. In such jurisdictions, the risk of falling foul of bribery laws is high



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Right: No regulator will get worked up over a business-related trip abroad, which is standard practice in aviation brokerage

The Embraer story

That's how Embraer's problems began. In 2008, the Brazilian aerospace group sold eight Super Tucano fighters to the Dominican Republic in a US\$92m deal that was, according to Brazilian and US authorities, sweetened by a US\$3.5m bribe paid to a retired colonel in the Dominican Air Force who had influential contacts in the corridors of power.

There was no problem about the quality of the aircraft – the Super Tucano is popular around the world for its low maintenance and low price. It's the way the deal was packaged that has embroiled Embraer in this six-year embarrassment. As the *Wall Street Journal* revealed late last year, Brazil's justice department lays the blame on eight senior Embraer managers, including a vice president for sales.

It says a lot about the new, no-escape environment that this is probably the first time Brazil, almost certainly under pressure from the US justice department, is prosecuting its own citizens for allegedly paying bribes abroad. Until now, Brazil has done so for offenses at home but not for those committed abroad.

AgustaWestland

Meanwhile, AgustaWestland's contract to sell helicopters to India has spectacularly crashed. Last year, India's ministry of defense, claiming the deal had been influenced by bribes, abruptly canceled the entire order before all the helicopters could be delivered and the entire project is unraveling. In January 2015, two Italian nationals were the subject of a summons for alleged money laundering.

Salesmen are perfectly entitled to employ in the pursuit of new business what are sometimes known as "customary practices"

Although the Anglo-Italian manufacturer insists that the tender process leading up to the sale was properly conducted and there is no cause for action, the entire deal appears to have been lost.

Customary practices

But what exactly constitutes corruption? While bribery laws have been toughened up, it doesn't necessarily mean that salesmen face a long stretch in jail for, say, buying a prospective buyer a drink. As the legal fraternity points out, they are in fact perfectly entitled to employ in the pursuit of new business what are sometimes known as "customary practices" – those that routinely apply in a particular market.

Such practices do not constitute a gray area, as is sometimes said, but are quite clearly defined. For instance, it is perfectly legal to provide what aviation insurance broker Hayward Aviation describes as "normal and appropriate expenditure on hospitality and promotional activities". In practice this can mean anything from a few drinks to a free dinner. It's also perfectly acceptable to present a ceremonial gift on an appropriate occasion (see *Dos and don'ts* on page 46).

Compliance is king

But what if an employee is faced with a bribe, or an offer so dubious that it could be seen as one? For instance, a lucrative contract is on the brink of being signed when the other party suggests – or demands – that a payment be made to a third individual who has not been involved in negotiations to date. This is by no means unusual outside Western Europe and North America.

Lawyers suggest a simple solution. Politely explain that corporate policy requires you to seek the opinion of the company's compliance officer. Above all, warns Hayward Aviation, "You must not agree to a process just because the other party says 'This is the way business is done here.'"



Dos and don'ts

The line between fair and unfair business practice is not nearly as fine as is often claimed. It is permissible, for example, to pay a commission, which is normal business practice in brokerage everywhere. Indeed, BACA's code of practice specifically refers to the legitimate payment of an "agreed commission". It is not, however, acceptable to slip a few thousand dollars to a chief pilot to put in a good word to his boss about buying your aircraft.

It is also permissible to buy somebody a nice lunch but, as Kennedys Law drily notes, probably not if the lunch is served aboard a private jet bound for Monaco for your exclusive pleasure.

Similarly, no regulator will get worked up over an invitation to a rugby match, the gift of a modest hamper, or even a business-related trip abroad, all of which are standard practice in aviation as in other forms of brokerage. (Risk-reducing tip: Some aviation companies raffle these gifts off at Christmas charity events.)

Thus there's no need to get paranoid about bribery and corruption. Eventually offenses come down to improper practices – and most people in aviation know what that means. As Richard Mumford, head of aviation at Stevens & Bolton law firm and a BACA council member, points out, a definite breach of good commercial practice occurs when a broker is improperly induced to place business with a company when that may not be in the client's best interests. And generally these arrangements occur under the table.

It's all about secret profits. "Agents owe a duty not to make a secret profit," explains Mumford. "In the case of an individual broker employed by a brokerage firm, the employee is clearly obligated to the firm. These obligations will include requirements to act in the best interests of the brokerage, and will often include specific obligations in relation to anti-bribery and corruption, or the receipt of gifts."

If an employee were to break the rules and be caught in the act, the whole company could be at peril if it doesn't have a robust anti-bribery and corruption system in place





Above: Brokers should beware of those offering cash for preferential treatment

The advantage of being prepared with a clear response is that the employee is not put on the spot. He simply takes the details of the proposal to the company's specialist.

Senior officers

However, if an employee were to break the rules and be caught in the act, the whole company could be at peril if it doesn't have a robust anti-bribery and corruption system in place.

These are what lawyers describe as "adequate procedures". If there is no such system, management and board – the 'senior officers' – may be exposed to fines and imprisonment as well as the employee.

In practice, this that means staff must be fully briefed and trained to deal with such situations. They must keep details of expenses – which cannot be so large that they might be seen as an attempt to unfairly obtain a commercial advantage – and other information about goodwill and hospitality, including a gift register.

The British Business and General Aviation Association (BBGA) puts great importance on this kind of training, staging its own sessions to brief staff on the bribery laws, and urges others to do the same. "We would recommend that BBGA members undertake a review of the potential impact of such a risk as part of their management review," comments chief executive Marc Bailey. "If there is a concern, they should act to mitigate it accordingly."

As well as keeping a company on the straight and narrow, this kind of training can serve as a defense if problems surface later. As aviation law specialists Kennedys Law pointed out when the UK bribery laws first came into effect, there is a clear onus on the company to put its house in order. "The act creates a new strict liability offense of failing to prevent bribery," the firm warns.

Lesson learned

In the meantime, BACA believes the revelations of the alleged bribery attempt have proved valuable. As a spokesman points out, "The fact that the organization highlighted the problem has acted as a strong deterrent by drawing attention to the issue. Many companies are grateful that the implications of carrying out such practices have been made public."



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Few are willing to talk about the specifics of the Chattanooga competition case, which is interesting given the gravity of the situation for the airport, the cities it serves and the FBOs involved. Still, the lessons for other FBOs, airports and government authorities cannot be missed and offer a road map for the future.

In brief, the Chattanooga Metropolitan Airport Authority said, in 2009, that it received complaints about the high fuel prices at the TAC Air FBO at Lovell Field Airport, with which it had a long-term contract. It decided to drive competition by opening its own FBO when the entire industry was struggling with unprecedented fuel costs. What it didn't appreciate was that FBOs do not operate in a vacuum – they compete with other FBOs in the area. In fact, according to published reports, Chattanooga had lower fuel prices than surrounding large airports.

But fuel price was the reason the Chattanooga authority used to spend US\$5m in taxpayer money from state airport grants funded by fuel taxes to build its own FBO. In essence, the taxes generated by private FBOs such as TAC Air were being used to compete against it. The airport authority ultimately hired Wilson Air Center to compete with TAC Air.

In 2013, a federal administrator recommended dismissal of a TAC Air complaint to the FAA concerning the use of airport funds. The airport incurred US\$1.3m in losses over three years at its FBO, ironically proving the point that there was just not enough business for two FBOs. The airport authority doubled down, ultimately purchasing TAC Air's facility for US\$12.4m in January 2014, merging the two FBOs. TAC Air and Wilson Air Center did not return calls from Business Airport International and the airport authority declined to comment.

Digging deeper

The more one peels back the layers of the onion, however, it becomes clear that Chattanooga actually wanted the land under the TAC facility to open up a new parking lot, at a cost of US\$16m to US\$18m, in an effort to attract more air carriers so it could become a regional hub.

According to some local commentators, such as Chattanooga City Council member Larry Grohn, the airport is not suited to become a regional hub owing to its close proximity to major cities such as Atlanta, and its limited regional airline service. "This is a question of a community of 200,000 and a metro area of half a million thinking it was going to become an airline hub," says Grohn. "It just wasn't going to happen." In fact, between 2007 and 2012, Chattanooga lost 7.9% of its annual commercial flights and 2.5% of its seats, according to a study by Massachusetts Institute of Technology, *Trends and Market Forces Shaping Small Community Air Service in the USA*.



Left: Airport authorities need to consider the viability of their lease rates before putting out an RFP to private companies

Below: Minimum standards for the provision of airport services are needed to ensure a competitive environment

Fair competition

This case raises the question of whether private and public entities can compete evenly in the FBO market. According to Douglas Wilson, president of consultancy FBO Partners, both taxpayers and customers suffer when public and private companies do battle. "The customer fails to be served in a manner befitting the intentions of efficient air travel," he says. "The competition does not change the FBO business model. What it may do, however, is cause FBOs to reconsider their relationship with their landlord – their airport. FBOs need to maintain a strong and positive working relationship with the airport authority or city, and continually demonstrate how they contribute to the healthy landscape of an airport.

"Sadly, however, the best relations in the world won't necessarily prevent certain individuals within airport authorities or cities undermining that landscape at every turn in the form of higher and higher ground lease rates each year, flowage fees, concessions and the like; the aggregate of which takes an otherwise sustainable FBO and makes it a marginal business proposition."

The growing competition from government-sponsored entities prompted the introduction of HR 1474/S785 Freedom From Government Competition Act 2011 (see Competition act, page 54), which required the federal government to procure services from private enterprise. While the National Air Transportation Association favored the legislation, Airports Council International-NA (ACI-NA) did not and so the legislation never passed. However, ACI-NA published Aviation Service Providers/ Airport Sponsor Agreements Business Term Considerations for Capital Investment, a set of guidelines for airport/airport service provider leases that encourage long-term investment.

