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Business Airport

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

January 2011

How to make more money!

FBOs are using business meeting
facilities to boost revenue

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BUSINESS AVIATION IN CHINA STEPS UP; THE LOGISTICS OF FORMULA 1; AL BATEEN ON ITS TRANSFORMATION; FBOs BRANCH OUT; CHOOSING FUEL; BUSINESS AIRPORT WORLD EXPO PREVIEW



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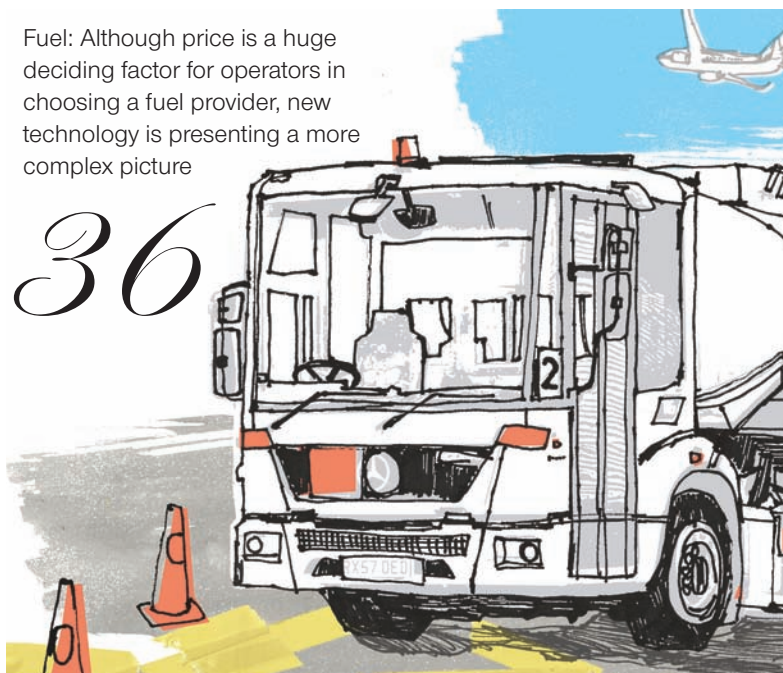
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Welcome

Many FBOs are coming up with imaginative ways to attract new business, and therefore, new revenue. In our feature on page 26, we discover entrepreneurial FBOs branching into complementary businesses (flight school, avionics, MRO, air ambulance, charter, etc); while on page 16 we examine those using meeting and conference facilities to boost business. PremiAir's London Heliport (pictured on the cover) is a particularly good example. In 2010, it unveiled a new passenger lounge integrated into a co-owned luxury hotel, Hotel Verta. The idea is that the heliport shares the hotel's facilities, which include a restaurant, bar, spa, rooftop events space, and conference facilities for up to 380 delegates. "All sorts of aviation events have been held here already," says David McRobert, group managing director at PremiAir.

Also in the UK, TAG Farnborough Airport is another popular destination for events – the first Business Airport World Expo will be held there on March 1-3, 2011. On page 48 we catch up with some of the many confirmed exhibitors to find out what they're going to focus on. And there are other events to look forward to in the next few months – including MEBA in Dubai, UAE (December 2010), and the National Business Aviation Association (NBAA) Schedulers & Dispatchers event in Savannah, Georgia, USA (February 2011).

Looking further ahead, the NBAA and the Asian Business Aviation Association (AsBAA) have announced they are reintroducing the Asian Business Aviation Conference & Exhibition (ABACE), to be held annually from February 2012 at Hongqiao Airport in China. It reflects renewed optimism in the country's fledgling business aviation market – which was boosted massively in 2010 with the establishment at Hongqiao of the Shanghai Hawker Pacific Business Aviation

Service Centre, a joint venture between the Shanghai Airport Authority and Hawker Pacific. On page 22 we take a close look at the new FBO/MRO, and what it might mean for the country as a whole.

Another airport working hard to expand its business aviation credentials is Abu Dhabi's Al Bateen Executive Airport, featured on page 32. With an initial investment of more than US\$50 million, the former military airport, run by the Abu Dhabi Airports Company, is now devoted to private jets, with the runway and infrastructure to match. Aircraft movements are looking healthy, but the airport has even grander plans, and is hoping its appointment of Steve Jones (former managing director of London Oxford Airport in the UK) as general manager will bring greater profit. "His tasks are to turn the airport into one of the best private jet airports in the world, to increase revenue, and to provide charter operators with the level of service that they require," says Mohammed Al Bulooki, vice president at Al Bateen. "We need new business opportunities for the airport, and Steve's experience in turning Oxford into a profitable airport is what we were looking for here."

Al Bateen is also profiting from its proximity to the Abu Dhabi Formula 1 Grand Prix, and on page 42 we delve into the logistics involved in flying the Formula 1 teams and cargo.

Perhaps just as important as making money is not wasting it. On page 36 we examine how operators can find the best fuel deal, and discover a picture more complex than simple price comparison – with length of journey, runway analysis, winds, and weight all getting a look in. It seems money truly isn't everything. ✈

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Editor, *Business Airport International*



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Signature Flight Support launches iFBO iPhone app

Signature Flight Support has introduced an iPhone and iPad application to provide customers with handheld access to key flight planning and service information. Earlier in 2010, the company launched the mobile version of its website, leading to a dramatic increase in the use of handheld devices accessing the website.

iFBO includes three key functions: a fuel calculator, a Signature locations database, and a favorites section. The fuel calculator allows the user to calculate the fuel and handling costs at a particular location, for a specific aircraft make, model and fuel uplift, and for both Avgas and Jet A. The locations database gives customers detailed FBO information, including amenities, services offered, airport map, and local points of interest. The favorites function allows the user to mark any location and add it to their favorites list for easy and convenient access.



Two additions to Avfuel FBO network

Avfuel has announced a branding alliance with Reeder Flying Service of Twin Falls, Idaho, USA. Reeder Flying Service offers an FBO terminal, helicopter charter and maintenance, and aircraft sales. Amenities include a pilot lounge, on-site catering, and flight planning and weather equipment. The FBO has long and short-term hangar storage available for rental.

Earlier in 2010 Avfuel also added Montgomery Aviation of Montgomery, Alabama, USA, to its

network. Established in 1945, and located only a few miles southwest of downtown Montgomery, the FBO is open 24 hours a day, with plenty of flight line parking, and a full-time ground crew. Maintenance, flight training, parts, and charter services are also available.

An Avfuel-branded FBO is an independent FBO for whom Avfuel supplies fuel, services, and business solutions, including Avtrip and the jet fuel savings program, Avfuel Contract Fuel.



ExecuJet and Advanced Air Support partner for new FBO at Paris Le Bourget

ExecuJet Europe and Advanced Air Support have partnered to open a new FBO at Le Bourget Airport in Paris, France.

The FBO has undergone a full refurbishment over the past few months and will now incorporate joint branding. The facility incorporates two passenger lounges, a pilot lounge, separate relaxation room for crew, and two bedrooms with en-suites for crew and passengers. The facility is completed with

UK airports recognized in AOA awards

The Hilton Metropole in London, UK, was the venue for the 2010 Airport Operators Association (AOA) Annual Awards Ceremony. The AOA is a trade association representing the interests of British airports. Awards were determined by the British Air Transport Association (BATA), the Airport Owners and Pilots Association (AOPA), and the British Business and General Aviation Association (BBGA). Winners included Denham Aerodrome (best general aviation airport), London Biggin Hill Airport (best business aviation airport), Newcastle International Airport (best airport with up to six million passengers), and Glasgow Airport (best airport with more than six million passengers).

Awards were also presented to AOA's associate members. The winners were NATS, Airport Strategy and Marketing, Vanderlande Industries, Thales, AirRadio, Redline Aviation Security, SSP, Human Recognition Systems, and Lafarge Contracting.





WiFi throughout, satellite TV, catering, parking, meeting rooms, and a concierge service. The facility also boasts a 16,000m² private hangar and 18,000m² of aircraft parking. The FBO lists technical assistance, flight and landing authorizations, flight planning, and weather reports among its services. There are currently 28 employees providing service 24 hours a day.

The FBO is the third in the European network for ExecuJet and its seventh worldwide, with further plans for expansion expected.

"Our FBO network is a really important part of the complete business aviation service that we offer at ExecuJet," said Cedric Migeon, managing director, ExecuJet Europe. "This partnership is very exciting for both parties and we are greatly looking forward to working together with Advanced Air Support to deliver world-class FBO services."

Renovations and expansion for Million Air FBOs

Million Air is completing renovation and expansion projects on several of its FBOs across the USA. At its FBO in Addison, Texas, a new hangar, terminal and ramp (pictured), estimated at US\$4 million dollars and 275,000ft², will increase capacity by nearly 50% and are scheduled to open in the spring of 2011. Amenities will include a conference room, guest office, bar/lounge area, lobby, and drive-up valet ramp service. In addition to office and storage space, the dominant structure will contain a new 40,000ft² twin hangar.

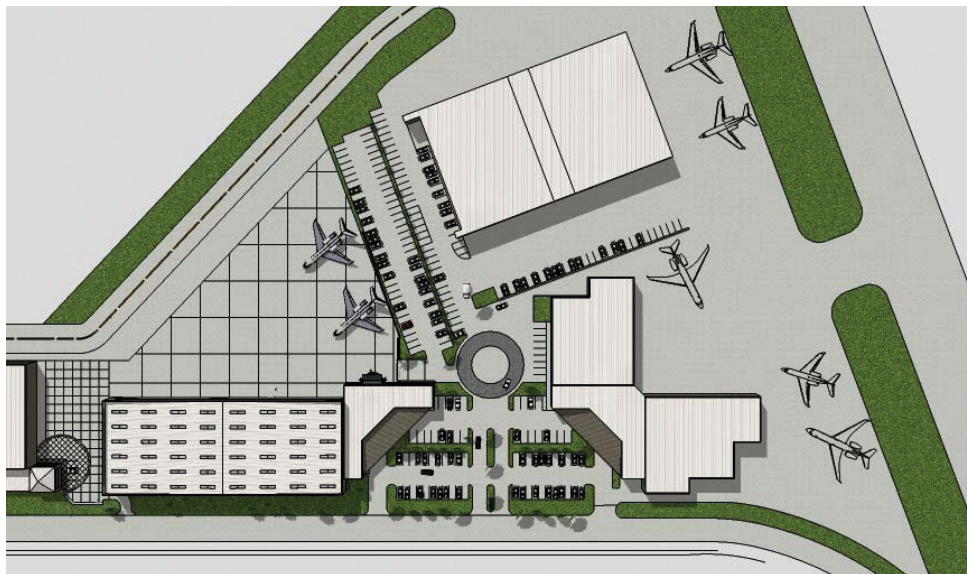
Meanwhile in Indianapolis, Indiana, one of the newest additions to the Million Air family of FBOs, US\$400,000 of improvements are being made, including the addition of a theater room, hospitality bar, and water feature.

At Lake Charles, Louisiana, renovations are scheduled for completion by early December 2010 at Chennault International Airport. More than US\$500,000 will be spent in renovations

and redesign to include a new customer service desk, a flight planning room with three planning stations, and a newly designed ramp-side entrance. In addition, a separate line service office will be attached to the existing facility.

Elsewhere, construction is well underway on a facility at Gulfport Biloxi International Airport in Mississippi. With an anticipated opening date of February 2011, the 54,000ft² facility will provide 24/7 service and include a purpose-built FBO, as well as aircraft maintenance, management, and sales/acquisitions services.

Finally, at Million Air Yuma in Arizona, which opened for business on June 22, 2010, construction of a new US\$2 million facility is scheduled for completion in late December 2010. The FBO will feature a lounge and reception area, full service café, theater, flight planning room with weather reports, pilot shower rooms, and an executive multimedia conference room.



ABS Jets breaks ground on new hangar at Prague Ruzyně Airport

Executive jet operator ABS Jets broke ground on a new hangar at Prague Ruzyně Airport in the Czech Republic on October 22, 2010. The 6,000m² facilities will triple ABS Jets' currently available hangar capacity. "Hangar space in the new facilities, pre-construction, is already 50% sold," said Radomír Šanák, commercial director and director of ground operations at ABS Jets.

The company currently has 11 aircraft in its fleet, having added one a year since 2004, and plans to increase the fleet further following the construction of the hangar. "In the next two to three years, after the hangar is built, we want to enlarge our fleet faster and continue moving along the same trajectory over the next 10 years to obtain optimal synergies between operations and services," said Vladimír Peták, CEO of ABS Jets.

The company said the new hangar will allow for increased ground support and improved FBO handling services. It will also aid ABS Jets in its role as a full-service aircraft manager.

The hangar should be completed and ready for operation by September 2011. The construction is partially financed through external sources, as well as internal investment. "Reinvesting in the company has helped ABS maintain its trend of continuous growth," said Peták.

The hangar will increase Prague Ruzyně Airport Terminal 4's line of hangars from three to four. ABS Jets' current 3,000m² Hangar C was originally built in 1937 and purchased in 2006 from CSA. ABS Jets offers full-service aircraft management, maintenance, charter services, handling, aircraft sales, and flight planning.

Aviation 'mega-centre' to open at Edmonton in Canada

A new general aviation facility is on its way to Edmonton International Airport (EIA) in Alberta, Canada. The complex will be approximately 300,000ft² when complete, incorporating hangar and office pods connected to an FBO. York Realty is managing the leasing opportunities.

The FBO will feature a passenger lobby, pilot lounge, quiet rooms, preflight briefing and weather room, conference room, catering, ground support equipment, and on-site aircraft maintenance. The FBO brand and fuel supplier will be announced at a later date.

EIA has completed the land servicing for the new aviation park, which will break ground in 2011.

FuelerLinx enhanced to show FBO pricing

FuelerLinx, a fuel shopping and reconciliation software system, has been enhanced with a new product that tracks ramp fees and purchase requirements by FBO. The idea behind FBOLinx is to streamline FBO quoting capability and enable flight departments to make an informed decision when buying fuel.

"Our goal is to create a system that provides the complete picture when shopping for fuel. It can be difficult to make a buying decision when you don't know what an FBO's ramp fees are and what the minimum fuel purchase is to avoid those ramp fees," said Suzanne Moller, VP of business development and marketing at FuelerLinx.

The company said the system also saves time and effort for FBOs, because they have to update their fuel pricing data only once, and with a click of a button, FBOLinx broadcasts the information to the other sites.

The information exchange between FuelerLinx and FBOLinx is designed to be seamless, so dispatchers and pilots are always working with up-to-date prices. FBOLinx automatically downloads pricing information from FBOs every three hours.



Hangar Ten opens Phase II of complex

Hangar Ten has opened Phase II of its aviation services complex at Charles B. Wheeler Downtown Airport in Kansas City, Missouri, USA.

The two-story 26,000ft² executive terminal incorporates crew rest areas (including pilot overnight rooms that double as day quarters), and a fitness center with separate male and female locker rooms fitted with showers. Another integral part of Phase II is a new 29,000ft² hangar.

The complex boasts numerous green initiatives, including solar water heaters, solar light pipes, fluorescent fixtures, motion-detection

lighting controllers, translucent wall panels, insulated glass with Low E coatings and exterior architectural sunshades, reflective roofs, and low-water-use landscaping. The company estimates these and other elements will reduce annual energy costs in these areas by 75-80%.

Designed by Dye Aviation Facilities, the Hangar Ten complex is situated on 10 acres and incorporates a 40,000 gallon Jet A fuel farm and extensive reinforced ramp area.

A third phase is planned, to include 17,000ft² of office space and an additional hangar.

PrivatAir and JFI team up on fuel sales

PrivatAir and Jet Fleet International (JFI) have launched a joint venture to create a global fuel sales and marketing program, utilizing a propriety software system that automates the entire process of fuel purchase and a charter-style payment system.

JFI-PrivatAir's technology is designed to eliminate manual searches by evaluating published jet fuel prices in milliseconds. The system immediately identifies the lowest prices among FBOs, contract fuel suppliers, and independent suppliers. Customers secure the fuel purchase using any standard credit card and are invoiced after upload. This process eliminates credit approval processes and provides 24/7 fuel ordering.

Runway dedication at Spaceport America

In October 2010, the New Mexico Spaceport Authority dedicated the nearly two-mile long Governor Bill Richardson Spaceway at Spaceport America, representing progress toward launching commercial customers into space from the desert of New Mexico. "We are celebrating the world's first spaceway at the world's first purpose-built, commercial spaceport," said Richardson, who attended the dedication.

The 42in thick spaceway is designed to support nearly every type of aircraft in operation in the world today. It is made up of 24in of prepared sub-grade, followed by 4in of asphalt, and finished with a 14in layer of concrete. The spaceway will accommodate returning launch vehicles, fly-back rocket boosters and other space launch and training vehicles.

"The investment deal with our new partner Aabar has successfully closed, securing funding



for the remainder of the development program," said Sir Richard Branson of Virgin.

The terminal hangar, which is expected to house up to two WhiteKnightTwos and five SpaceShipTwos, in addition to astronaut preparation facilities and mission control, is nearing completion. Spaceport America is expected to become fully operational in 2011.

Farnborough and Inflight top 2010 BACA awards

In October 2010, the Baltic Air Charter Association (BACA) announced the winners of its annual charter aviation awards. The UK's Farnborough took the prize for best airport, while Inflight won the award for best handling agent. Other winners included Titan Airways (best passenger charter airline), Volga-Dnepr Airlines (best cargo charter airline), GAMA Aviation (best general aviation operator), and Tyrolean Jet Services, which won the Global Excellence Award.

BACA is a network for air charter professionals. As well as air charter brokers, members include airports, airlines, business aircraft operators, handling agents, aviation lawyers, and consultants.

Montréal-Pierre Elliott Trudeau and Fresno Yosemite join Signature network

Signature Flight Support has entered into a licensing agreement (pictured below) with Starlink Aviation for Starlink Aviation's FBO at Montréal-Pierre Elliott Trudeau International Airport in Canada. Starlink Aviation will rebrand and operate its FBO services as Signature Flight Support. Starlink Aviation's charter, aircraft management, corporate shuttle, and MRO services will continue to operate under the Starlink Aviation brand.

"We are excited about our entry into the Canadian market," commented S. Michael Scheeringa, president of Signature Flight Support. "This represents our first North American licensing agreement."

The facility features a 65,000ft² hangar, crew and passenger lounge, sleeping room, shower facilities, café bistro, conference room, and wireless internet access. Services include 24/7 operations, ground handling, crew cars, Jet A fuel, on-site customs, flight planning, computerized weather service, and anti-icing.

Earlier in 2010, Signature signed a deal with McDonald Aviation to manage its facility at Fresno Yosemite International Airport, California, USA. McDonald Aviation acquired the nearly-new facility earlier in 2010 and has completed an extensive refurbishment. The 6,100ft² executive terminal has a passenger lounge, crew lounge, and two sleep rooms. It will be branded as Signature.



ExecuJet Malaysia leaves Skypark FBO and teams with Dnest for MRO

ExecuJet Malaysia is embarking on a joint venture with Dnest Aviation at Sultan Abdul Aziz Shah Airport in Subang, Malaysia. The joint venture will initially focus on business aircraft MRO services for the region, and will service Bombardier and Gulfstream aircraft, with other aircraft types to be included in the near future. The MRO will operate from the Dnest facility at Subang, and offer mobile repair party support throughout Southeast Asia.

ExecuJet terminated its involvement in the Skypark FBO business at the airport as of October 31, 2010. It also recently appointed Nick Fourie as general manager for Malaysia, who is currently working with a team of seven from the company's facility in Kuala Lumpur.

"A lot is changing for ExecuJet in Malaysia at the moment," said Fourie. "Focusing on our MRO activity in the region is currently our priority and we are pleased to have Dnest's support for this."

TPS appointed to manage Guernsey Airport works

States of Guernsey Public Services has appointed engineering and project management firm TPS to provide technical oversight for maintenance works at the UK's Guernsey Airport. The airport welcomes nearly one million business or leisure travelers a year.

The works are expected to begin in 2011 and take about two years to complete. The civil engineering project involves establishing improved runway safety areas, reconstructing the runway and aircraft aprons, and rehabilitating the taxiways, along with replacing the drainage system and airfield lighting.

TPS is responsible for liaising with the main contractor, once appointed, and supervising all aspects of the project. This will include the post-tender negotiations, detailed planning, and overseeing the construction phase through to completion. Gerry Prickett (pictured below), group director of civil engineering, is heading up the team of airfield specialists from TPS. He will report directly to the project board, which comprises representatives of Public Services, Guernsey Airport, States Property Services, and Treasury & Resources.

Public Services has also advanced the process of appointing a contractor for the works.



Makeover for Manston

Kent's Manston Airport in the UK has had a makeover. Both the terminal and its facilities have been enhanced.

"Manston now has first-class amenities, which allow us to develop the services we provide to passengers and visitors," said Charles Buchanan, chief executive at the airport. "We now have an ATM machine and free WiFi is available in the terminal – not just for passengers but also for people using the café or meeting passengers. In addition, the terminal signage is being replaced with our branding and the building has been painted white. We're all delighted with the facelift that makes the airport look fresher, more modern, and more attractive."

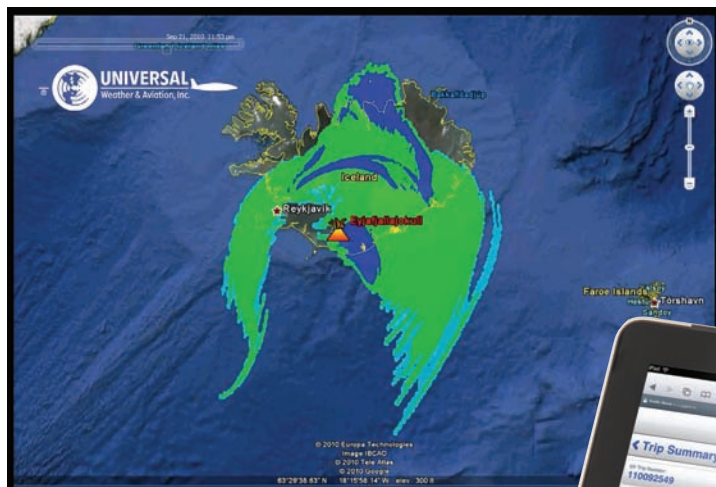
Sugar Land Regional Airport rebrands FBO

Sugar Land Regional Airport in the Greater Houston area, Texas, USA, has rebranded its FBO as Global Select. "Typically, FBOs that are run by municipalities have an unfavorable reputation," said Phillip Savko, director of aviation for the airport. "This new campaign will help us spread awareness throughout the industry."

Located within a 20,000ft² 'ranch style' terminal building, Global Select will continue to offer the same VIP service, including ground services, concierge-style customer service, on-site US customs, catering, NATA Safety 1st certified line service crew, GPU and lav service, and Shell-branded fuels.



Universal adds extended volcanic ash forecast and mobile-optimized website



Universal Weather and Aviation is now providing volcanic ash forecasting beyond the standard 18-hour window currently used by ash advisory centers. The forecast is a standard component of Universal's trip support services package.

"Following last spring's volcanic eruptions, we set out to find a forecasting model that would provide our clients with a solution that would help them proactively plan to avoid delays and cancellations," said Jim Reed, director of weather and flight planning at Universal. "We can now provide an objective forecast several days beyond the ash event, allowing us to advise our clients on preparations for plan B if it appears their operation will be impacted."

Meanwhile, the company has also introduced a mobile-optimized website giving its clients complete access to its suite of online applications on any web-enabled mobile device, including iPhone, iPad, BlackBerry, and Android. The initial release of Universal Mobile enables clients to view and manage the details of their trips through Universal Trip Support Services on any mobile device via Universal's web-based UVtriplink trip status application.

"We've listened to our clients and understand that they want the ability to check trip changes on the fly and see confirmations and next-leg information wherever they are on their mobile



devices," said Dave Diulus, chief operating officer at Universal. "We are committed to developing technology and creating tools that will help our clients save time and increase efficiency."

The next phase of Universal Mobile is due to be rolled out before the end of 2010 and will include the rest of Universal's suite of web applications, including UVair fuel pricing, UVflightplanner.com, QICP weather, UVTripPlanner, UVdatalink fleet status, online invoices, and more.

In other news, Universal plans to begin offering European Union Emissions Trading Scheme reporting services in time for operators to comply with the March 31, 2011 deadline to submit verified 2010 emissions data.

Aviation Concepts adds base in the Philippines

Aviation Concepts (ACI) has leased a former FedEx hangar in Subic Bay, the Philippines. The 100,000ft² facility has undergone refurbishment and was scheduled to be fully operational by November 15, 2010. It will serve as ACI's second functional base in the Asia-Pacific region.

The center will offer FBO services to transient aircraft, seeking to market itself as a low-cost alternative to popular locations in Hong Kong, Singapore, and Kuala Lumpur.

"Subic Bay is poised to become one of the busier business aviation hubs in Asia as more owners and operators seek low-cost solutions in the region," said Terry Habeck, president and CEO at ACI.

In addition to FBO services, the center will house factory-trained technicians available 24/7 to accommodate the maintenance needs of most long and medium-range business jets. Because of its special economic status as a Freeport Zone, Subic Bay has the advantage of eliminating duties imposed on inbound aircraft parts, thereby avoiding custom holds.