Middle ground

The Chattanooga case also raises the question of whether providing aircraft services is an essential government function, and if so, whether a government entity should be in the business of operating an FBO. What funding mechanisms should prevail and how does a

"FBOs need to maintain a strong and positive working relationship with the airport authority or city, and continually demonstrate how they contribute to the healthy landscape of an airport"

Douglas Wilson, president, FBO Partners

government authority ensure it maintains a level playing field? The answer, according to National Air Transportation Association president Tom Hendricks, lies in establishing minimum standards for the provision of airport services in order to avoid uncompetitive environments.

"The situation that ultimately devolved into the morass in Chattanooga is particularly illustrative of just how poorly state versus private-enterprise competition can end," explains Wilson. "Yet it is far too polarizing and unproductive to conclude that airports, authorities and cities should never be engaged in the FBO business. It is evident that there are hundreds, if not thousands, of airfields in which there is insufficient traffic to justify a private FBO entrant in the marketplace. There is a middle ground."

To be sure, there is a place for government to provide airport services, according to Hendricks. They must do so, however, on a level playing field, and that is the hard part.

"The challenge is that every airport situation is unique," he says. "Each has a different economic base and physical facilities. Several have used federal funds because there is not enough business to support private enterprise. We firmly believe free enterprise provides the best model for everyone involved. It is ultimately up to each community whether they want air service. Are they willing to pay the price with funding from the taxpayer? If so, that is fine."

Wilson agrees: "Unquestionably an airport is a community asset – both literally and metaphorically. It represents the tangible





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Right and below:
McKinney Air
Center in Texas is
a good example of
a well-run public
sector FBO





"Free enterprise provides the best model for everyone involved. It is ultimately up to each community whether they want air service"

Tom Hendricks, president, National Air Transportation Association

manifestation of a community's lifeline. To that end, if a private sector FBO fails, and there are no other private sector enterprises to provide FBO services, the public sector should step in. The biggest issue I continue to see arising in the public sector is the total lack of business failure contingency plans. A six-month fallback framework should be in place to seamlessly provide essential services while the matter of next steps is determined at the council level."

For airports and city councils, the decision is complex. "Airport authorities should consider the viability of their lease rates relative to the given market and if sufficient demand exists for both based and transient customers alike," Wilson advises. "As a rule of thumb, if the airport is an uncontrolled field, has a runway length of 3,500ft or less, and isn't served by a precision instrument approach, you won't find many private enterprises responding to such an RFP [request for proposals]. In that case, it may be the appropriate size for a public-private partnership of sorts. One such example at small airports is that the public sector owns the infrastructure and FBO, and they contract with a private company to run the FBO and airport on their behalf."

In that case, cities must also consider other factors, according to Hendricks. Private enterprise is better equipped to withstand business cycles and the inherent risks involved in long-term liabilities. He also pointed to environmental risks, adding that aviation is a highly regulated industry, meaning taxpayers could be at risk.

"Private investment affords a lot of staying power," he explains. "But FBO services require predictability and stability in order to make large investments in communities. That includes lease terms for facilities that can't be changed because the authority might want to bring someone else in. And those lease terms have to be applied consistently across the board – another reason for adhering to minimum standards, which also helps promote an efficient business. If we create



an environment where the competitive landscape is level, private enterprise should be given the chance. Otherwise, market forces get distorted and that results in more risk to the taxpayer."

While private enterprise is more efficient, Wilson believes there are examples of good government management. "For example," he explains, "an exceedingly well-run public sector FBO is McKinney Air Center in McKinney, Texas, USA. Ken Wiegand, who has exceptional business sense and extensive experience working with private FBO operators, chose to source an experienced general manager from the private sector, for the public sector."

Funding mechanisms

Hendricks cites the Advisory Circular published by the Federal Aviation Administration (FAA) as the key to leveling the playing field. It calls for minimum standards for aeronautical activities and reminds airports that have federal obligations under the FAA grant programs to conduct business that is non-discriminatory. It also requires the airport entity to be as self-sustaining as possible.

"If airports adopt the standards outlined in the Advisory Circular, they have mechanisms for establishing a level playing field," says Hendricks. "It is key to managing the relationship between the landlord/airport and the business. But it



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Left: Is providing aircraft services an essential government function?

Below: FBO and hangar lease terms need to be applied consistently to avoid unfair competition

Competition act

The Freedom from Government Competition Act of 2011 would have governed federal agencies, not local or state governments, and would have had little impact on the events in Chattanooga. It resulted from an "unacceptably high level both in scope and dollar volume" of government competition.

The main objective of the Act is to prevent the federal government from competing with its citizens and calls on the government to refrain from providing a product or service if it can be obtained on the private market more economically.

Exceptions include government services necessary for national defense or homeland security, the goods and services that are inherently government functions, or where there is no private source capable of meeting government needs.

The Act authorizes the director of the Office of Management and Budget (OMB) to study federal agencies and report to Congress each year justifying why a government agency should be exempt from the Act's requirements. Furthermore, it directs the OMB to provide a schedule for the transfer of commercial activities to the private sector to be completed within five years of the annual report to Congress should the function be deemed not part of an inherently government function. The Act has never been enacted into law.

"I know of no funding mechanism that truly levels the playing field between a public and a private firm competing at the same airport"

Douglas Wilson, president, FBO Partners

is also necessary for the business to actively participate in the airport authority meetings, the creation of minimum standards, and the review of those standards. We find where relationships are strong, the two can find the right balance and that results in success for both."

Chattanooga has minimum standards for airport operations governing FBOs, but they do not seem to include key provisions recommended by NATA. The first would protect incumbent service providers from devaluation from new competition with substantially lower initial investments. The second would assure potential service providers of the ability to accurately predict the initial investment needed to assure business success. Finally, potential service providers should accurately reflect the market demand. Interestingly, Chattanooga's own standards call for it to deny applications from new entrants if they require the authority to make investments "in connection with the proposed business, or if the operation will result in a financial loss to the authority".

Wilson, however, is skeptical. "I know of no funding mechanism that truly levels the playing field between a public and private firm competing at the same airport," he says. "Debts



and surpluses notwithstanding, I believe it is the charter of most government organizations to be revenue neutral; that is the broader implication of tax policy in general."

One of the key issues that remain unaddressed in all of this is the oversight role of cities when it comes to airports. At many airport meetings, airports express frustration at the control given to city officials, saying they could be much more efficient and innovative if given the leeway. So, if the relationships between tenants and airports must be carefully managed and fostered, so too must the relationships between city and airport managers. \triangleleft

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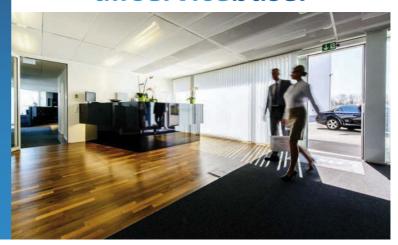
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"ADS-B gives pilots and ATC an unprecedented view of other air traffic. Having that level of situational awareness dramatically increases safety in the skies"

Mark Francetic, regional avionics sales manager, Duncan Aviation

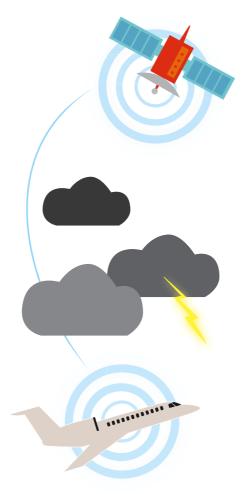
to understand exactly where they are in relation to other air traffic."

Accuracy brings safety

The accuracy of ADS-B will provide many benefits, including saving lives and reducing fuel consumption and emissions. "ADS-B makes better use of the airspace," explains Mark Miller, technical flight planning manager at Universal Weather and Aviation. "Controllers know exactly where the aircraft are located, so separation is not an issue. This is very helpful in oceanic airspace, where radar doesn't have the range to do the job. It gives the controller a powerful tool to separate aircraft, rather than relying on pilot reporting. ADS-B should drastically decrease the chance of gross navigational errors."

Another significant benefit of ADS-B is the low cost of installing and maintaining receivers on the ground, notes Steve Brown, chief operating officer (COO) of NBAA and formerly a deputy administrator with the Federal Aviation Administration (FAA). "Ground-based radar is expensive to maintain and would cost billions to replace," he adds. "With 510 ground-based radar stations in the USA alone, the cost of leasing the land they sit on is a huge expense." While Brown doesn't believe ADS-B will reduce costs for business aviation directly, he does believe it will flatten the cost trajectory of organizations that are responsible for providing radar coverage, such as the FAA.

However, Francetic believes there will be other, significant, advantages for business aviation users: "Business travelers will save time





All aircraft entering European airspace will need to be equipped with ADS-B by June 2020

as ATC can put more aircraft in the skies at the same time, while creating safe spaces around all aircraft above 10,000ft. Traffic density is no longer an issue because ATC has a much more accurate view of the entire sky. As a business traveler, you'll spend far less time waiting on the ground for clearance because air traffic will be efficiently integrated into safer traffic routes."

Are there any negatives? "Only one," notes Brown. "You have to make the change! Converting will take time, effort and money, but it will pay off in the long term."