London Oxford Airport offers '150' deal

London Oxford Airport is offering first-time visitors from the USA or Canada the '150' deal. The deal prices many services at US\$150 (£100) each, including the landing fee (16 tonnes MTOW to G550/Global Express size), handling (zero charge for empty positioning), parking (per day for up to a week), crew accommodation at Oxford's five-star Randolph Hotel (per night including breakfast), a VIP chauffeur-driven car to/from London (S-Class Mercedes or luxury Phaeton), and crew hire car with on-site Enterprise Rent-A-Car (per week or £15 a day for less than five days). London accommodation at the five-star Carlton Tower is available for £150 a night including breakfast; while the helicopter shuttle option to London (The London Heliport or Financial District/Vanguard) is available from £1,500. The offer is subject to certain conditions.

Work begins on double-span hangar at Biggin Hill

Construction work commenced at the beginning of October 2010 on a new double-span garaging hangar at London's Biggin Hill Airport in the UK. The hangar will be located alongside the passenger terminal, bordering the recent 5,000m² extension to the terminal apron.

Due for completion in 2011, the double-span 120m x 40m hangar will accommodate all current and projected business aircraft up to the BBJ and ACJ for hangarage and line maintenance.

Serviced offices in the block adjoining the hangar will be available for use by crews and flight departments.

"Our new terminal hangar facility will be state-of-the-art for the 21st century and will provide comprehensively for business aircraft visitors," said Robert Walters, the airport's business development manager. "I welcome early discussions with interested parties on making a real difference to their operations into London."



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MEBA anticipates record numbers

Organizers are expecting to welcome a record number of visitors to the Middle East Business Aviation show (MEBA). Taking place at Dubai's Airport Expo on December, 7-9, 2010, MEBA is organized on behalf of the Middle East Business Aviation Association (MEBAA). The event is expected to attract more than 7,000 visitors, who will be able to tour an exhibition area of some 350 supplier stands, from MRO suppliers and aircraft interior designers, to management and flight chartering brokers. Visitors will also have the opportunity to be invited on board business jets, with more than 70 aircraft on display on the airfield. Hospitality chalets lining the aircraft display park are traditionally a sanctuary for companies to network with their clients and for visitors to negotiate deals in privacy.

Manufacturers showcasing their aircraft and services will include Boeing, Airbus, Gulfstream, Dassault, Bombardier, Embraer, Cessna, and Hawker Beechcraft. In addition, the region's top aviation companies will be represented in every industry sector, such as Abu Dhabi Airports Company (ADAC), Dubai World Central-Aviation City, Abu Dhabi's Royal Jet, Saudi Arabia's MAZ Aviation, Lebanon's Executive Airport Services (EAS), and Jordan's Arab Wings.

The most recent MEBA show, in November 2008, attracted 250 exhibitors from 30 countries and more than 5,500 visitors, resulting in US\$1.5 billion worth of orders. Visitors can register online now to pay US\$20 for three days' attendance; the price on the door is US\$35.



Universal Aviation moves into refurbished facility at Dublin International Airport

Universal Aviation at Dublin has relocated into a newly refurbished facility at Dublin International Airport, Ireland, and has acquired dedicated fuel trucks to further increase the speed and ease of fueling requests.

The new facility incorporates a secure private parking lot for exclusive use by Universal Aviation clients and employees, three separate lounges (for passengers, crew, and a crew/office lounge), wall-mounted LCD TVs in every room, free WiFi throughout the facility, and a variety of complimentary refreshments.

"By adding dedicated fuel trucks, our clients will benefit from increased ability to rapidly action

fueling requests," said Sean Raftery, managing director, Universal Aviation UK and Ireland. "This is especially advantageous in quick-turn situations. Additionally, access to fuel inventory directly owned by the organization can translate to additional fuel cost savings for clients. These benefits are bolstered by our ability to provide VAT-exempt and VAT-compliant invoices through UVair European Fuelling Services. This helps to ensure that the overall fueling experience at Universal Aviation in Dublin is an expedited and cost-effective solution."

UVair European Fuelling Services is an extension of the UVair fuel program.

New concept for 'flexible based operations'

Aviation consultancy Orients Advisors is partnering with Barcelona-based architectural company Cesar Martinell & Associates (CM&A), to support business development of its new airport construction concept. The Flexible Based Operations building is a semi-permanent structure designed to offer the same facilities as a traditional FBO.

The building can be erected in as little as two weeks and can then be utilised for a number of years. The companies envisage interest from smaller airports, as well as existing FBOs looking to expand their offering or who may urgently need a solution to handle more movements coinciding with big events.

The building's design was inspired by the Gaudi school of architecture, combined with modern technology. The structure incorporates



a strong environmental element as it is built with recyclable materials. The power used is generated largely from solar panels that form the roof, water can be recycled as needed, and the shape of the building maximizes the use of natural light.

The concept is available now, with cost per square metre beginning at €850 (US\$1,147).

All set for Schedulers & Dispatchers 2011

The 2011 NBAA Schedulers & Dispatchers Conference will be held on February, 9-11, 2011, at the Savannah International Trade & Convention Center in Georgia, USA. Entry is US\$795 for NBAA members and US\$945 for non-members.

As well as an exhibition of aviation products and services, the event has a strong educational strand, with breakout sessions including crew scheduling and fatigue management, emergency preparedness, and choosing tech stops and understanding handling fees). Meanwhile, 'Mini-IOCs', based on NBAA's International Operators Conference, will enable attendees to quiz industry professionals on the practicalities of operating in each region of the world. Pre-conference events include the NATA FBO Leadership Conference; a dispatch recurrent training course presented by Jeppesen; and Schedulers Professional Development Program (SPDP) courses.

Networking opportunities include the 7th Annual Schedulers & Dispatchers Golf Tournament, an ice cream and networking social, and International Night on Thursday, February 10.

Million Air awards best FBO and staff

Million Air has named Million Air White Plains as its FBO of the year for 2010. The award is judged on facility image, staff training, safety and regulatory standards, and customer satisfaction. It also presented awards to individual staff. The winners were Shanel Fuller of Million Air Salt Lake City (customer service), Michael Hayden of Million Air Medford (line service), and Jimmy Ray of Million Air Salt Lake City (aircraft mechanic).

Port City Air now managing hangars for all aircraft types

FBO Port City Air (PCA) has entered into an agreement with the Pease Development Authority to manage and renovate multiple hangars at Portsmouth International Airport in New Hampshire, USA.

Approximately US\$2 million of capital improvements will need to be invested over the course of the next two years to upgrade the hangars and increase PCA's fuel farm capacity. Three of the four hangars now available are heated and ready for immediate occupancy. Further updated features and aesthetics will be added in the near future. The fourth hangar will undergo an extensive refurbishment.

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Main image: A conference room at Hotel Verta, which is co-owned and co-situated with the UK capital's London Heliport



Meet and greet

Once on the ground at a business aviation terminal, the majority of passengers are keen to get out and on their way as soon as possible, but increasing numbers are using their FBO as a destination for meetings

Words | **John Challen**

While the majority of operations list conference or meeting rooms as another reason to choose them as a destination, how popular are they? On the face of it, for many general aviation terminals – particularly in North America – the answer is not very, with few being used to their full potential.

One site that adds to its list of services by offering conference facilities is Sano Jet Centre in Fort Lauderdale, Florida, USA. Here, clients will find a table with seating for 12, but the room is not advertised widely. Why?

“As an airport, we have to keep the [human] traffic down for security reasons,” says a company spokesperson. “If we let anybody in they can get access to the ramp, so we restrict it to customers, tenants, or people that are landing at the airport.”

Elsewhere, Signature Flight Support’s vice president of marketing, Patrick Sniffen, reveals that having conference facilities is “not a huge necessity we have found in our research”, explaining that a typical Signature FBO offers a basic meeting room with a table and six chairs.

Political campaigns

But some FBOs are finding a market for these facilities. Ryan Frost, director of airport operations at Naples Municipal Airport, Florida, has recently upgraded the presentation equipment in the airport building’s meeting room, which proves popular with one particular type of client.

“A lot of politicians use it, especially around campaign time,” he explains. “It is all about the convenience factor, as it gives them a good opportunity to meet either fellow campaigners in the region, or campaign managers.”

The room at Naples, which can accommodate 12 people, boasts the all-important WiFi capabilities. However, Frost does not expect the recent investment to generate much additional business. “What we have is standard with most FBOs [in north America], and our clients know that,” he says.

In many respects, the perceived lack of interest in conference rooms holds true, but some FBOs are clearly bucking the trend. Take Heritage Aviation, a large FBO in Vermont, USA. Here, there are two conference rooms, one of them featuring a table carved from a lump of redwood that was rescued from a swamp in California, having been there for 100 years! Jean Chaulot is the FBO’s IT manager, but is also active in marketing. “Each of the conference rooms here can cater to groups of about 11 people,” he reveals. “We have specified the highest quality for the furniture and the equipment required in a conference environment.”

A typical shopping list when specifying such a facility includes a conference phone system,





High-class heliport

Business passengers are offered an alternative approach to meetings and conferencing at the UK's London Heliport, operated by PremiAir. The passenger terminal is situated adjacent to a five-star, 70-room hotel, the Hotel Verta, which offers conference facilities for up to 380 delegates. The hotel, which was opened in 2010, is under the same ownership as the Heliport and PremiAir. The conference room features state-of-the-art projection systems, numerous screens that drop from the ceiling, and the ability to divide the room into smaller meeting spaces, should the need arise.

"A lot of the traffic comes from London business airports, around the UK and northern Europe; as far afield as Paris, Dublin, and Amsterdam," says David McRobert, group managing director at PremiAir. "We market the site as London's vertical gateway, and in terms of business aviation facilities worldwide, not many offer a five-star restaurant, underground spa facilities, and conference/meeting rooms, as well as 70 bedrooms."

McRobert says the facility has attracted a lot of interest from multinationals who want to coordinate all senior people in one location in the most time-efficient manner.

"All sorts of aviation events have been held here already, including many around the 2010 Farnborough Air Show," he says. "Bell Helicopter had its president's reception, and various other companies used meeting rooms during the event."



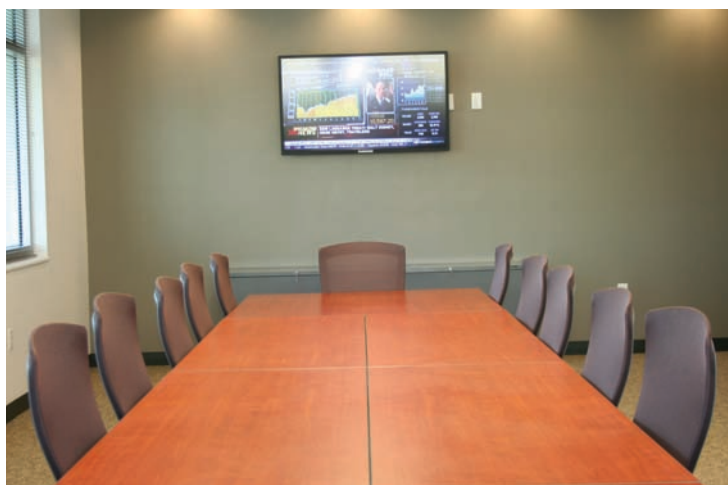
Left: **A conference room at ExecuJet's facility in London, UK**

Right: **The meeting room at Naples Municipal Airport in Florida, USA**

Below right: **A conference room at TAG Farnborough Airport in the UK**

projection screens, WiFi, and refreshments. Chaulot explains that both rooms have specialist audio/visual capabilities, as well as a Dolby surround sound system, enabling the highest quality when viewing videos or movies. The projector operates in high definition, and there is a smartboard that allows instant, seamless interactions for presentations. "We also have a very advanced remote control touchscreen system," he adds.

The rooms are typically used by local businesses that come to meet customers off the aircraft, which is preferable in many cases to heading into a downtown hotel. "Hotel conference rooms are pretty standard around here. You won't have the same quality that we can offer here," says Chaulot. Another benefit, he believes, is the option for guests to use the rest



of the building, which encompasses a games room, gymnasium, weather and flight planning office, theater (again with Dolby surround sound capabilities), and spacious lobby. Offering ample parking has also made a big difference, according to Chaulot. The main parking lot can accommodate 100 vehicles, and there is also an overflow area, serviced by a shuttle bus. The building has a professional-grade kitchen on site, which means all catering requests can be met, regardless of the size of the group.



Top left: A conference room at MillionAir's facility in San Bernardino, California, USA

Above and left: Facilities at MillionAir's FBO in Houston, Texas, USA



Chaulot believes the FBO's flexibility has increased its popularity as a destination for meetings. "We have discovered a new market that we didn't expect," he says. "We were surprised to have requests for meetings of between 30 and 300 people. To cater to these groups, we are able to adapt the pilot's lounge, add in a projector and necessary equipment, and it services the needs of the clients perfectly."

The hangar has been used for larger groups. "Some politicians have needed a bigger space, and in this case we used the lobby twice for business associations for 100 to 150 people," says Chaulot. "We have even had a classical music concert in there."

Investment has also been rewarded at MillionAir's FBO in Texas, according to Melissa Thompson, the facility's customer service manager. "Some people may not have flown in simply to have a meeting at the FBO, but certainly some of our clients with locations in the Dallas area will hold conferences away

from their facility," she explains. As well as two meeting rooms, people have used the hangar to host events. One room can hold up to 16 people, while the other has a bar adjacent to it, so can accommodate more if needed. Uses have included job interviews and product presentations by aerospace companies.


"If there is a promotion for a particular new aircraft, customers will come to us and invite clients so that they can see the new aircraft for themselves," says Thompson. "We have WiFi, Powerpoint projector screens, conference phone, and beverages in the room for the meetings."

Location, location, location

The surrounding area can be a deciding factor when choosing meeting rooms. This is certainly the case at Rocky Mountain Metropolitan Airport, Colorado, according to Clarissa Shea, the airport's project specialist. "Our room is used three or four times a week, and offers a great view of the runway and the Rocky Mountains,"

she says. Press conferences are typically held around the time of the airport's air show, but most clients are located close to the city, so they prefer to head to their own facilities. In spite of this, there has been recent investment in a new LCD overhead projector and podiums, and more money is available should other services be required in the future.

Across the pond, TAG Farnborough Airport in Hampshire, UK, is a popular destination, partly because of its surroundings. The airport's Elaine Turner says that the aim is for the larger of two conference rooms to be state of the art. She was recently asked for video-conferencing facilities, but admits the addition of such technology would conflict with potential business passengers.

Inflight at London Stansted in the UK says its visitors have quite simple needs. "We have a lot of people flying in and meeting their PA, or similar, or having a pre-meeting before a meeting in the city," explains director Pauline Stephens. "Most people who use our rooms just want a pen and paper – all want WiFi, too – so that is a must. For us, it tends to be low maintenance." However, she confirms that all the rooms – one for four people, another that holds six to eight, and a larger one for up to 20 people – have projectors available, should clients become more demanding. 



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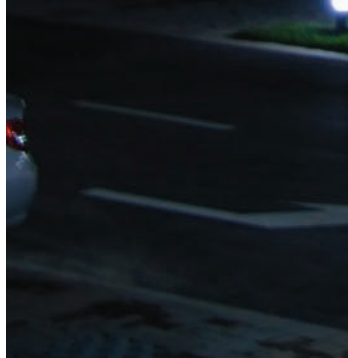
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Shanghai time

Hawker Pacific's new FBO in Shanghai and the reintroduction of ABACE could signal the beginnings of a long-awaited business aviation boom in China

Words | **Liz Moscrop**



Main image: **SHPBAS's FBO at Hongqiao International Airport**





Top: Hongqiao's VIP lounge

Left: An open lounge at Hongqiao

For many years private aviation in China has been a tiny section of an otherwise burgeoning commercial aviation industry with no facilities or airspace to call its own, and an installed base of around only 100 corporate jets. However, Shanghai Hawker Pacific Business Aviation Service Centre (SHPBAS) has taken a bold step to tap into the fledgling market. The joint venture between Shanghai Airport Authority (SAA) and Australia's Hawker Pacific opened for business in 2010, the fruition of many years of careful negotiations between the two partners.

SAA owns and operates both Hongqiao International Airport and Pudong International Airport, and has stated that its mission is to make Shanghai one of the world's top international transportation centers, by building a large air hub with a world-class airport operational group, including provision for executive aviation. Meanwhile, Hawker Pacific is one of Asia Pacific's leading aircraft service companies, with more than 30 years of experience servicing and handling business aircraft. The company maintains facilities throughout Australia and New Zealand, as well as in Southeast Asia and the Middle East. It is also an authorized service center and sales agent for Hawker Beechcraft and Dassault Falcon.

As well as an FBO, SHPBAS offers MRO services and plans to add aircraft management services as well; probably in 2011 should there be enough market demand. The venture is likely to do well. Any joint venture with a government-backed entity in China has to be at least 51% in favor of the host country, so it is difficult for any competitors to get a foothold in Shanghai, at least in the near term. Hawker Pacific has exclusive FBO rights to both international airports in the city.

Fighting for airspace and runway slots are major issues though. This year SAA posted that its passenger throughput was up 25.5% for the first eight months of 2010 over 2009. Since Shanghai is China's commercial center, its two airports are among the country's busiest, and by October 2010 had handled 47 million passengers already that year. There were also some 360,000 aircraft movements, with 218,000 coming into Pudong and 142,000 into Hongqiao. The full year forecast for 2010 is 72 million passengers, with 42 million for Pudong and 30 million flying into Hongqiao. Aircraft movements are forecast to be 545,000, with Pudong accounting for 331,000 and Hongqiao coming in at 214,000.

World Expo 2010

Business aviation traffic is seasonal and September/October are peak months. Shanghai saw 290 movements in September 2010. The facility has seen lots of international movements accredited to the World Expo held in Shanghai in 2010. By October 2010 the Expo had attracted in excess of 70 million visitors, with five million of those coming from overseas. The result has been both airports being "super busy" according to Helena Lang, the chief representative for Hawker Pacific in China.

Chinese air traffic control decides at which airport traffic will land – either Pudong or Hongqiao – depending on volumes of arriving and departing aircraft. Unlike in the west, local certified agencies rather than flight crew provide flight planning. Flight plans are delivered directly to the tower. This regular interaction makes for good working relationships between all parties involved, according to Lang.

It is far better for visitors to land at Hongqiao. "It takes 20 minutes on a good day to get



Above: SHPBAS's hangar at Hongqiao

downtown to the Nanjing Road in the city center from Hongqiao," says Lang. "The worst-case scenario could be more than one hour. From Pudong, the best case is 50 minutes and the worst three hours with bad road traffic."

At Hongqiao there are lounges for crew and passengers, including a large private lounge decorated in modern Chinese style, plus meeting and office facilities, and on-site catering. "We are now fully operational in both airports," says Lang. "Pudong does not have an FBO, but we can use a VIP lounge there and have exclusive rights to service business aircraft from our FBO in Hongqiao." At Pudong passengers are bused into the VIP lounge, and then wait for customs and immigration clearance in the lounge.

The Hongqiao facility has 40,000ft² of hangarage and an additional 18,000ft² of workshop and office space. Another 200,000ft² of land has been reserved for a second hangar in future phases of expansion. The center operates 24 hours a day, seven days a week.

Turning tide

There was a ray of light in 2009 for business aviation operators flying to China in the form of a relaxation of rules for domestic players, when the General Administration of Civil Aviation of China (CAAC) confirmed that it would ease the lead time for flight plan filing from six days to three hours, although only for Chinese-registered business aircraft. Joe Wilson, managing director of Hong Kong-based ground handler and trip support services provider ASA explains some of the complexities for international operators: "Landing permits for China can usually be approved in three to seven days, depending on the usual factors, which include the type of aircraft, where it is registered, and the date of trip," he says. "It is also important to note whether it has visited China before or not and who is on board."

Chinese airspace is still predominantly military controlled, and it can be awkward for international operators to enter the country. However, many believe that Chinese business aviation is ripe for exploitation. According to Bombardier, the sector could grow to 2,100 new aircraft over the next 20 years. China alone is expected to generate orders for 300 new business jets over the next decade. The Chinese business jet fleet is expected to grow at a rate of 20% annually in the period, and to support a 700-strong fleet by 2019 as it absorbs some 600 deliveries. To meet its growing demands for air travel, China is planning to expand its domestic aviation infrastructure. The country currently has 192 commercial airports, with only 30 able to accommodate Boeing 747-sized aircraft.


In addition *Shanghai Securities News* recently reported that the State Council and the Central Military Commission have approved guidelines for the reform of low-altitude airspace management over the next five to 10 years. The initial trial phase of the reform will take place in two flight control zones – Shenyang, capital of northeast China's Liaoning province, and Guangzhou, capital of southern China's Guangdong province. The reforms in those two areas will be expanded to the entire country from 2011. The guidelines set the height of low-altitude airspace below 1,000m (3,281ft).

There is now a licensed engineer in place at Hongqiao and the General Administration of Civil Aviation of China (CAAC) accepted Shanghai Hawker Pacific's Part 145 application in September 2010. The company is aiming for CAAC 145 approval by the middle of 2011. Lang points out that the Chinese fleet is young and will not need heavy checks for some time yet. Shanghai Hawker Pacific also has approval for Hawker Beechcraft aircraft and plans to obtain CAAC and FAA Part 145 repair status for Dassault Falcon jets by mid-2011. A Falcon GoTeam is already positioned on-site and ready to provide support for Falcon operators in the region. "Our partnership with Shanghai Hawker Pacific is part of our continual effort to increase our footprint of service in this region for Falcon operators," says Jacques Chauvet, senior vice president of worldwide customer service for Dassault Falcon. "The benefit will be felt by local and transient operators alike as the use of business aviation in this dynamic region

continues to grow." Dassault will also place over US\$2 million in pre-paid customs duty spares, tooling and equipment at its on-site bonded warehouse by the end of 2010.

Future plans

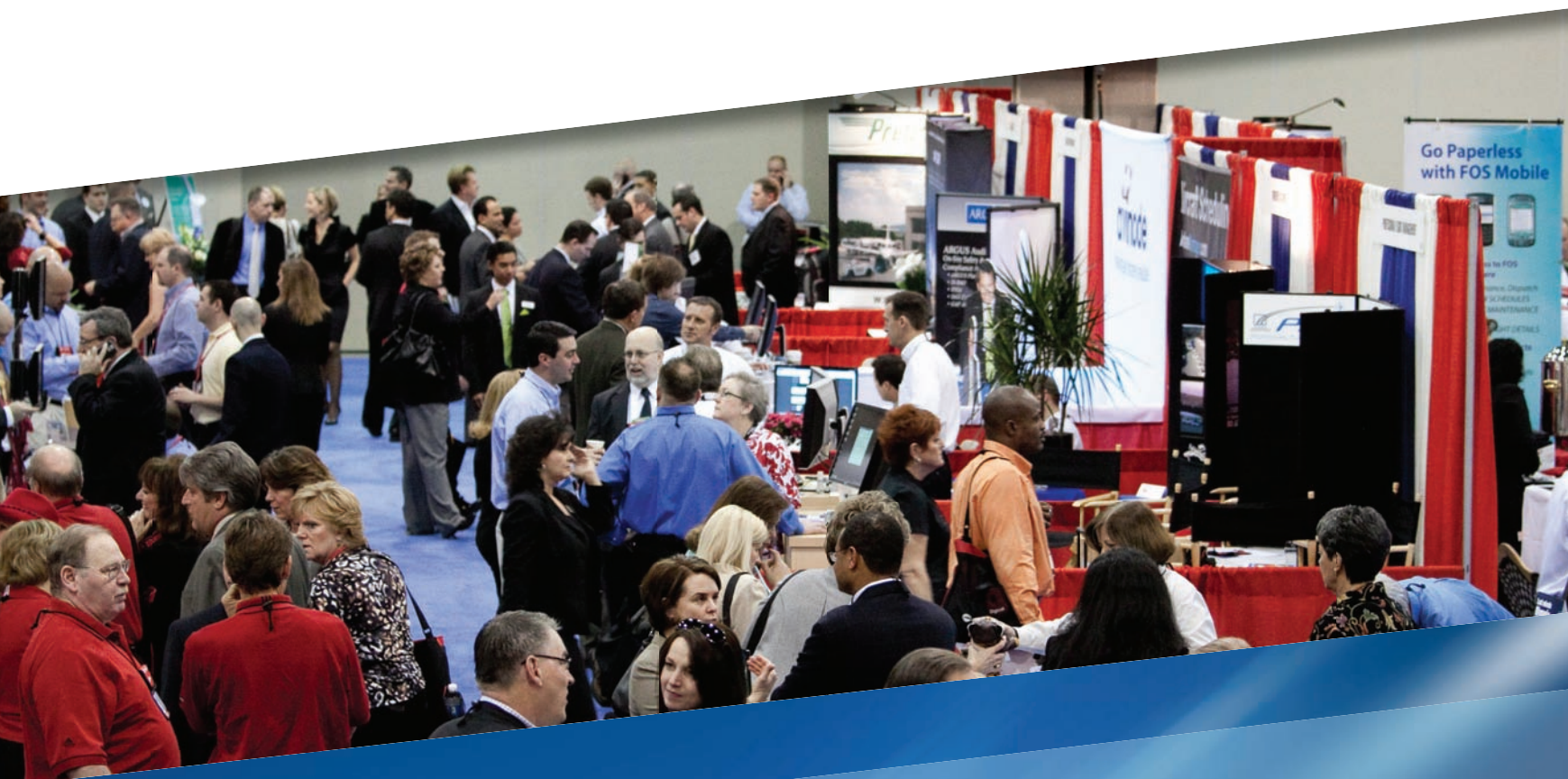
SHPBAS is attracting conferences, too. During its Annual Meeting and Convention (held in Atlanta, USA on October 19-21, 2010), the USA's National Business Aviation Association (NBAA) and the Asian Business Aviation Association (AsBAA) announced the revival of the Asian Business Aviation Conference & Exhibition (ABACE), to be held annually. The first event will be held at Hongqiao in February 2012, incorporating exhibits in the facility's hangar, a static display, and on-site education sessions led by industry veterans with knowledge of the region.