Challenges for non-compliance

Failing to make a business aircraft ADS-B-compliant will limit your operations and make flying more expensive. "In some areas, non-compliant operators will need to be ready for added fuel expenses as they will have to fly a longer route or at lower flight levels to avoid ADS-B-mandated airspace," notes Jason Davidson, flight planning technical specialist at Universal Weather and Aviation. "In the future, some airspace regulators will mandate that aircraft must be ADS-B-equipped in order to operate at any flight level. This will prevent non-equipped aircraft from flying to some locations."

One of the first regions that will require full compliance is Australia. Currently Australia allows aircraft in some areas to fly above Flight Level 290 (FL290) without ADS-B Out capabilities. Exemptions must be sought at least 14 days in advance. However, all exemptions will expire on December 11, 2015, effectively cutting off Australian airspace to aircraft without ADS-B.

Most new aircraft will be equipped with ADS-B Out, as the new regulations have been foreseen for some time. "All of our aircraft are delivered off the production line with ADS-B Out (Version 1). They all have an optional aircraft service change (ASC) to purchase ADS-B Out Version 2," explains Bethany Davis, program manager, avionics and connectivity systems at Gulfstream.

The two 'versions' simply denote the equipment required. "There's a difference in the transponders and the Wide Area Augmentation System (WAAS)/System-based Augmentation System (SBAS) global position system," notes Davis. "Version 1 (DO-260A) is required in the Asia-Pacific region, while Version 2 (DO-260B) applies in Europe and the USA. It is relatively easy to upgrade a Gulfstream aircraft to be ADS-B (Version 2)-compliant.

Costs of implementing ADS-B

Owners of older aircraft will have to upgrade their airplanes if they wish to operate in ADS-B-



"ADS-B makes better use of the airspace. Controllers know exactly where the aircraft are located, so separation is not an issue"

ADS-B is already obligatory for most

aircraft flying in airspace controlled by

Mark Miller, technical flight planning manager, Universal Weather and Aviation

mandated airspace. "Upgrading is a matter of installing the right hardware. How easy that will be depends on what an operator's current avionics equipment configuration looks like," notes Duncan Aviation's Francetic. "The cost depends on whether the aircraft has been maintained with the latest upgrades over the years. If an aircraft has WAAS and the latest transponder upgrades or enhanced surveillance, the cost can be as low as US\$55,000."

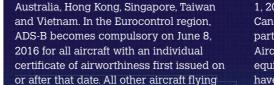
NBAA's Brown is quick to put the cost of installing ADS-B Out into a historical context: "Installing an ADS-B Out capability is not significantly more expensive than Mode A and Mode C transponders were when they were introduced 40 years ago. It is more expensive to install ADS-B In, however not everyone needs it. For those that do, it brings significant benefits."

Time is another cost that must be factored into the equation, as the aircraft is likely to be grounded for some time during the ADS-B Out upgrade. "It takes approximately five days to replace the transponders and upload new software in a large-cabin Gulfstream aircraft. The process takes slightly longer in our mid-cabin models," says Davis.

"For a newer aircraft that already features digital equipment, the upgrade could take as little as a week," adds Francetic. "For older aircraft, which mostly use analog equipment, the upgrade may take a week to 10 days."

Uneven implementation

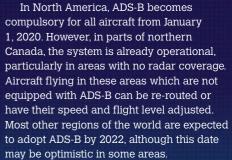
The staggered implementation of ADS-B around the world is going to present some operators with problems. For example, all air traffic entering European airspace after June 7, 2020 will need to be equipped with ADS-B. In the USA the deadline



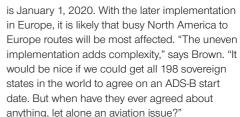
into Eurocontrol airspace must be compliant

When does ADS-B come into effect?

from June 7, 2020.



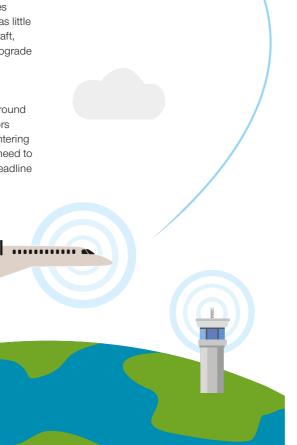
ADS-B includes two services: ADS-B Out and ADS-B In. All aircraft will need to be equipped with ADS-B Out capabilities, enabling them to broadcast information. There are currently no plans to make ADS-B In compulsory.

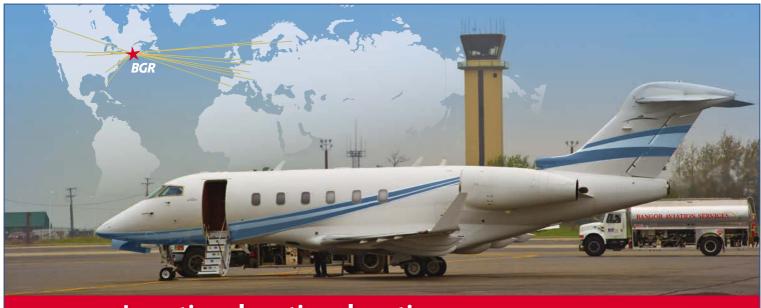


Universal's Miller is quick to note that it is not just operators who have to make adjustments: "Implementation of ADS-B takes time because of the cost and deployment requirements. Not only do aircraft owners need to absorb the costs of equipping their aircraft, each country or region must install upgrades and add the equipment needed to support ADS-B."

While ADS-B will be mandatory in the world's busiest airspaces from 2020, other regions of the world will take longer to adopt the technology. China, for example, is running ADS-B trials in certain airways, but no date has been set for adoption of the technology. Africa is another region where ADS-B implementation is patchy and may take longer to implement.

Overall, ADS-B is set to bring huge benefits for all aircraft users and operators, not just business aviation. These include improving safety, reducing emissions and fuel use, and improving the efficiency of the skies, which should lead to lower operating costs. "These are all things that are at the core of what we are trying to achieve," explains Brown. "We have to remember that every 40 to 50 years there is a fundamental technology change in aviation – take radar as an example. These advances have always proved to be beneficial."





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Successful strategy

With continued growth in the number of business aviation flights to Africa, operators rely on comprehensive trip support services

For its seventh year running, the trip support group African Open Sky (AOS) has successfully strengthened its position and seen an increase in the volume of business aviation flights, with an overall growth of 45% in traffic compared with an overall average of around 30% for this sector throughout Africa. This strong growth has inspired the Ivory Coast-based private company to consolidate its network across Africa by opening offices in Djibouti, Tanzania and Burundi in February and March 2015.

In addition to the new locations, AOS, which was formed in 2009, owns a total of 18 offices in Benin, Burkina Faso, Cameroon, Congo, Democratic Republic of Congo, Ethiopia, Gabon, Guinea Bissau, Guinea Conakry, Kenya, Mali, Niger, Nigeria, Senegal, Sierra Leone, Sao Tome, Togo and United Arab Emirates (especially opened to assist its growing Middle Eastern client base), and forms part of more than 30 local representations on the continent. According to its founder and CEO Max O Cisse, the trip support company has the most privately owned offices in Africa compared with its competitors based elsewhere around the world.

O Cisse, who has been awarded the Aviation Business Personality of the Year 2014 – Africa, by Chase Publishing's *The European* magazine, explains, "One of the fundamental differences between us and other companies is that our offices are fully established as locally registered businesses and are approved by national civil aviation and airport authorities to coordinate flight operations. It is very important to have this certification because local authorities generally insist on this as they consider support companies, effectively, to be the same as the aircraft operators themselves in terms of legal accountability for flights.

"Since the legal consequences of breaching these regulations can be quite severe, it is vital for operators to have the expert assistance and support of a legally established local trip support company. And nothing is easier nowadays in Africa than getting short-notice permits or finding an AOS supervisor ready to arrange and pay all requested charges on behalf of a crew, even in countries known to be complicated."

AOS's main activity is rendering flight services to governmental, commercial, corporate and



Max O Cisse, CEO of African Open Sky

private operators. The company provides its own handling supervisors network in each African country and assists customers with short notice permits, and technical, passenger or cargo ground-handling services including transportation, hotel accommodation, catering, refueling, maintenance, aircraft security, flight planning, computerizing ATC, weather NOTAMs, and all others services in connection with handling activities – all without a third-party commission. <

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lounges at airports across Italy Below: Sky Cuisine provides a range of meals, from traditional dishes to vegetarian, Oriental and Middle Eastern specialties

Left: Sky Services offers VIP FBO

Visitors flying into Milan for this year's Expo are well catered for, thanks to a network of FBOs across Italy with its own catering department and a new service card

From May 1 to October 31, 2015, visitors and exhibitors from more than 140 participating countries will attend Expo Milano, which showcases technologies developed to meet the need to provide healthy, safe and sufficient food for everyone, while respecting the planet and its equilibrium. The Expo expects to welcome more than 20 million visitors to its 3,600,000ft² of exhibition space.

For those flying into the Italian city for the event, Sky Services offers FBOs at Linate and Malpensa airports. Linate is located 15 miles from the exhibition center; Malpensa is 25 miles away.

In both locations, the company has made important investments in 2014 to expand its facilities. In Malpensa, its facility is situated in Terminal 2, which is also dedicated to general aviation. The facility includes a modern and elegant VIP lounge with all technological amenities. In Linate, Sky Services offers elegant VIP lounges with a view of the apron. The facility is also equipped with the latest technology and features a meeting room, a coffee corner, free internet points and wireless connection. In addition to this. Linate also offers a front desk in the main GA terminal, which is adjacent to the customs area.

Sky Services has 10 FBOs in Italy, all of which have their own equipment, staff, luxury facilities and Sky Cuisine catering. Customers benefit

from an unmatched quality service and fewer costs, because the company does not use third parties. Among its portfolio of services, Sky Services also offers supervision and permits at more than 40 airports across Italy and provides fuel at 34 locations. The company will further grow its network by bringing the number of its FBOs to 11 with the opening of a new location in Pisa in summer 2015.

Catering

In addition to FBO services, Sky Services also offers its own catering service, Sky Cuisine. The company has been working on new menus and has developed personalized packaging. The food is elegantly wrapped in personalized catering boxes that are taken through the necessary controls and brought directly on board by its staff in accordance with the strict regulation of food preservation. Sky Cuisine offers a selection of local and international dishes, and is one of the few companies in the country certified by ENAC for catering delivery on board aircraft.

Service card

Another project that the company has been working on in cooperation with World Fuel Services (WFS) is the creation of a co-branded SKY AVCARD service card. The card allows users to pay for fuel as well as airport taxes,



Flight academy

Sky Services has been a flight academy (ATO) since 2014. It trains future pilots from their first lesson until they obtain their full EASA ATPL license. The main training centers will be based in Milan Bresso (LIMB), Capua (LIAU), Naples (LIRN) and Brindisi (LIBR). Sky Services is an official Tecnam Training Center.

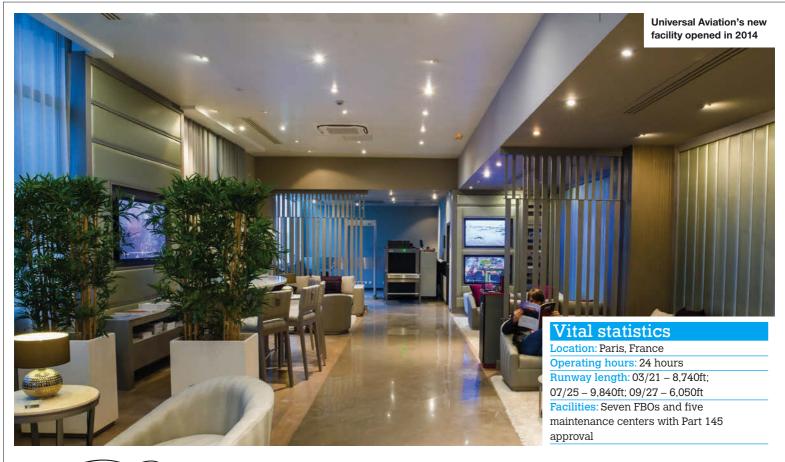
Milan Bresso and Capua include hangars to house the school's aircraft, and the cadets have theory lessons in the adjacent offices. Practice lessons are offered using the academy's aircraft, which include the latest technology and glass cockpits. Milan Bresso and Capua are also maintenance centers (EASA part 145).

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Past meets present

With a number of exciting development projects, first-class handling agents and an airfield steeped in history, there are plenty of reasons to visit Paris-Le Bourget Airport

Paris-Le Bourget Airport, situated in the north of the city with convenient access to the center of the French capital, offers first-class business aviation services and great development opportunities for both local and international companies.

The old airport is steeped in history – when the name Le Bourget is mentioned, people often think about the famous airshow held biennially in the city, or the glorious years at the beginning of aviation when pioneers flew to and from the airport. However, despite its historic background, Le Bourget is still at the heart of the business aviation industry and is leading the way toward the future – visitors are often surprised by the burgeoning activity at the airport, both airside and landside.

The airport currently comprises 12 building yards, most of which are oriented toward the improvement of existing facilities or the preparation of future developments. For instance, in 2014 Landmark Aviation and Universal Aviation completed refurbishments of their terminals, and the new Unijet FBO opened at the airport.

There have also been new developments in 2015, including the opening of a 122-room AC Marriott Hotel and a new hangar supported by French investment company Groupe Ségur that can accommodate two A320 jets. New taxiway airfield lighting for B757 operations is currently being installed, and a new entrance to the airport has been created along with the new zoning of Le Bourget.

In the next few weeks, Embraer will lay the first stone of its business jet maintenance center,



Above: Landmark Aviation's refurbished terminal

which is due to open mid-2016, and both TAG and Dassault will conclude building agreements – to improve the existing Bombardier ASF and allow for the development of the worldwide Falcon spare parts activity, respectively.

In addition to these projects, the northwestern part of the airport, which is directly connected to the road and motorway networks, offers 20ha for future developments. And at the southern entrance close to the Le Bourget Exhibition Park, Aéroports de Paris, Unibail-Rodamco and the Air and Space Museum are working together on the proposal for a new leisure, services and commercial venue that will be connected to the new Le Bourget Airport mass transit transport Grand Paris Express station, which is expected to open in 2023.

Le Bourget Airport continues to offer business aviation customers the very best experience when flying to Paris, and there are two great reasons to visit the city this year – the biennial Paris Airshow, which is being held on June 15-21; and the World Climate Conference of the Parties (COP 21), which takes place from November 30 to December 12.

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Executive service

A luxury new FBO at Brussels National Airport is the latest to join an elite network of business aviation facilities across Europe

Aviapartner Group is successfully providing a full range of tailor-made ground handling, airport and auxiliary services to operators, executives and VIPs who rely on private and corporate jets, as well as for government flights.

The company is present in over 30 airports in Belgium, France, Germany, Italy and the Netherlands, making it a reliable European executive flight services partner, delivering the highest quality and personalized service to passengers and crews. Moreover, all Aviapartner stations are ISAGO certified.

Of all Aviapartner executive aviation locations, Nice in France has been operational for the longest and is the largest within the company's network. However, over the past few years, the group has expanded its executive aviation offering in Amsterdam in 2011 and Turin and Liège in 2012. Since January 2015, Aviapartner has continued its expansion with Brussels and Montpellier.

Executive network

Aviapartner continues to invest in its executive aviation business line. Aviapartner Executive is currently operational as a full FBO service provider in six of these airports. In the remaining network locations, a variety of executive services are offered depending on the infrastructure available, ranging from transportation, ramp assistance, hangar services, and many more.

The Aviapartner Executive Aviation portfolio currently extends to 22 airports within Europe:



Top: A modern terminal was built for Aviapartner Executive operations at Brussels Airport

Above: A professional team of highly trained staff is ready to service all types of flights

Below: Aviapartner handles private, corporate and government flights



Nice*, Marseille, Strasbourg*, Toulouse, Lille, Bordeaux, Lyon, La Rochelle, Nantes, Montpellier and Saint Nazaire in France; Amsterdam* in the Netherlands; Brussels*, Ostend and Liège* in Belgium; Malpensa, Palermo, Turin*, Catania, Linate and Venice in Italy; and Hanover in Germany. (*Aviapartner VIP lounge available.)

Brussels Airport FBO

Aviapartner Executive's most recent full FBO executive aviation location opened at Brussels National Airport on January 1, 2015, and is another great success. The new terminal offers direct connection to the General Aviation building at the airport.

The terminal, which has been highly engineered to reflect the demands of VIP travel requirements, provides services tailor-made to each traveler's individual needs. The Aviapartner Executive aviation team coordinates services relating to both passenger and aircraft requirements, ensuring excellence, flexibility and professional service.

The facility provides VIP lounge services with the flexibility to separate sections for maximum privacy, a ground-floor location with direct accessibility for chauffeur service, a concierge service with highly trained staff, catering for every need of the VIP passenger, crew lounge services with all the latest facilities required by flexible executive aviation operating crews, parking availability and a 'kiss & ride' area.

With Aviapartner Executive present throughout Western Europe and with Brussels National Airport now added, corporate and private aviation customers have an alternative choice in FBO and service provider.

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Established in 2003, ATSD is an on-site professional partner and FSP (flight service provider).

After 12 years in business, ATSD has become one of Europe's largest providers of flight planning services.

Flight preparation has become increasingly difficult due to various limitations and restrictions in European and international airspace/airport structures, making flight planning and the arrangement of related services very time-consuming.

ATSD has set up a network with civil aviation authorities and handling agencies around the globe to provide a fast, efficient and smooth operational service to clients. Each year, the Dispatch Team provides more than 12,000 international flight briefings to various clients.

ATSD provides services to corporate aviation, commercial aviation, single pilots and aircraft owners.

All ATSD clients get access to the company's internal database via a browser-based tool: ATSD Flight Lookup. Alternatively, clients can use the ATSD App 1.0 for portable IOS devices. With both tools, clients are able to follow up the status of their placed flight orders, retrieving operational information and flight briefings.

ATSD is available 24/7 and will gladly take care of your flight preparation, providing you or your crew with all relevant data such as FPLs, OVFPs, route-related WX and NOTAM briefings, airport slots and necessary permits, and much more.

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Vital statistics

Location: Farnborough, UK

Operating hours: 7:00am-10:00pm Monday-Friday; 8:00am-8:00pm weekends and public holidays; closed Christmas Day and Boxing Day Runway length: Take-off distance 6,500ft; landing distance 5,900ft

Fuel: Jet A1





The whole package

An award-winning airport in the south of England is investing in its infrastructure to stay ahead of the competition

As the UK's only dedicated business aviation airport, TAG Farnborough Airport has built a reputation for providing first-class service to business aircraft operators and their clients.

The airfield at Farnborough was opened in 1905 and has been in continuous operation ever since, with TAG Aviation and its sister company TAG Farnborough Airport Limited taking over as the freehold owner and operator in 2007. The company has worked hard to transform the airport from a military airfield into what it is today.

"Now the capacity in terms of air traffic movements, ramp parking, hangarage, terminal and all of the other aspects are fully in place, and we are ready to start the next phase of development to ensure that we are able to meet the future demands of our business aviation customers," explains Brandon O'Reilly, CEO of TAG Farnborough Airport.