"It is now clear to everyone that there is tremendous potential for business aviation in Asia," said Ed Bolen, CEO of the NBAA, on making the announcement. 



Left: A bird's eye view of the SHPBAS FBO

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Branching out



Main image: **Solo Aviation in Michigan, USA,** augments its FBO with operations including a flight school

Right: **Solo Aviation puts on a shuttle service for American football fans**

Far right: **One of Solo Aviation's uses for its helicopter is providing game-day traffic reports for radio**





Left: Jet Air in Wisconsin includes air ambulance flights in its extensive list of services

Far left: Jet Air also runs a maintenance business



Many FBOs are expanding into complementary side businesses to boost revenue – we take a look at two that are making it work

Words | **Tim Kern**



Jet Air and Solo Aviation, both in the USA, are two FBOs who clearly believe in not putting all their eggs in one basket. Both offer a range of services that go beyond concierge.

Solo Aviation is an FBO based at Ann Arbor Municipal Airport in Michigan, and outside of colleges and universities, claims to operate the largest flight school in the state.

"We're Part 61 and 141 certified in fixed wing; and we're preparing for Part 141 certification in rotary wing as well, so we should have another level of eligible students coming in on the Veterans' Administration (VA) plans," says Sharon Wyant, general manager at the facility. "Of course, you need your private certificate before VA benefits kick in, so we're getting a few additional ab initio students also."

Solo Aviation also teaches for local community colleges, providing formal classroom ground school; and recently acquired its first helicopter, an Enstrom 280C, so it can offer rotary-wing training.

Traffic reports

The FBO has a talent for promoting its capabilities, and proactively making the most of the town's love of American football (the local team is the University of Michigan). "For the past four years, on football Saturdays, we've put on the best tailgate party in town, minus the alcohol," says Wyant.

Additionally, the FBO runs a "ridiculously low-priced" shuttle to and from the stadium, and offers deals with local hotels.

"We also furnish game-day traffic reports to three local radio stations," says Wyant. The helicopters fly from where the tailgate parties are held, so "all the tailgaters get to see our helicopter". Not leaving anything to chance, Wyant notes that, "during the traffic reports, we occasionally plug our flight school".

The company also benefits from strategic partnerships. Pizza chain Domino's has its roots in Ann Arbor and is still headquartered there, so Solo sought and arranged special Domino's catering and discounts for its customers. It also teamed up with Alamo, National, and Enterprise car rentals as a concierge. In this capacity, it can create car rentals for customers even if the rental counter is closed. Solo can take possession of the cars, with or without renters, at no additional cost to the customer. "In fact, they get our corporate rate," says Wyant.

Meanwhile, Jet Air, one of two FBOs at Austin Straubel International Airport in Green Bay,



Top: **An avionics conversion carried out by Jet Air**
 Top inset: **The cockpit before the conversion**
 Above: **Jet Air's facility at Straubel International Airport in Green Bay, Wisconsin, USA**

Wisconsin, offers perhaps an even greater range of services, including maintenance, avionics, flight training, air ambulance, charter, registered trash disposal, and support services.

The operation has its roots in Green Bay Aviation, a small maintenance facility established in the 1960s. In 1979, Alan Timmerman (owner/chief operating officer, pilot of fixed and rotary-wing aircraft, and retired police chief), Dr Bruce Bressler (owner/president, pilot, aviation medical examiner (AME), and retired neurosurgeon), and two others bought the operation, with an eye to expanding its services. A name change to Jet

Heritage Aviation

Another FBO with more than one string to its bow is Heritage Aviation at Burlington International Airport in Vermont, USA. Heritage Aviation provides aircraft and passenger support services, while sister company Heritage Flight is an FAA-certified repair station, offering maintenance for all types of aircraft, plus avionics and detailing services. Heritage Flight also specializes in charter and aircraft management.

Heritage Aviation's 79,300ft² facility features a large heated hangar, forced air de-icing, pilots' lounge, movie theater, snooze rooms, exercise room, showers, conference rooms, and a passenger reception area. The facility is partially powered by renewable resources, including solar and wind energy, with an on-site wind turbine.



Right: A conference room at Jet Air

Below: Jet Air's autoclave, used to sterilize trash from international flights



Air set the stage for growth. The existing FBO, formerly known as TitleTown (for local football team, the Green Bay Packers), and Frontline (a Part 135 charter and flight school) also became part of the Jet Air Group.

Tailgate parties

As with Solo, football brings a lot of business during the season. Typical games may attract 50 to 60 aircraft. "We have a tailgate party, we barbecue, we have brats and burgers, and five big-screen TVs, right on site. The pilots really enjoy that," says Timmerman.



Other things, too, set Jet Air apart. Its services include fuel and maintenance for private owners and airlines that serve the area. Local pilots use the facilities for FAA Wings and other programs. Since Bressler is an AME, he performs flight physicals on site, as well as for Frontline Aviation.

Frontline Aviation is the Jet Air flight school (and Cirrus Training Center), offering training from ab initio through Air Transport Pilot, plus several type ratings, or for any locals who need it. The school operates in Green Bay and 50 miles south, in Sheboygan; a new addition is due to open soon in Menominee. Jet Air also plans

Atlas Aviation

Flight school is also a major offering at Atlas Aviation, an FBO at Peter O. Knight Airport in Tampa, Florida, USA. The FBO offers fuel, hangarage, tiedown, detailing, and maintenance; while the in-house flight school, a Cessna Pilot Center, offers Discovery flights (for a first taste of flying) starting at US\$99.



Left: **Jet Air's** customer counter

Far left: **Flight training at Solo Aviation**

to partner with a local college to offer four-year aviation degrees.

Meanwhile, Jet Air's full line service is well known in the region. It is a Cirrus and Mitsubishi service center, but also attends to King Airs, Commanders, Pipers, and Cessnas. "We know certain types of maintenance inside out. We have customers that come in from all over North America, to use our Mitsubishi expertise," says Timmerman. "We have the record for taking the turboprop off a Mitsubishi – seven minutes."

For Timmerman, experience is key to success: "We have six employees in maintenance and as line staff, who have more than 30 years' experience each. We just retired a man with more than 40 years. Even our accountant has been here 34 years," he says. Some of that expertise is available without charge. "Joe Megna, our director of maintenance, will answer questions on the [Mitsubishi] blog, free," says Timmerman.

The avionics shop and its three dedicated techs are part of the maintenance department,

which is also a Garmin service center. Services cover everything from 24-month pitot-static checks to complete panels, and the facility even has its own on-site calibration lab.

Charter and air ambulance

The county's rescue service operates rescue helicopters for medical emergencies within about 80 miles of town; Jet Air's fixed-wing air ambulance service takes it from there. It also offers a 'get-home' service, for the many local people who vacation in, say, Florida. It's a way to get home when they are too sick to fly on a commercial service. Jet Air has a trained flight nurse and paramedic; it even offers the delicate neonatal transport services. Jet Air's on-demand charter services are also increasingly popular.


Another string to Jet Air's bow is its ability to cater for international traffic, with US customs on site at the airport, and also its approval from US customs and the US Department of Agriculture (DoA) to receive regulated international trash. The

DoA requires all international flight trash (except that coming from Canada) to be sterilized. At Jet Air, this trash goes into an on-site autoclave for sterilization. The FBO also handles such trash from ships that come into the Lake Michigan ports of Green Bay and Menominee.

In short, Jet Air and Solo both offer every service they can to please customers. But both emphasize quality as well as quantity, backing up their imaginative approach to business with expertise and dedication.

Timmerman makes a point that the "owners are here, every day. We're all pilots, too. Flying is a passion. That's why we're here. If anyone has a concern, they can come directly to the owner. That makes a big difference".

Wyant says her FBO's philosophy is simple. "We do whatever it takes to ensure that new or returning customers get the best available service, and that they remember us for it," she says. "Our success comes from our professional staff. We have the best in the business." ✈





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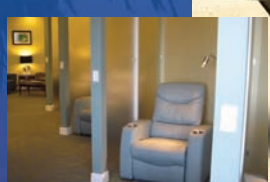
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"For us, the competition is more about service than location, and we'd like to be one of the best in the world"

Mohammed Al Bulooki, vice president at Al Bateen



Executive decisions

How a former military airport is reinventing itself as a desirable Middle Eastern destination for business and VIP traffic

Words | John Challen

There is often talk of the 'changing face' of one thing or another, but with business aviation, it is clear that a major transportation hub is emerging – at some speed – in Abu Dhabi. Nine million passengers passed through the gates of the city's international airport in 2008 – up 30.7% from 2007. Bearing these figures in mind, it was clear that Al Bateen Executive Airport was also going to be a huge success.

In late 2007, the Abu Dhabi Airports Company (ADAC) embarked on the task of turning a military airport into the premium destination for private jets and their crew in the Middle East. Chief among the urgent jobs to be done were improvements to the runway, infrastructure, apron and taxiways, all of which represented an initial investment of more than US\$50 million. By June 2009, the airport had been certified to operate as a civilian airport, and hasn't looked back since. Aircraft movements have increased by 30% in the past 12 months and expectations are for further growth of 20% in 2011. In the first six months of 2010, the airport witnessed 4,000 aircraft movements and the hope for the end of the year is around 7,000.

Business Airport International spoke with Mohammed Al Bulooki, vice president at Al Bateen Airport, as Abu Dhabi was hosting the final round of the 2010 Formula One Grand Prix



season (November 2010). Itself a sport full of wealthy investors and therefore potential future clients for the airport, the race represented an important few days for him and his team, with a great number of jets arriving at and departing from the terminal. The airport may be fully

Above: **Al Bateen is dedicated to business and VIP travelers, with no commercial airline traffic**



Above: **Steve Jones, who has left London Oxford Airport for a new role at Al Bateen**

"There are some interesting parallels and synergies with the work I did at Oxford"

Steve Jones, general manager at Al Bateen

Al Bateen is pinning some hope for profit, or at least revenue, on one of the airport's two original terminals, which is now being marketed as "one of the world's few retail complexes within private aviation," says Al Bulooki. The former VIP terminal will include a bank, café, pharmacy, currency exchange facility, and professional catering facilities. Al Bulooki is also encouraging Abu Dhabi residents to use the facility. "If the public wish to come, we are more than happy to do that," he confirms. "We want to merge the airport into the city and the environment, and we want it to be welcoming."

Meanwhile the VVIP lounge, by comparison, is explained as a simple, low-key affair, offering a meeting room, WiFi capabilities, and food and beverages. "In our experiences, the clients don't need much else," says Al Bulooki. Needless

to say, however, should clients need anything, staff will be able to assist with their needs, or the VIPs have the option of perusing the adjoining shopping mall, which is within walking distance, "or a short drive" adds Al Bulooki.

The airport currently has space for around 115-120 jets, but at the moment, there are only around 10-15 aircraft parked up at any given time. Plenty of room for expansion, then, and Al Bulooki expects those slots to fill up quickly, partly because of the service being offered. "For us, the competition is more about service than location, and we'd like to be one of the best in the world," he says. "If you want to come to Abu Dhabi, you can go to any airport in the region, but no one else has an airport that is dedicated to private aviation, and no one else is five minutes away from the heart of the city."

And should demand exceed supply, it will not be a problem, according to Al Bulooki. "New investment will come in phases depending on commercial viability," he says. "If we need to build more lounges, we will. But if there is no need, no money will be spent." Money is to be spent in one area, though – hangars. "We expect there will be more and more demand for hangars, but we have the space to accommodate them," says Al Bulooki. Clients based at Al Bateen include Falcon Aviation, Prestige Jet, Luxury Jet, and Sky Aviation Services. The executive airport currently has 12 hangars but Al Bulooki says this can easily be increased to 50 in a short space of time.