Fast-track entrance

TAG Farnborough Airport currently has one main entrance, which is used by everyone entering the airport – passengers, crew, staff, deliveries, etc. The airport is now developing a second entrance called Meadow Gate, which will provide even smoother and quicker access to the airport.

"This fast-track entrance will only be for passengers and crew," comments O'Reilly. "The security and reception employees greeting those customers will enter the customer's details into an automated kiosk, which will automatically transfer the information to the terminal building, ensuring that staff there are ready to greet the customer.

"There will be a direct road link from the entrance to the terminal, and it will be a very

quick process to get out to the aircraft. The entrance will open in April 2015."

Larger customer groups

TAG Farnborough Airport has seen a steady increase in the number of large business aircraft using its facilities, with a 45% increase in 2012 compared with 2011, and a further 8% in 2013.

"These aircraft bring more passengers with them, and our terminal building was originally designed for an average of two or three customers per aircraft, but some of these aircraft have 15-20 passengers on board. To enhance the service we provide, we have moved all the administrative staff from the terminal building to a new building at Meadow Gate and the space that has been vacated is being reconstructed for larger aircraft – so we can accommodate more passengers," adds O'Reilly.

Award winner

Famed for its top-level service, TAG Farnborough has won multiple awards over the years, including International FBO of the Year for the eighth time and Best European FBO for the ninth time, both in 2014.

O'Reilly comments, "I think we have achieved these accolades due to two things – our focus on business aviation and our highly trained staff. We are the only dedicated business aviation airport, which means we truly understand business aviation operational needs. Our air traffic controllers are specifically trained to understand business aircraft movements and can ensure that when an aircraft calls for start-up, it is ready to go as soon as the customer is.

"Our staff are selected, trained and performance-managed to provide a bespoke service that is our absolute guiding principle."

Future plans

The crew is just as important as the passengers traveling on their private aircraft, and TAG Farnborough Airport is currently constructing a gymnasium that will enable crew to remain fit and healthy while they are waiting for their passengers. The gym will be completed by the end of 2015.

The airport is also working to change the airspace around Farnborough, and is in the middle of an Airspace Change Proposal. "This is something we have taken very seriously for quite some period of time now – it was really generated four years ago following an application we made to the local council to increase the permitted number of movements at Farnborough, which we were successful in getting. As part of that, we want to ensure that we grow this airport responsibly, and we want to make sure the local community is happy and we pay as much attention as possible to reducing the effect of aviation on their daily lives," explains O'Reilly.

The airspace around TAG Farnborough Airport is quite complex and the airport wants to have greater control so that specific flight paths would be flown on departure permanently to reduce the impact on the built-up areas around Farnborough.

The public consultation has been completed, and the airport plans to make an application to the Civil Aviation Authority in Q2 of 2015, with a decision by Q3 and implementation by mid-2016.

"That will be the final building block for the airport – we will have the infrastructure on the ground all built, good headroom in terms of permitted air traffic (we operate at about half our capacity at the moment), and we will have airspace that will be able to handle the growing number of movements here with a keen eye on the environmental impact that we have around the airport," concludes O'Reilly.

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TAG FARNBOROUGH AIRPORT

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Business aviation customers wishing to explore the east of Iceland are now well served by Egilsstadir International Airport

Southair Iceland is growing. In January 2014 the company opened its FBO in Akureyri and it now has government approval to open another FBO in the east of Iceland.

Egilsstadir International Airport has one runway, measuring 6,561ft for takeoff and 6,069ft for landing. At 147ft wide it can safely serve all types of commercial aircraft and is ideal for general aviation. The airport meets the high standards of ICAO's Aerodrome Flight Information Service (AFIS), and the fire and rescue service at the airport is in accordance with ICAO category 5 and can be raised to category 7. There are always at least three employees on firefighting duty.

Owing to its easterly location, Egilsstadir International Airport requires excellent winter services. It is therefore very well equipped for snow removal and is open 24 hours a day all year round. It is one of four airports in Iceland that fulfill the requirements for international flights. Flight and approach conditions are good, with favorable weather conditions, with reliability of scheduled flights close to 99%.

Egilsstadir Airport has three car rental offices and a bistro offering food, snacks and drinks in the terminal.

Local activities

East Iceland is a magical region full of natural phenomena, with glaciers, forests, cliffs, deserts and majestic and narrow fjords. In every valley or fjord you can find cascading waterfalls and beautiful rivers, while herds of reindeer roam the highlands and mountains during the summer season and lower areas in the winter. Visitors to the region can enjoy fine local dining, comfortable hotels and guesthouses, fabulous highland experiences, regional festivals,



The snow removal team worked hard to keep Keflavik Airport open between November and January

museums, theaters, concert venues and cultural centers all year round.

East Iceland offers great outdoor activities and skiing is definitely one of them. Whether cross-country skiing in the highlands and fjords, or sliding on skis or a snowboard in the great resorts in the area, visitors will enjoy stunning scenery over the fjords.

Southair Keflavik

Southair's general aviation traffic at Keflavik Airport has been increasing every month, especially the number of large aircraft flying into the airport. One of the reasons for this is the low price of A1 fuel – it was just US\$2.14 per gallon in January 2015.

The number of military aircraft using the airport is rising, and Southair Iceland's clients include the US military, the German Air Force, the Royal Norwegian Air Force, the Royal Danish Air Force, the Greek Air Force, the UK RAF and the Czech Air Force.

Southair also takes care of the ground handling and servicing of aircraft used by groups running all kinds of scientific atmospheric

research programs, including the UK Atmospheric Research Center in March 2014 and the German Aerospace Center in May 2014, and provides complete aircraft and crew services for the duration of these month-long programs.

The weather in Keflavik from November 2014 to January 2015 was terrible, with heavy snowfall, gale-force winds and freezing temperatures. The snow removal department at Keflavik Airport worked hard throughout the winter to ensure the runways were kept open and the ramps clear of snow so that aircraft could park.

Southair and its staff are ready to serve its customers in the most professional manner. The company knows that the aviation industry is constantly changing and that 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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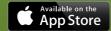


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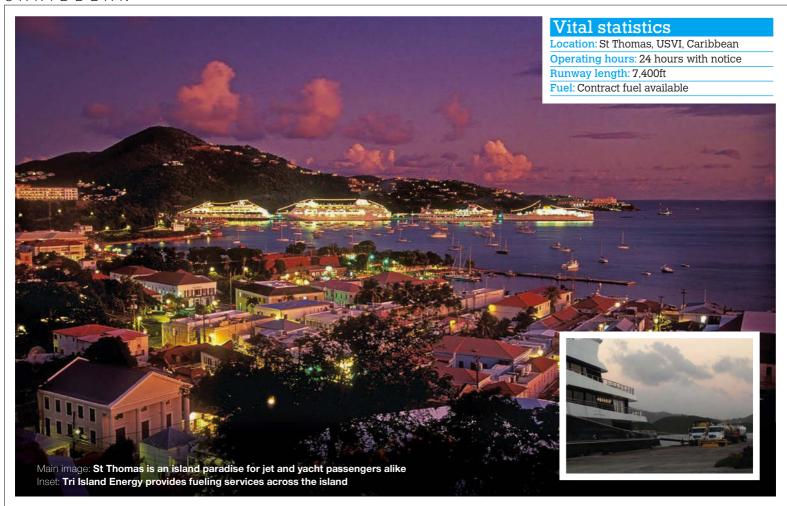


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Tropical delight

Private-jet customers and mega-yacht enthusiasts are equally well catered for when flying to St Thomas in the US Virgin Islands

Tropical, unforgettable, breathtaking. This is how the United States Virgin Islands are commonly described and is the very reason the Caribbean is buzzing with private jets and mega-yachts throughout the winter season. As soon as summer ends in the Mediterranean, St Thomas and the US Virgin Islands begin prepping for 'high season' in the winter months. Those who can, flock to the beautiful azure waters, continuous sunshine and lush tropical surroundings. They return to the sailing and yachting worlds, check into stunning villas, or simply enjoy the casual pace of the very sought-after Caribbean islands.

Jets and yachts

What makes this tiny part of the world so special? It's the combination of sea and air. The stunning waters of the deepest and newest mega-yacht marina in the Caribbean are right in St Thomas. Whether you're looking to fly your private jet to

the island, jump aboard a yacht, or charter an aircraft to explore the local vicinity, the island of St Thomas can easily handle it all.

The St Thomas Jet Center, operated by hands-on owners Michael and Susan Hancock, not only provides continental style FBO service and facilities for jet and charter customers, it also offers rental cars through its fleet of late model Ford vehicles on-site for crew and passengers. The Hancocks now have a new company, Tri Island Energy, which offers marine bunkering of the low sulfur fuel preferred by all professional captains. Tri Island provides fueling services at virtually every location on the island and all fuels meet USA/EPA standards. From jet to yacht and back again, customers are promised one seamless experience.

Local air charter standing by

St Thomas, long considered the gateway to the Caribbean, is unusual in that customers

flying into the St Thomas Jet Center FBO can also quickly and easily board a smaller aircraft charter flight on Capitol Air right from the lobby. With multiple aircraft flying to 30-plus Caribbean destinations, this additional service adds to the convenience that St Thomas Jet Center customers experience and expect. For convenience, Capitol Air operates an interactive website, enabling customers to browse for and reserve flights. For last-minute excitement, Capitol also offers specials through Facebook and Twitter. Flights into smaller airports, transfers between commercial and private flights, day trips and last-minute getaways are all in a day's service. Capitol Air is the only air carrier based in the US Virgin Islands certified to fly directly into St Barts, one of the highest-profile seasonal destinations and less than an hour away by air.

Satisfied customers

The combination of available services in St Thomas is simply unbeatable. Experienced, friendly and professional jet services through St Thomas Jet Center; the finest in deep water mega-yacht marinas; rental cars with up to seven passenger capacity standing by; marine fuels on demand from Tri Island Energy; and air charter services through Capitol Air, flying when and where you want to, all make the Hancocks' offering satisfying to all. \triangleleft

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ST THOMAS JET CENTER

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Well equipped

Runway upgrades and a new hangar development are making flying into Lyon more enjoyable than ever

Lyon-Bron Airport is part of Aéroports de Lyon and is the third-largest business airport in France. In 2014, the airport reported 6,293 business aircraft movements. Lyon-Bron is committed to offering its business clients a high quality and efficient service and is constantly evolving to better meet customers' needs and make flying to and from Lyon-Bron Airport the most enjoyable experience possible.

Lyon-Bron's commitment to investing in its service proposition, and particularly in its infrastructure over recent years, enabled it to become the first French business airport to use American standard grooving (creating transverse grooves approximately 1.5in apart, 0.24in in width and depth, over the entire length of the runway) on its 5,971ft runway in 2012, dramatically improving safety at take-off and landing. Its runway also features high- and lowintensity lights and navigational aids including ILS (instrument landing system), PAPI (precision

approach path indicator) and Loc DME (distance measurement equipment). The airport can receive a large variety of aircraft, jets, turbo props and helicopters, right up to the Airbus A319.

Today, Lyon-Bron also offers its clients a new fire station, and a hangar and the associated apron will be constructed in the coming months. The taxi lane opened by the airport in December 2013 has been extended to reach the new hangar, which will open in September 2015. The hangar will measure 45,000ft² and 43ft high, and will accommodate all types of aircraft up to BBJ3 or A319. An adjoining 9,600ft² office center will offer clients a modular space for offices and lounges.

Members of the operations team of Executive Handling, the fixed-base operator at Lyon-Bron, are trained regularly and adhere to the highest standards of security, enabling them to offer business travelers excellent service, both on the runway and in the airport terminal.



Situated at the very heart of the second-biggest economic region in France (Lyon accounts for 9.8 % of the French GDP), Lyon-Bron Airport is six miles from the city center. It has a large road and rail network, and is situated next to one of the biggest French exhibition centers, Eurexpo, as well as many industrial and tertiary business zones.

Lyon-Bron has 460 acres divided between aviation space (business and leisure aviation) and commercial space. The highly attractive commercial space is rented to private external companies, groups or services, including French DIY retailer Castorama. Castorama occupies an area of 588,000ft² and employs 330 people. The commercial area also includes a road transport training center and a Kyriad hotel. <

FREE READER INQUIRY SERVICE

AÉROPORTS DE LYON





Visitors to the Caribbean can rely on a first-class service provider with 25 years' experience in the business aviation industry

As tourism and international business activity in the Caribbean steadily grows, the level of private and business jet operations also continues to increase, developing at a similar pace. IAM Jet Centres of the Caribbean has played a central role over the past 25 years, developing a dedicated and service-oriented network of fuel and ground-handling providers across the island chain that are genuinely focused on supporting business aviation.

The IAM ground-handling and fuel network is built around experienced representatives with the local know-how and gravitas crucial to ensuring that visits and transits are professionally managed. IAM provides support across some 24 Caribbean airports, from the Bahama out-islands



Above: IAM Jet Centre Tortola's in-house customs/immigration and lounge area Right: Lounge spaces at IAM Grenada

in the north, to Suriname, Guyana and Curaçao in the far south, complete with four flagship full-service FBOs strategically located in Barbados, Montego Bay, Jamaica, Grenada and Tortola, BVI.

"The IAM Jet Centre FBOs are all designed and operated as premium facilities with high-end hotel standard finishes and service elements. Our headquarters in Barbados has been cobranded with Sotheby's for several years, and each FBO features dedicated in-house customs and immigration processing, as well as elegantly appointed lounge, crew and meeting spaces, staffed by experienced NATA Safety 1st certified teams," says group managing director, Paul Worrell. "Our service philosophy is based on the simple notion that premium passengers traveling



on luxurious aircraft to visit exclusive island hotels and villas should experience an equally elegant experience at the FBO – anything less will not do."

IAM business development manager Thomas Harper continues. "To complement our constant focus on providing remarkable airport experiences, IAM Jet Centre FBOs in Barbados and Grenada have also developed customized VIP programs for premium passengers arriving and departing on British Airways, Virgin Atlantic and other high-end airlines. Our St George's Suite service in the Grenada FBO and Trident Suite in Barbados offer these airline passengers an elegant business aviation experience away from the busy commercial areas of the airport. The demographics of our typical guest arriving on a Global Express is quite similar to the guest arriving First Class on BA, and we consider both to be our natural client."

IAM Jet Centre FBOs in Tortola and Grenada are located in two of the leading yachting and marine tourism destinations in the world, catering to the direct connection between private jet services and the sophisticated superyacht and marina communities. For both airports, the new facilities bring world-class services for business aviation for the first time as IAM continues in the pioneering role it began 25 years ago. <

FREE READER INQUIRY SERVICE

IAM JET CENTRE





New battery-powered aircraft tugs are helping ACC Columbia save time, money and manpower when maneuvering aircraft in and out of the hangar

ACC Columbia Jet Service, which is 40 years old this year, is a company with a varied and interesting history. Today, alongside its repair and maintenance facility for general aviation aircraft, it also runs a busy conversion and retrofitting operation, performing modifications to the hull, cabin and equipment.

Small and agile tugs

ACC Columbia employs 90 staff at its premises in Cologne, Hanover and Wegberg in the Rhineland. It specializes in all matters related to aircraft maintenance – from worldwide round-the-clock AOG services to scheduled or unscheduled base and line maintenance. From its modern hangars, with a total area of over 86,000ft² at Cologne/Bonn and Hanover airports, the company maintains aircraft from a large number of manufacturers, including Bombardier with its Challenger and Global models, Learjets, the Gulfstream G100, G150 and G200, Cessna, Embraer and the Dassault Falcon.

In 2009 the company found that it was able to use the space in its hangars much more efficiently when it stopped working with unwieldy towbar tractors and switched to Mototok tugs, which were not only much smaller and much more agile than the tugs they replaced but are battery powered and thus emission-free, noise-free and completely maintenance-free.

Nils Janssen, authorized signatory and assistant to the board of management, explains, "We saw the small tugs for the first time at the 2009 EBACE in Geneva and were immediately convinced by what they had to offer. We were impressed by the fact we were able to take



Top: ACC Columbia has increased hangar capacity by 20-30%
Above: The tugs can be operated by a single person using remote control

delivery of our tugs just three months after making initial contact at the show. We opted for the Twin 6500, which can pull up to 50 metric tons."

One of the most persuasive selling points was how much time, money and particularly space the tugs would save the company. The timesaving is considerable because a single person with a remote control can operate the tugs. There is no need for a brakeman in the plane or for the two or three wing walkers who normally have to supervise maneuvers.

"Not only has this had a noticeable effect on our personnel costs but, more importantly, it has saved us a lot of time," explains Janssen. "We can carry out a towing operation in less than five minutes with a Mototok tug. The same maneuver with a towbar tractor took us over 20 minutes. Even hooking up and releasing the towbar was time-consuming."

Efficient hangar planning

Other benefits include the compact size of the tugs (6.5ft wide, 7.5ft long and a mere 11in high) and their maneuverability. "The remote-control feature enables us to make much more efficient use of our hangar space than before. When we are parking planes we no longer worry about how to get the tractor back into the hangar; we just drive the Mototok back under the wings of the planes. It's brilliant! And it also makes hangar planning much more enjoyable," says Janssen.

"We have a hangar layout plan on the wall, drawn to a 1:50 scale, showing all the planes that are parked up. It enables us to see at a glance where there is still space and whether we can fit in any additional planes. We have been able to increase our hangar capacity by between 20-30%, depending on the size of the planes."

The best thing about Mototok tugs? Janssen doesn't have to think too hard. "The fact that they pay for themselves within two years – and, of course, that they make our lives much easier. I would certainly buy them again!"



"We can carry out a towing operation in less than five minutes with a Mototok tug"

Nils Janssen, ACC Columbia Jet Service GmbH

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Positive growth

London Oxford Airport reported a steady increase in business aviation activity over the past 12 months at this year's British Business and General Aviation Association conference, held at Selsdon Park Hotel and Golf Club, South Croydon, on March 19-20.

For the period February 2014 to February 2015, the airport reported growth of 7.5% year-on-year in commercial business aviation flights (those flown by AOC operators). Peak growth was noted for the period September 2014 to February 2015, with monthly movements peaking at an average of 20% over the six-month period, with September showing an overall growth of 28%.

The increase in activity has been generated by more flights originating from the USA, Canada and CIS countries, with aircraft arriving regularly from Slovakia, the Czech Republic, Poland and Hungary. These expanding markets serve to complement London Oxford's established activity in Western Europe and the trend is expected to continue in line with the anticipated rise in the growth of the business economy.

London Oxford Airport has seen growth over the past year in the type of aircraft using the airport, from a Cessna Citation up to a Bombardier Global Express, all of which are taking advantage of the airport's opening hours, customs and immigration service, and competitive pricing. The overall increase has been driven by visitor aircraft choosing London Oxford Airport owing to its convenient location and easy access to West London.