Al Bulooki is marketing the airport to clients focusing on the idea of maximizing time efficiency. "There are no slot restrictions, which means no time is wasted on taxiways," he says, confirming that it takes no more than three minutes from landing to park. "VIPs like the fact we don't have any passenger aircraft coming in and out, because it means our focus is completely on them." ✈



Above: **Al Bateen Executive Airport is located close to Abu Dhabi's center**

operational, but in many respects the hard work begins now. Much of that work will fall at the feet of Steve Jones, the former managing director of London Oxford Airport, who had taken up his new position of general manager at Al Bateen the day before. "There are some interesting parallels and synergies with the work I did at Oxford and this is a golden opportunity to contribute to the creation of a world-class dedicated business and VIP aviation center," said Jones when his appointment was announced.

Al Bulooki admits that there are many similarities between the airports that made Jones the ideal candidate. "In December 2009, the ADAC board of management created a long-term strategy and business plan. Within the strategy

it was made clear that the general manager of the airport needed to be someone with a lot of experience when it comes to redevelopment at an airport of a similar size [to ours]. The fact that Oxford was also formerly a military base was a benefit too," explains Al Bulooki. "His tasks are to turn the airport into one of the best private jet airports in the world, to increase revenue, and to provide charter operators with the level of service that they require."

Given the investment in Al Bateen, the financial implications are more than clear. "We need new business opportunities for the airport, and Steve's experience in turning Oxford into a profitable airport is what we were looking for here," says Al Bulooki.



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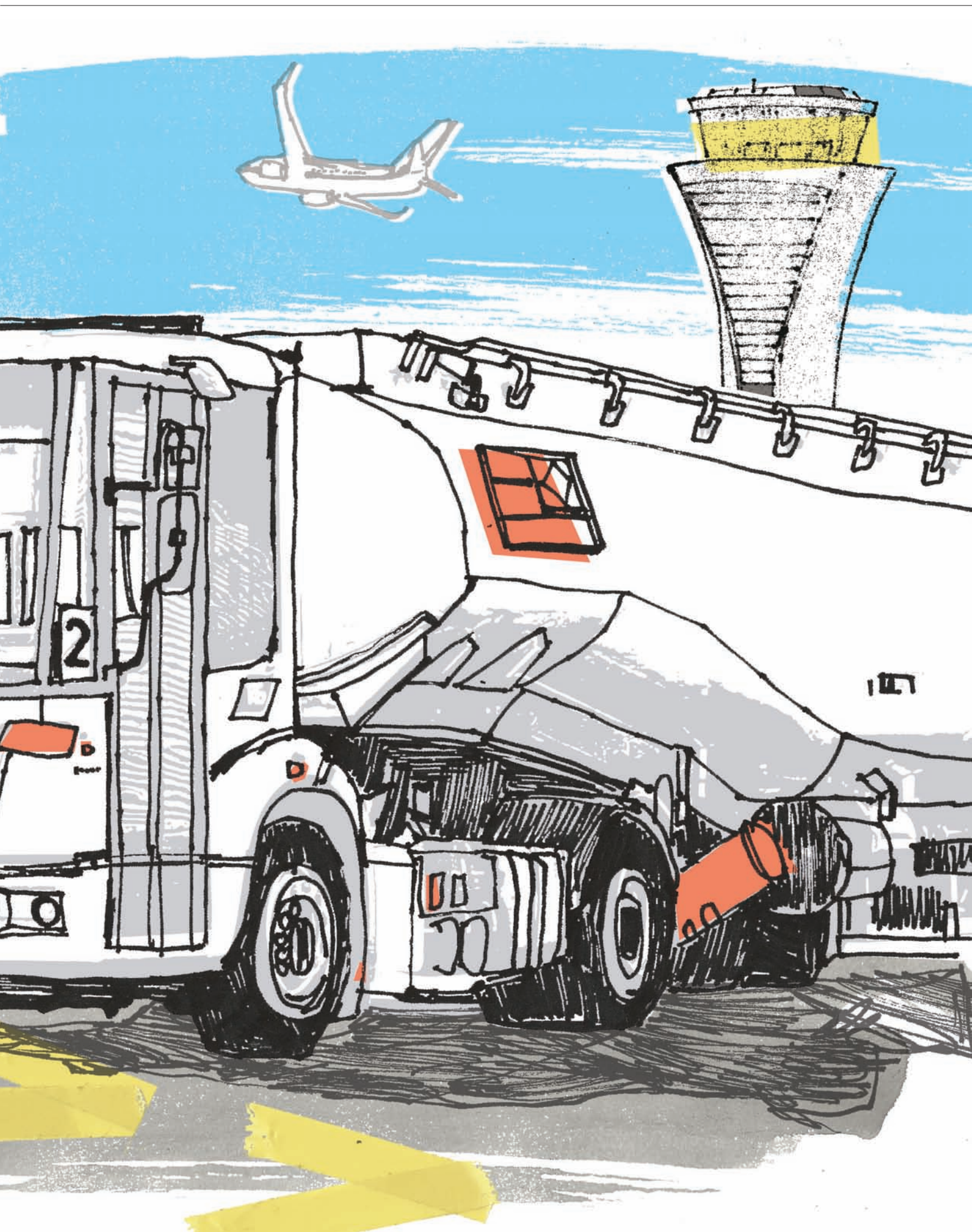
Although price is a huge deciding factor for operators in choosing a fuel provider, new technology is presenting a more complex picture

Words | **Selwyn Parker**
Illustration | **Kavel Rafferty**

Many FBOs clearly leverage much of their business proposition off fuel and that proposition generally starts with price. "Our Jet A and 100LL is always priced below the regional average," typically promises D2Aero, an FBO based at Arizona's Lake Havasu City Airport. And as Five Star Jet Center at Massachusetts's Barnes Municipal Airport promises clients: "If our competition offers a lower Jet A price, we will beat it. Guaranteed."

Despite the depth of competition, prices still differ widely. In late October 2010, for example, the lowest nationwide price for 100LL Avgas was US\$3, while the highest was US\$9, a three-fold difference. In Jet A, the variation was even greater – US\$2 against US\$8. In both Avgas and Jet A, average prices worked out at US\$4 nationwide.





There are also marked regional variations in pricing, reflecting several factors but most of all proximity to rival fuel distributors. At US\$5 for Avgas and Jet A, remote Alaska has the highest average prices. But blanket prices don't tell the full story either. Right across the USA, aircraft operators can avail themselves of cut-price fuel at individual FBOs even in a relatively high-priced area. In the Great Lakes, for example, it's possible to pay US\$3 or US\$7 for Avgas, and the same for Jet A. The price is of course lower for self-service fuel, higher for 24-hour FBOs, and higher again if there are call-out fees for out-of-hours service.

Brokers

So how do operators find the best deal? One way is to use a broker such as Colt International, one of the leading contract fuel companies in the USA. "We work with FBOs to extract a discount on the retail price on behalf of the flight departments we deal with," says Kevin Wilkerson, marketing manager at the company.

Colt International works both sides of the fence to mutual advantage, deploying a 30-strong sales force. Each salesperson has a portfolio of about 150 of North America's 4,000 flight departments, and their job is to locate the FBOs that best suit operators' needs on a particular

trajectory. The company also employs three full-time supply managers whose job is to develop FBO business by driving traffic to their ramps.

Like other brokers such as World Fuel and UVair – a division of Universal Weather & Aviation, Colt International doesn't discriminate between fuel brands. "We represent all major suppliers," stresses Wilkerson. Where the major brands aren't represented, brokers can deal with the independents. "We negotiate direct contracts locally," says Steve Woods, senior executive at UVair. In their 'fuel facilitation' role, some brokers will also make sure contract fuel is delivered in advance. Charges are remarkably even across the sector. Typically, the brokers charge 3-4% of the retail price. "You can't afford to be greedy with the margins in this business," says Wilkerson.

Card savings

Electronic charge card providers are also in on the act. Generally, the card suppliers link up with brand-agnostic companies – often brokers – that have built a payment solution into their services. Or they work with big oil and a network of branded FBOs to deliver discounts and other purchasing options in a kind of extended club.

Brand-specific cards are still popular in the US general aviation market. Chevron and Texaco's





Stepping up

Debert Airport in Nova Scotia is a long way off the beaten track. Located in the Bay of Fundy on southeast Canada's Atlantic Coast, just off the Gulf of Maine, it's a nearly 70-year-old facility whose main users are members of the Truro Flying Club from the nearby town of the same name. With a population of just 11,000, Truro is known as the 'hub of Nova Scotia', although it's not a very big hub. Yet in an illustration of the difference that an effective fuel strategy can make to a small regional airport, all that began to change when the local Colchester Regional Development Agency embarked on a plan to attract more customers to the facility and make it a focal point for commercial expansion in the adjacent industrial park.

The first step was to set up a jet fuel service to complement existing Avgas supplies. "We felt jet fuel would enhance the development of our airport and increase air traffic," says project manager Tony Richards. "It would open doors to an international market that was not possible without it."

However, it wasn't an easy ride. As the agency's marketing and communications manager Alan Johnson explains, a jet fuel installation involves obtaining a series of permits – for fuel vending, retailing, environmental, and safety. It took six months to win regulatory approval, but eventually Debert Airport started offering Jet A fuel from July 2010. Actual sales

are made by the Truro Flying Club as third-party provider through Mastercard, Visa and Canadian and US-government issued credit cards.

"It's only been a few months but air traffic – private and military – is up by about 10% as a result," says Johnson.

The local development authority is looking to grow the facility further on the back of its new jet fuel service. Fuel sales now account for 15% of airport revenue and the goal is to double that, with all fuel income pumped back into the airport. Airport manager, 26 year-old Myles Tuttle, dreams of even bigger things in the form of regular corporate jet arrivals because of the availability of Jet A. "If we can attract the aircraft, we can attract the service industries to support them," he hopes.



"We work with FBOs to extract a discount on the retail price on behalf of the flight departments we deal with"

Kevin Wilkerson, marketing manager at Colt International

Alliance card, with 49 different product codes for fuel, products, and other services, is good across 750 branded FBOs, while Phillips 66 Aviation's corporate and personal cards work at some 700 FBOs. Typically, everything from hangar fees and tie-downs can be charged to the Citibank-issued Phillips 66 card. The major refiners have the advantage that their cards are also operable at gas stations, and like Phillips 66 plastic, can be used at ATMs. Like BP Air's Sterling, most of big oil's cards don't require an annual fee.

Fee-paying cards will however quickly recoup the annual charges. AirBoss, a card issued by fuel price service AirNav for US\$39 a year, estimates that average savings per liter of fuel, based on current pledged (guaranteed) prices is US\$0.19 a gallon, but can be as high as US\$1.43. AirNav estimates that even anybody flying a Cessna 172 for 100 hours a year, burning 10 gallons an hour, should come out ahead. "If you fly a twin, turboprop or jet, it's a no-brainer," the company says.



Top: The Avitat Premier card

Above: Air BP's Sterling card



Electronic monitoring

The actual process of fueling up has lately entered the digital age. Originally developed for commercial aviation, RealTimeFuel, a division of Commport Aerospace Services (CAS), is an electronic fuel-monitoring system that eliminates the paper-based method that most FBOs still use to track transactions. "RealTimeFuel means that all relevant data is

transmitted electronically and immediately," explains Dan Maslowski, president of CAS.


The system captures all the information – volume, weight, density, cost, card charges etc, and the various elements are then separated on a need-to-know basis; the pilot doesn't get the same data as the manager of the tank farm. "RealTimeFuel covers every step of the transaction – fuel

farm, load rack, truck, aircraft, operator – and replaces the multiple systems of the paper trail," says Maslowski.

The system can also be tweaked to meet customers' needs. For instance, an operator can send an electronic order ahead along the route that goes all the way to the fuel truck. "The big benefit for FBOs is time in, time out," says Maslowski.

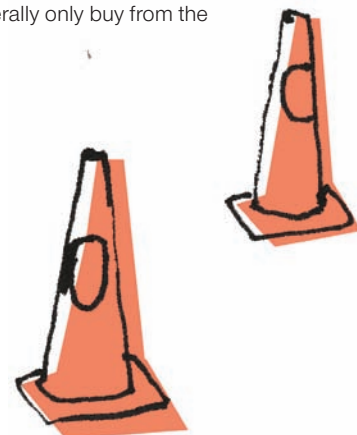
But price isn't the only determining factor for flight departments, and the electronic charge card is rapidly turning into an essential, all-round tool. Charge card providers now compete to offer holders a range of real-time services that include fuel tax management, payment trails, and notification of discount fuel locations. For example, the Aviat Premier card just issued by World Fuel and ExxonMobil, which is brand-indifferent despite its big-oil sponsor, tracks every item of expenditure by product, aircraft, and FBO.