"We are especially pleased to be seeing more activity from heavy business jets and ultra-long-range jets, with regular arrivals and departures served by Global Express, Gulfstream and Challenger aircraft. In addition to the visiting aircraft, London Oxford Airport is currently home to more than 35 business aircraft, of which seven are in the mid- to heavy-jet category," says Andi Pargeter, managing director.

The airport also reports dramatic growth in air cargo movements, with a 90% rise in dedicated cargo aircraft arrivals year-on-year from a variety of aircraft, from Fairchild Metroliners through to ATR42 and Antonov An26 models. The increased activity builds on the 100% growth achieved in 2013. The rise is partially driven by the needs

of local industry to receive cargo for just-in-time production line activity. "We expect this growth to continue as the economy returns to a more stable condition," adds Pargeter.

London Oxford Airport remains confident of resuming a small number of scheduled air services as early as the end of this year. It was encouraged by remarks in the UK government's recent Budget relating to the launch of a development fund for new regional routes. <

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LONDON OXFORD AIRPORT

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Southern belle

The resurgence of London Southend Airport has been remarkable. Garlanded with awards and regular visits from government ministers keen to unveil exciting new developments, the airport's proximity to London and key European destinations has been instrumental in its success.

Appropriately located next to the original air traffic control tower, a building made world-famous by its appearance in the James Bond movie *Goldfinger*, Stobart Air's Executive Handling facility is the last word in discreet professionalism.

Everything exudes ease and efficiency, from the opportunity to disembark from the aircraft and climb straight into a waiting limousine on the apron, to taking a helicopter transfer straight into the City. Even for those traveling more modestly, the airport's own train station is just a five-minute walk away and will whisk you into Liverpool Street in 53 minutes.

Former pilot Paul Forster is now Stobart Air's head of executive handling and is passionate about the advantages his operation affords his former colleagues behind the controls: "We



offer a true 24/7 availability, which is ideal for busy individuals who want to come into the UK or southeast area at a time that suits them. Also, there are no slot restrictions. Moreover, we offer better departure routes for private aircraft operators, which means less flight time and less fuel burn, plus we have the most competitive landing, handling and aircraft parking fees in the London area. Our fuel pricing is competitive too."

Additional on-site amenities include: a new 4-star Holiday Inn hotel, dedicated rail terminal, pre-clearance for qualifying passengers, and a luxury VIP lounge with conference and meeting room facilities.

Forster says, "In terms of driving time to London, we are no further than Stansted or Luton are to the capital, and can offer helicopter transfers. In some instances, the drive time from our competitors into London can be 50 minutes longer than it would take from Southend.

"From the passenger's perspective, by flying into London Southend, all of the associated fees are more favorable than those of our competitors and this reduction should be passed to the customer by their chosen operator or broker.

"On top of that, the fact that we are open 24 hours a day, 365 days a year, qualifies the whole concept of owning or using a private aircraft. You can go and come back when you wish, not when the airport tells you to! The team here is superb and 100% customer-care focused. It is a very friendly and personal service, while still retaining a 'family' feel."

FREE READER INQUIRY SERVICE

STOBART EXECUTIVE HANDLING



Global expansion

After 10 years of development in France, G-OPS is a leader in its field and ready to expand its services to more countries. The company provides ground service support across France and has been chosen by a large number of private companies and embassies to supervise their flights in France, Europe and Africa. G-OPS has supervised head of state flights in European countries such as Switzerland, the UK, Germany, Belgium, Italy, Spain and the Netherlands.

G-OPS can organize all operational aspects of general aviation, including traffic rights, permits and slots, global handling, hotel reservation, catering and limousine services at airports around the world. G-OPS also organizes fuel to ensure cost control; rates are checked daily by the company's fuel department.

G-OPS Europe was created in 2014, the company's 10th anniversary year, and G-OPS Africa will launch in 2015. "Reaching our 10th anniversary demonstrated G-OPS's stability and experience. It was with great satisfaction and excitement that we used this symbolic year to take to the skies beyond France and offer our services throughout Europe, and now we are launching our business in Africa. Through this expansion, we are responding positively to our clients' requests – we will offer them our

support based on the same high standards and our proven expertise," says Karim Berrandou, founder and CEO of G-OPS.

Berrandou is well supported by his experienced team, including Franck Canu, the company's commercial director. He has worked hand-in-hand with Berrandou and quality and operations manager Leïla Medjahed to launch and develop these new markets.

Another challenge for G-OPS is 'Green-OPS'. The company is proving that eco-friendly operations can coexist with business growth, and has decided to have eco-friendly business practices. It wants to reduce paper usage by 20% in 2015 and has already invested in hybrid vehicles. All of its vehicles will soon be electric.

G-OPS will move to a new building shortly, based in the biggest Europe economical area at Charles de Gaulle Airport. This building will be covered with solar photovoltaic panels.

The company will launch a new, more modern, website in time for EBACE in May, which will include information on all of its services.

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G-OPS

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Copenhagen – Roskilde Airport (RKE) has gone from nothing to having a top rating in EBAN's FBO Survey every year for the past three years. The explanation is simple: a combination of reasonable prices on handling, low fuel prices and a homely atmosphere that customers appreciate.

"As part of our strategy, we have decided to take responsibility for the customer's cost of operations by cooperating with the fuel suppliers, so we can offer the lowest fuel prices in Denmark for our customers," says airfield director Lars Lip.

A dedicated staff of six FBO officers creates the warm and cozy atmosphere that customers have learned to appreciate. "We provide everything from first class catering to newspapers, magazines and burgers from McDonald's. We roll carpets out, so no one gets wet shoes, carry suitcases to and from the cars and then we have a special ability to create a familiar atmosphere among VIP clients and their pilots," explains FBO manager Berit Jørgensen.

Besides the personal assistance of dedicated FBO staff, the exclusive service includes free



access to the VIP Lounge and Crew Lounge, both of which offer comfortable surroundings furnished with Scandinavian design and with free access to refreshments, newspapers, magazines, TV and wireless internet.

Furthermore, RKE has an extended list of selling points that adds to the flexibility of the airport and makes life easier for pilots, crew and guests, including:

- No airport slots
- · No night restrictions
- Short transfer time to Copenhagen City and the Oresund Region
- Fast turn around time and easy apron and terminal access
- MRO available at the airport
- · Single point of contact and one invoice.

The airport has become a popular choice for rock stars and other celebrities, who either perform at the yearly Roskilde Festival or at concerts in Copenhagen. "We can give them very special conditions here in Roskilde. They land discreetly without media attention, they do not have to go through a terminal and they can get custom-made catering. It means a lot and is renowned among brokers and operators who handle business aircraft," said Lip. \$\frac{4}{5}\$

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ROSKILDE AIRPORT

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Trip support

Providing top-quality trip support requires flexibility, regional knowledge and experience. Much like a chain, the end product is only as strong as its weakest link, so it's crucial that every stage of the planning and execution processes respond to not only the clients' specific requirements, but also to any potentially altering circumstances on the ground.

One company succeeding in this industry is UAS International Trip Support, a provider of trip support, executive travel and air charter services. Strategically linked to a range of key hubs and international destinations, UAS's clients enjoy access to emerging markets in Africa and Asia. The company has been operating since 2000 and prides itself on its ability to access some of the most remote and challenging locations. This is due to its continental headquarters in Houston, Johannesburg, Hong Kong and Dubai, local presence in 37 countries and relationships with over 100 civil aviation authorities and government agencies. With a staff of over 50 nationalities that speak more than 42 languages, UAS's ground staff and supervisors possess the necessary local and regional knowledge to give them the competitive edge in providing 24/7 support to business, VIP and commercial operators.

Last year, UAS grew its service capabilities with the launch of its Africa and Asia-Pacific headquarters. It also opened regional offices in Beijing, China; Nairobi, Kenya; and Lagos, Nigeria, and recruited experts to provide flight and ground support in nine key countries across the African continent. A strategic alliance with EPIC Aviation earlier this year granted UAS priority access to all North American locations, strengthening connections to US and Canadian business hubs. UAS also offers clients better deals on fuel prices, as it can aggregate fuel volumes for general, commercial and military aviation purposes.

Integrating all elements of the supply chain, UAS has proven itself an effective one-stop shop for every conceivable trip requirement. The name of UAS International Trip Support is fast becoming synonymous with seamless end-to-end trip organization.

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UAS INTERNATIONAL TRIP SUPPORT



Swiss success

Along with the annual Art Basel exhibition in June and the Baselworld Watch and Jewelry Fair in March, one of the busiest periods for Air Service Basel (ASB) is the World Economic Forum (WEF) Annual Meeting, held in Davos, Switzerland. ASB was exceptionally busy during this year's event, in late January, supporting visiting jets whose VIP passengers were headed to the meeting. The facility at EuroAirport Basel handled almost double the amount of corporate and business jet aviation movements during the event, compared to a regular day. Hangar parking capacity was fully booked with midsize and large cabin aircraft during the entire WEF event and the ramp parking area was densely packed.

"With its excellent traffic connections and convenient distance from Davos, the EuroAirport Basel with ASB's FBO proved to be a valuable alternate airport location in Switzerland during the annual WEF event," explains ASB's CEO Claudio Lasagni.

Located just a few minutes from the exhibition halls, in the heart of Basel, ASB forecasts an exceptionally busy period during this year's Art Basel exhibition, which will take place in June 2015. With Art Basel being one of the most important annual art events and a central meeting point for the international art world, ASB expects to handle a record number of private and business aircraft movements during the event.

"During last year's Art Basel event, our FBO team – in cooperation with various partners here at the EuroAirport – rose to the occasion and provided an outstanding level of handling services and flexibility to all our arriving and departing guests," explains Lasagni.

ASB has recently joined forces with business jet operator Cat Aviation to establish a new FBO at Zurich Airport. Operations commenced in November 2014 under the Cat Air Service brand.

Operating out of Zurich Airport's General Aviation Center (GAC), Cat Air Service provides all the services required to handle business aircraft, passengers and crews.

Customers benefit from expert aircraft handling and excellent customer care, as well as additional maintenance services. Cat Air Service provides lounges, a limousine service and various concierge services for passengers. Attention is paid to the well-being of the crew, with a lounge area, dishwasher and coffee machine, free wi-fi, a relaxation area with shower, satellite television and an internet corner for flight planning – all of which are airside.

"We are excited to introduce Cat Air Service as a new service provider at Zurich Airport and look forward to expanding into other markets once opportunities arise," says Robert Whitehead, CEO of Cat Air Service. <



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AIR SERVICE BASEL

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READER INQUIRY 1116

Ground control

Keflavik International Airport is only about 28 miles from the center of Reykjavik, and was built in 1950 as a NATO base. It has long runways, which are in very good condition and always kept as clear and dry as possible due to the airport's strategic importance – Iceland being part of the Schengen agreement makes the airport a gateway to Europe. Keflavik is open 24/7 and very rarely closes due to poor weather.

IGS is the leading provider of ground services at Keflavik. The company consists of three units: aircraft handling, inflight catering and cargo warehouse services. IGS has the infrastructure, equipment and facilities needed to provide the best possible service at Keflavik Airport, along with decades of experience.

IGS has been ISO 9001-certified since 2008 and works hard at providing consistent services in all handling aspects. The company is also ISO 14001-certified, as of December 2014. IGS utilizes FBO One software to keep track of all handling requests. For bigger companies, it uses the Altéa Ground Handler solution for passenger and load control matters.

IGS company can trace its roots all the way back to 1937. Originally part of Icelandair, the company was made an independent company on January 1, 2001. IGS has been providing services for all civilian, and even some military, aircraft going to and through Keflavik International Airport since 1964.

IGS FBO guarantees short turnaround times. With over 35 years of experience servicing countless private aircraft, the company is ready to meet any requirements quickly and reliably. IGS offers three different service packages for VIP and private aircraft:

- 1. Quick turnaround: a basic fuel stop
- 2. Overnight stop: a fuel stop plus hotel arrangement, transportation, and so on
- 3. Luxury stop: includes, for example, hotel arrangements, a limousine service, a visit to the Blue Lagoon, and a Reykjavik VIP tour. <

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IGS

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READER INQUIRY 117

Clear run

It's one thing to have 18in of snow in a storm. It's quite another to have just under 50in in 10 days, especially when you are responsible for snow clearance at one of the most strategically important airports on America's northeastern seaboard.

Such are the challenges facing Marty Kelly, airfield maintenance supervisor at Bangor International Airport (BGR) in Maine, the closest US port of entry from Europe and the airport providing the shortest transatlantic crossing on the Great Circle route. Not only does this make it a favorite 'tech stop', but its 11,440ft CAT III runway and 24/7 ground handling capability combine to make BGR the diversion destination of choice when bad weather closes Boston, New York or other major airports in the region.

BGR has to contend with extreme weather conditions in winter, making 20-year veteran Kelly's task all the more difficult. And this year the snow has been relentless, breaking records set during the blizzard of 1978.

BGR's 28-strong snow team operates a US\$30m state-of-the-art fleet of snow removal equipment. While the volume of snow is a major factor, the unpredictability of the weather, almost from one moment to the next, coupled with the short notice they might receive from a diverted aircraft, is what really stretches the airfield maintenance team.

"We can experience a five-degree variation in temperature in the space of 10 minutes, which may not sound like much, but its impact on pavement temperature is critical," says Kelly. "The airport has both concrete and asphalt pavements, the former holding the frost much longer. The frost in Maine permeates the ground to a depth of 5ft and as concrete warms up it makes ice and takes a lot more work. Give us asphalt pavements every time," he adds.

With the responsibility of keeping the runway, the taxiways and the ramp all clear of snow and ice in this regional, but busy airport, the BGR 'snow boss' and his team work closely with the tower, making full use of the Doppler radar system, which measures the velocity of incoming weather. Given sufficient time they will pre-treat the runway with liquid potassium acetate, a commonly used de-icer that breaks the bond, so that, when the snow does arrive, the liquid underneath allows the team to scrape off the ice before it freezes to the pavement.

Pavement temperature is the key, according to Kelly. "It's the one thing I'm always aware of, because it plays such an important part in how we treat it. Making the right move is the single biggest challenge the snow team faces. That, plus trying to second guess the weather, keeps us on our toes," he adds. <

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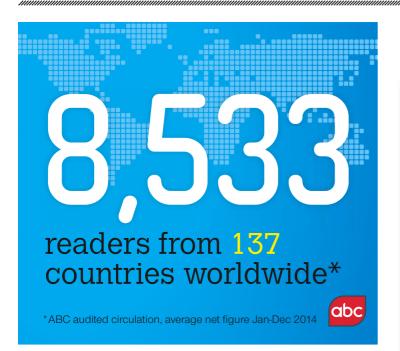


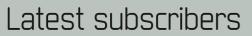
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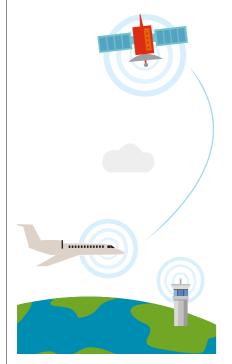
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On the radar



Is the business aviation industry ready for a new in-air traffic control system?

A new air traffic control system – Automatic Dependent Surveillance – Broadcast (ADS-B) – is being implemented in jurisdictions around the world, with most regions expected to have the system in place by 2022. This means that all aircraft will need to undergo avionics upgrades to ensure they are compliant.

ADS-B is a relatively simple system that uses onboard technology to gather data about the position of an aircraft, its relative ground speed and surrounding weather conditions. An ADS-B Out transponder on board the aircraft broadcasts this information via satellite to ground control and other aircraft.

"ADS-B gives pilots and ATC an unprecedented view of other air traffic," explains Mark Francetic, regional avionics sales manager for Duncan Aviation in *Command and control* on page 56. "Having that level of situational awareness dramatically increases safety in the skies."

ADS-B is expected to bring many benefits, including saving lives and reducing fuel consumption and emissions, but it will come at a cost. Aside from a financial investment (Francetic estimates US\$55,000 for an aircraft that already has a wide area augmentation system and the latest transponder upgrades or enhanced surveillance, although this may be higher for less well-equipped aircraft), there may also be a business cost as those who are noncompliant with the various deadlines set in each country will be banned from flying into that airspace.

There are still a few years to go until all regions implement the system, but Australia, Hong Kong, Singapore, Taiwan and Vietnam have already adopted ADS-B and it becomes compulsory for new aircraft in the Eurocontrol region on June 8, 2016. So is the business aviation industry ready for ADS-B, what investments are already being made, and will the system really provide the benefits it promises? Business Airport International asked the industry experts... <

Your views



Julian Telling, owner, Centreline Air Charter, wrote, "ADS-B is a giant leap forward and

'missing' aircraft will become a thing of the past. It will allow for greater traffic and more accurate monitoring, which will lead to more direct routing within busy airspace. All in all, it is the future and will have a host of benefits to both controllers and operators alike. The downside is it that will involve significant capital outlay with no direct return on investment and increased operating cost."



Bud Slabbaert, business aviation development specialist, said, "There will always

be opposition to any form of tracking for various reasons. But exceptions should confirm the rule, and neither be the rule nor overrule. If the safety part of the measure is not respected, one does not belong in a community

of professionals and quality operations where mediocrity is not an option. Ignorance of safety is not a virtue."



Faris Deeb, CEO, Fame Fuel Services, wrote, "ADS-B will be a key factor for all future

air traffic management as it is a safety measure that the majority of the aircraft should comply with. However, the real implementation won't be widespread until early 2020 when the majority of the old machines are phased out and/or authorities require ADS-B to be equipped on any aircraft. Manufacturers should start equipping aircraft with ADS-B systems to ensure they are ready for 2020, and owners need to calculate the cost of upgrading their aircraft by the deadline, including the cost of aircraft downtime during avionics upgrades."



Paulo Pestana, head of engineering at NetJets Europe, commented, "One of the biggest challenges for business aviation operators is the congested airspace in Europe, especially Central Europe. ADS-B is an enabler for a more efficient use of airspace, thus reducing the air traffic control (ATC) delays in Europe. We hope that Eurocontrol and air navigation service providers will be able to take full advantage of ADS-B surveillance capabilities to achieve two main needs for aircraft operators flying in European airspace: reducing congestion (ATC delays) and reducing navigation fees - ADS-B technology is much cheaper than conventional ATC surveillance radars."



Graham Stephenson, senior aviation consultant, commented, "Considering the costs

of operating an aircraft and the reason people choose to have access to business aircraft, it is clear that those who rely on them will want to install the equipment to get better access to airspace, as this will result in lower fuel costs and fewer delays on congested

routes. It is not long until ADS-B will be required on *all* aircraft in Europe (June 7, 2020) so it is better to plan the work sooner rather than later. Long-range aircraft will get added safety on oceanic routes with fewer errors because their flight profile is clearly visible to air traffic controllers all the time, ensuring better separation in crowded airspace."

Your comments

What do you think? Will ADS-B improve the safety and efficiency of the aviation industry? What investments are you making? We'd love to hear your thoughts on this or any other topic affecting the business aviation industry, so visit www.linkedin.com and search Business Airport International to join in with the debate.



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