Universal Fuel goes even further – detailing the relative significance of fuel price to weight, refuel time, length of journey, and a range of other highly practical factors. Not only does Universal Fuel's UVflightplanner.com locate the most economic fuel stops in terms of flight time and location, but it does so in terms of runway analysis, weight, balance, and prevailing winds. Often enough, when all the numbers are run they show that the cheapest fuel actually isn't.

As Colt International points out, a flight department can spend four hours hunting out cheap fuel, but the resulting US\$100 savings on the uplift could very likely be too small to justify the time and effort. Most flight departments, Colt International has calculated, typically work with a dozen contract fuel providers, which is time-consuming, but generally only buy from the same three. 



Above: RealTimeFuel tracks fuel transactions electronically





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The fast show

The logistics involved in flying the Formula 1 circus
– and the airports benefiting from the business

Words | **Joe Seward**

Image: Clive Mason, Getty Images





Image: Mercedes GP

Although most of the major Formula 1 players are multimillionaires, only a handful have invested in their own aircraft; far fewer than in the unrestrained 1980s and 1990s. Today, almost everyone either leases jets, or is involved in fractional ownership. A surprising number travel on commercial airliners – in 2009, it was not unusual to spot Jenson Button on easyJet.

Over in the USA, where flying is generally cheaper and races more geographically concentrated, NASCAR stock car teams have elaborate aviation divisions. Michael Waltrip Racing, for example, operates three aircraft out of Statesville, North Carolina: a 44-seat Bombardier CRJ, a 36-seat propeller Brasilia, and a smaller King Air. During a race weekend, all three are in continuous use, enabling the team to fly crews in and out on the same day, thereby cutting accommodation costs. But in F1 this is simply not cost-effective and while a number of teams have commercial links with airlines, notably Virgin with Virgin, Force India with Kingfisher, Lotus Racing



Above: A FOM BAe 146 aircraft



Main image and below: For 'fly-aways', race material, including cars, is flown on cargo aircraft chartered by FOM
Right: TAG Farnborough Airport, where TAG Aviation, sister company to Vodafone McLaren Mercedes, is based



with Air Asia, and Ferrari with Etihad, these companies do not always have flights to where the F1 teams need to go.

The only F1 team to have gone down the NASCAR route was Minardi, when it was owned by Australian aviation magnate Paul Stoddart. He had a fleet of BAC One-11s, Boeing 737s and 747s, and the complication of F1 facilities in both Italy and the UK. This meant higher than usual travel costs, so team aircraft made sense. To help balance the books, Stoddart used to sell seats to the F1 media and even to rival teams.

Biggin Hill

These days the only organization in F1 big enough to justify such activity is Bernie Ecclestone's Formula One group, which operates a small fleet of aircraft out of Biggin Hill Airport, to the southeast of London, UK. This is particularly efficient because the Formula One Management (FOM) television production unit is headquartered on the airfield and all the employees live nearby.

"We need a runway of at least 2,800m and the flights are staggered, so that the ground handling can cope with the flow of material"

Alan Woollard, FOM Cargo

The fleet includes two F1-branded 100-seater BAe 146s, which fly Ecclestone's people back and forth during the week of a European race. Ecclestone himself has a US\$50 million Falcon 7X, with a range of 6,000 miles.

TAG Farnborough

Vodafone McLaren Mercedes is a sister company of TAG Aviation, which is headquartered at the UK's TAG Farnborough Airport, close to the McLaren factory. However, the TAG Aviation fleet is used only for the team's top management and engineers, with occasional deliveries of last-minute parts using TAG aircraft.

The Williams F1 team used to own a Falcon 200 jet; boss Sir Frank Williams cannot fly on commercial airliners because his spinal injury means that he needs constant treatment. These days he leases aircraft when needed and takes fewer long-haul flights than used to be the case.

Twenty years ago it was not unusual for team principals and drivers to have clandestine meetings on board their jets at airports around the world. They would rarely use the airport facilities, to avoid any chance of news leaking out. In the modern age of electronic communication, such face-to-face meetings have become less frequent, because negotiations can now be done via conference calls and email.

For the most part, UK-based teams leave travel planning to a specialist UK agency called Travel Places, run by Bob and Nick Warren, a father and son team who have been organizing F1 travel for more than 25 years. They arrange charters when needed and negotiate with airlines to change flight times if the scheduled departures do not work for the F1 circus.

When it comes to freight, F1 is still transporting equipment to European races using fleets of heavily branded trucks, specially adapted to meet different needs. Some convert into offices for engineers and so on. Most teams will transport two cars, one spare chassis, replacement engines, plus a full kit of spares. With ongoing development a key element in success, last-minute aerodynamic parts are often carried to races by team personnel, as hand luggage on commercial airliners.

Fly-aways

The long-haul races, which are known as 'fly-aways', are far more complicated. There are, for a start, two different kinds of freight: race material such as cars, engines, and spares; and support equipment, which includes furniture and catering material. Teams are always keen to maintain a uniform look at all events and so avoid renting locally, instead investing in race material kits, which are shipped in 40ft sea containers. As this is slow, the teams generally have three or four such kits, leapfrogging one another.

When it comes to the race material, everything is flown on cargo aircraft chartered by FOM. This is all organized by Alan Woollard, the F1 logistics guru who has been running freight operations in the sport for the past 30 years. He is assisted by his son, Adam. "There are six or seven Boeing 747 freighters at every race," Woollard explains. "We are carrying all the team equipment, plus the TV production material, the cars that are used on events, such as the safety and medical cars, and all the tires."

To maximize the efficiency of the process, the F1 teams do not use conventional airfreight containers, but have their own specially designed crates, which fit together to fill every inch of space in the freighters.

"There is an average of 115 tons of freight per aircraft and we always use the nearest airport to the venue," continues Woollard. "We need a runway of at least 2,800m and the flights are staggered, so that the ground handling can cope with the flow of material. The aircraft are

The 2011 F1 schedule

Date	Grand Prix	Circuit
13 March	Bahrain GP	Bahrain International Circuit, Sakhir
27 March	Australian GP	Albert Park Grand Prix Circuit, Melbourne
10 April	Malaysian GP	Sepang International Circuit, Kuala Lumpur
17 April	Chinese GP	Shanghai International Circuit
8 May	Turkish GP	Istanbul Park
22 May	Spanish GP	Circuit de Catalunya, Barcelona
29 May	Monaco GP	Circuit de Monaco, Monte Carlo
12 June	Canadian GP	Circuit Gilles Villeneuve, Montreal
26 June	European GP	Valencia Street Circuit, Spain
10 July	British GP	Silverstone Circuit
24 July	German GP	Nürburgring
31 July	Hungarian GP	Hungaroring, Budapest
28 August	Belgian GP	Circuit de Spa-Francorchamps, Spa
11 September	Italian GP	Autodromo Nazionale Monza
25 September	Singapore GP	Marina Bay Street Circuit
9 October	Japanese GP	Suzuka Circuit
16 October	Korean GP	Korean International Circuit, Yeongam
30 October	Indian GP	Jaypee Group Circuit, Greater Noida
13 November	Abu Dhabi GP	Yas Marina Circuit
27 November	Brazilian GP	Autódromo José Carlos Pace, São Paulo



Above: **Biggin Hill Airport**, from where Ecclestone's Formula One group operates a fleet of aircraft

chartered on the basis of price and availability. We work with local handling companies, most of whom we have worked with for many years. They deal with all the customs and the equipment is then trucked to each venue."

With the tendency now being to have a series of fly-away events in quick succession, equipment is not brought home between races, but is packed up as fast as possible after every race and transported straight to the next venue. This means that considerably more components

have to be packed and everything needs to be tracked so that a team always has what it needs.

"The number of freight boxes must correspond with the number declared on the manifest," says Woollard, who needs rigid guidelines to make sure there are no delays. When teams need certain containers more urgently than others, priority plans are devised to ensure they have what they require.

Freight expectations

Teams are given very specific deadlines, and they meet them, because they know that failure to do so will lead to logistical nightmares. They know that once they deliver their equipment to FOM's designated airports – **East Midlands Airport** for the UK teams, and Munich Franz Josef Strauss Airport for the European teams – they have nothing to worry about.

There are occasional glitches, such as the Icelandic volcanic ash problems in 2010, but the Woollards adapt as necessary. With the freighters needed elsewhere and the regular airports shut, Woollard had to send freight wherever he could. One aircraft was dispatched to Vitoria-Gasteiz, in the Basque country of northern Spain. The freight cleared customs there and was trucked to England, where it arrived at the same time as the freight on more conventional routings. Such is the confidence in the system, that the Woollards were not worried about the freight not arriving, but that all the teams had their equipment at the same time, to avoid accusations of favoritism. ☺

Al Bateen Executive Airport capitalizes on local F1 Grand Prix

Al Bateen Executive Airport, a private aviation airport operated and managed by Abu Dhabi Airports Company, is just one airport benefiting from the traffic attracted by Formula 1. In 2010, the airport leveraged the nearby Abu Dhabi F1 Grand Prix to promote the UAE as a hub for business aviation in the region, providing landing and parking services free of charge to all executive jets arriving into Abu Dhabi on November, 10-14.

"The aim is to encourage clients to use Al Bateen Executive Airport as their travel hub of choice, based on the comfort and convenience we offer," said Yousef Al Hammadi, deputy general manager at Al Bateen Executive Airport. "Time efficiency, flexibility, professionalism, and credibility combined are the factors that today's executives are looking for in their travel solution. Al Bateen Executive Airport is tailoring its

services and offers to ensure these factors are built in all its practices and operation. We're confident our guests will be pleasantly surprised with both the state-of-the-art facilities and the quality of services provided at the airport during the F1 event."

The airport's location provides travelers with direct access to the central business district of the capital city, and is a 15-minute drive from Yas Island, where the Grand Prix is held.

If your intention is to make contacts for business aviation development, the BA-Meetup is a must attend conference. If you want to exchange experiences to make your aviation business better and possibly find partners for a joint venture, you have to attend the BA-Meetup at the Education Center of the London Northolt Royal Air Force base. If you want to be informed about what is really happening in business aviation and would like engage in discussions to improve the services and products in the industry, mark the date of the BA-Meetup on your calendar: March 14-16, 2011.



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Business Airport World Expo 2011


On March 1-3, 2011, FBOs, business and general aviation airports, MROs, handling agents, and refueling companies from all over the world will flock to the UK's Farnborough Airport for an exciting new show, Business Airport World Expo. We caught up with some of them to find out what they will be highlighting



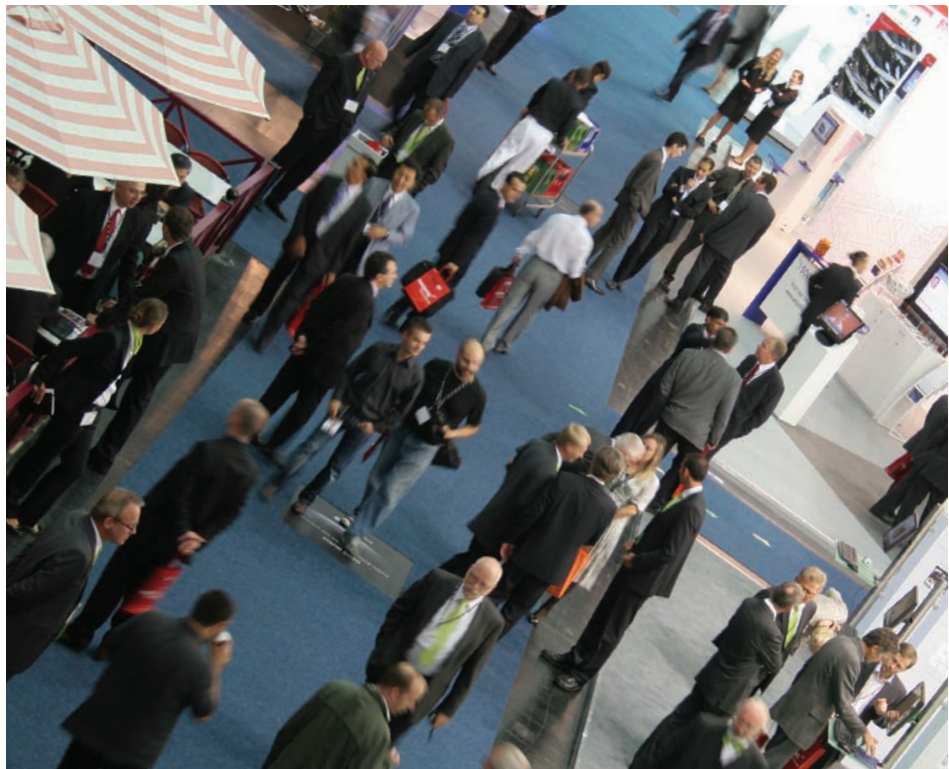
 Business Airport World Expo 2011 (March 1-3), to be held at TAG Farnborough Airport in the UK, will be a truly international occasion during which visitors will discover new routes, destinations, and partners. Participating companies hail from countries including Canada, the USA, the UAE, Germany, Romania, the UK, Poland, Saudi Arabia, Switzerland, Italy, Malta, Tanzania, Russia, Latvia, Austria, Cyprus, and many more.

Over 140 companies are expected to exhibit, with more executive jet and VIP aviation centers booking their stand or booth at this dedicated expo every week.

TAG Farnborough Airport is one of Europe's leading destinations for business aviation, boasting modern passenger terminals, hangars, and maintenance facilities. It also features a hotel on-site, the Aviator. The airport has a runway 2,608m in length and zero slot restrictions, so visitors to Business Airport World Expo 2011 will be able to fly directly to the exhibition venue. Indeed, the exhibition halls overlook the FBO's facilities and the runway. On-site customs facilities, fueling services, maintenance support, secure aircraft parking, cleaning services, oxygen refill, catering services, and of course push-back services and air-start services are all available at Farnborough.

The airport also benefits from excellent connections: central London takes under 10 minutes by helicopter and less than an hour by car, and London Heathrow and London Gatwick are a short taxi ride away. 

www.businessairportworldexpo.com



Exclusive reader offer: Tour TAG Farnborough Airport's FBO

The team at TAG Farnborough Airport would like to exclusively invite delegates of the Business Airport World Expo to see the airport facilities on a brief tour during their time at the event.

The executive terminal is located on the north side of the airfield and can be seen from the exhibition venue (Five), which is located to the south.

The tours will depart every two hours from 09:30 until 15:30 on all three days of the event (March 1-3), and transfers will be provided from Five to the FBO with compliments of First Class Cars (www.firstclasscars.co.uk).

It is advisable to book your tour in advance, so to secure your place please contact Katy Marlow on +44 125 237 9018 or kmarrow@tagfarnborough.com



EXHIBITOR Q+A

Maria S. Renner,
senior director,
operations and
government affairs at
Morristown Municipal,
USA, on the airport's
advantageous location,
and plans for growth

What are the advantages for your airport of being dedicated to business aviation?

Located only 44km (27 miles) outside of Manhattan, the advantages are that we do not have the congestion and delays that one would experience at the nearby commercial airports. Business aviation clients can land without impediment, quickly transfer to their ground transportation, and be off to their intended destination within minutes of arrival. If required, we also have a user-fee US customs facility at the airport to clear international arrivals quickly.

Do you have capacity for more businesses?

We currently have one corporate hangar available for immediate occupancy. We are looking for corporate clients that have their own flight

departments or charter companies that want to be in the heart of New York's metropolitan area.

Do you have any expansion plans? Are there any restrictions impeding this?

We are currently working with the FAA to update our master plan and are looking at how our facility will continue to improve and grow over the next 20 years. We expect to have a few more hangars to expand our landside development, further upgrade our approaches, and enhance our runway safety margins. The air traffic over the Morristown area is mixed with that of the other airports in the New York metropolitan complex. We do not have, nor expect to have going forward, any major noise issues or restrictions.

How do you see the industry moving forward?

I anticipate that business aircraft will continue to grow as the primary tool to compete within the global economy. Businesses will be challenged to survive within their local regions and will have to have global reach in order to thrive. Business aviation is and will remain a necessity. I believe that business aviation can grow by changing the public perception of the industry.

FUEL FOR THOUGHT

Global Fuel provides fuel to aircraft operators around the globe. With a combination of fuel cards and pre-arranged services, Global Fuel says it is able to provide very competitive fuel prices through negotiations with various suppliers.

An online service provides access to a fuel order form, pricelist, and fueling history. The Global Fuel team is available 24 hours a day for its customers' needs.



SIGNATURE SERVICE

With the recent addition of the Starlink Aviation FBO at Montréal Pierre-Elliott Trudeau International Airport in Canada, Signature Flight Support now operates 103 FBOs worldwide. Its range of flight support services includes fueling, ground handling, and hangar/office rentals. Crew and passenger amenities include lounges, internet access, flat-panel TVs, conference rooms, courtesy cars, and gourmet coffee.

Signature has four key locations near to TAG Farnborough Airport where the expo will take place – Gatwick, Heathrow, Luton (pictured) and Southampton. With their proximity to London these are amongst the busiest locations in Signature's network.

Exhibition opening times

Tuesday, March 1: 09:00 - 17:00
Wednesday, March 2: 09:00 - 17:00
Thursday, March 3: 09:00 - 15:00

Address:

Farnborough Airport, Hampshire, GU14 6XA
Tel: +44 1252 379000. 51:16:33N 0:46:35W



IN-DEPTH

WESTON AVIATION ON HOW EXPANSION HAS PANNED OUT

Weston Aviation, a UK-based business aviation and aircraft charter specialist, is celebrating 15 years of successful growth and trading. The company opened for business in 1995 as a

cargo aircraft charter brokerage, Weston Air International, and introduced passenger charter sales a few years later as a separate division, Focus Air Charter. The company continued its expansion in 2002 when it opened an FBO at Newquay Cornwall Airport, and in 2004 at Durham Tees Valley Airport under the name of Midwest Executive Aviation. Nick Weston, managing director (pictured), recognized the need for dedicated and experienced regional business and private aviation handling at these two locations. At the start of 2010, to provide a fully integrated aviation service, the three divisions amalgamated to form Weston Aviation.

The FBOs at Newquay and Durham started as a single office within the airport terminal, but

because of the continued increase in business traffic, the end of 2009 saw the opening of a Business Aviation Centre at both airports. Facilities now on offer include a dedicated VIP lounge, crew rest room, and conference room, in addition to serviced offices.

"Both FBOs have seen substantial growth in traffic over the years and the traditional peak seasonal periods have now given way to a more consistent level of traffic throughout the year," says Becky Carver, general manager at Weston Aviation. "However, from August to January, the Durham FBO sees its busiest period with the hunting season, at which time passengers from around the world descend on the area. Newquay's peak season is no longer confined to the summer months, and the FBO there now sees a good level of traffic throughout the year."

Carver says that one of the key differences that sets Weston Aviation apart from the traditional FBO is that it offers charter sales at a local level. The company says it will look at developing further regional airports in the future, to continue the success of the past 15 years.



Sergio Sergiou,
station manager for
Skylink Services, Cyprus,
on planning security for
a Papal visit, and
the importance of
cooperation

EXHIBITOR Q+A

What are the advantages of Cyprus?

The main advantage of being based in Cyprus is our geographical location. Cyprus is a crossroad for three continents, ideal for fuel stops and crew rests for aircraft operating long-haul flights between us and the Middle East and Asia. Many operators also reposition their aircraft to Cyprus for security reasons. They mainly drop off passengers in neighboring countries and reposition the aircraft to Larnaca.

Your new Heads Of State Terminal has hosted the Pope. How do you ensure security for such a high-profile event?

The security planning for the Papal visit started months prior to the visit. Security teams and delegations from the visiting party were

constantly visiting Cyprus prior to the arrival. With such high-level visits the only way to ensure security is with close cooperation with the local authorities and the security delegation of the visiting party and to assist them in any requests they may have. Coordination and cooperation with all parties is the basis for a successful visit.

How do you ensure a good relationship with local and national governing bodies?

To ensure good relations with all governing bodies it is essential for us to have a good working relationship and trust that has been built through 12 years' cooperation. It is very important for us to maintain the trust and relationship we have, for a smooth operation.

How do you envisage the market in 10 years?

General and business aviation is a market that has been growing rapidly in the past 15 years. Time is essential to business growth and the routes and timetables of scheduled airlines do not cover the needs of the business travelers. We envisage that business aviation will increase in demand substantially over the next 10 years, especially in the emerging business markets.



STRICTLY BUSINESS

Rheinland Air Service (RAS) will have a joint presence at the expo with Germany's Munich Executive (Oberpfaffenhofen) Airport. The airport boasts a 7,500ft runway, ILS, and caters purely for business aviation – it does not handle airline traffic.

The airport's business aviation terminal is operated by RAS. Facilities include crew and passenger lounges, a crew snooze room, a conference room, and a large sundeck. Other businesses at the airport include RUAG Business Aviation Maintenance (a Citation and Bombardier service center) and 328 Support Services (Dornier 328 prop and jet maintenance). The airport offers many services for business traffic – including crew and passenger transport, a limousine service, aircraft push and pull, hangarage, catering, cleaning, GPU and APU, aircraft de-icing, and 'follow me' services.

FLY DRIVE

Hadley Executive Chauffeurs will promote its chauffeured service for the corporate aviation sector. The company ensures that every driver and vehicle goes through rigorous certification before going into service. All chauffeurs have to pass a high standard of testing and background checks, and have comprehensive knowledge of routes and traffic patterns.

Hadley Executive continually monitors flights to determine arrival times, to ensure no time is wasted and clients reach their destination on time.

The company makes sure that, from the time of departure, the client and crews are fully aware of their chauffeur's name and mobile number. Chauffeurs greet the client knowing their name and the requirements for their visit.



GROWTH SPURT

London Oxford Airport in the UK will promote itself as a viable London alternative for business aviation operators, with ongoing investment in facilities and infrastructure.

Some £20 million (US\$31.7 million) has been invested in the last five years, with hangarage increasing by 80%, the construction of a new main runway and an FBO, along with the installation of an instrument landing system.

With a 5,052ft runway, long opening hours (06:30 to 22:30, seven days a week), and enhancements such as Cat 6 RFF and pet importation approval, the airport, just an hour from the west side of London, has attracted several engineering and charter operators.

An additional 4.4 acres of new parking area was constructed in 2010 in readiness for London's Olympic and Paralympic Games in 2012.



BESIDE THE SEA

Located at Portsmouth International Airport on the historic coast of New Hampshire, USA, Port City Air is based at the southern end of an 11,321ft runway. Ideally situated as a port of entry for transatlantic tech stops, Port City

Air has perfected the art of safe and efficient turns. The customs and immigration office is located on the field and is available 24/7. Aircraft of any size are welcomed, and the facility also offers much heated hangar space.



TREASURE ISLANDS

With 21 years of experience providing dedicated handling and jet fuel services to business aviation operators throughout the region, IAM Jet Centres of the Caribbean proudly presents its two full-service FBOs in Barbados (at Grantley Adams International Airport) and Montego Bay, Jamaica (at Sangster International Airport).

These facilities complement the company's comprehensive network of VIP service representatives located across the Caribbean and Latin America, enabling it to provide one-stop handling and jet fuel services to visiting and transit aircraft.

LONDON CALLING

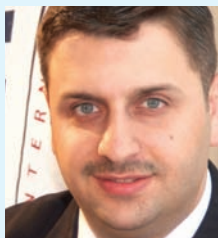
The UK's Blackbushe Airport will emphasize its executive and private aviation offering. It is also a major base for flight training in the south of England. The city of London is within easy traveling distance from Blackbushe via the M3 motorway or railway link to London Waterloo. The airport also boasts a bar and cafe situated within the flying school – with offerings ranging from full catering to simple coffees, which can be enjoyed while the customer watches aircraft from the well-appointed viewing area.



TO THE FORE

Enniskillen Airport is situated in the lake district of Northern Ireland, and is only 30 minutes by helicopter to Belfast (Northern Ireland) or Dublin (Ireland). There are beautiful golf courses and five-star hotels within close reach of the airport.

Jet Assist operates the handling agency at the airport. As well as arranging catering, hotel bookings, hire cars, and other services, Jet Assist specializes in quick turnarounds for transatlantic flights.



Rasoul Taljo
of Hadid International
Services, on how
the ground handling
company ensures the
quality of its agents

EXHIBITOR Q+A

What are the challenges involved in offering ground handling at airports where you don't have a base?

Service quality has always been our major concern, whether we are on the ground or offering the service through one of our agents. Therefore, we are very careful when choosing a local agent at a station, as we meticulously make sure this agent shares our values of accuracy, speed of response, and quality of service inside or outside the airport. We also strive to obtain the best, most competitive prices.

How do you ensure high standards?

Offering services on an international scale requires a carefully chosen network of agents

and suppliers who help us reach the highest standards. To achieve this, we assess our local agents frequently to ensure these standards are always maintained. One way of doing this is by questionnaire, filled out by crew at stations where we do not have a full presence. These questionnaires are aimed at ensuring crews' satisfaction with the services provided. They also enable us to listen to our customers' suggestions.

How do you see the industry evolving?

The aviation industry is progressing at all levels, and the increasing number of operators means an increase in the numbers of the service providers in general. This also means more competition, accompanied with a constant search for the best. Therefore, we cooperate with FBOs as long as they are able to achieve high standards of quality, but we strive to be physically present at stations that lack competent FBOs.

The company operates in many regions; what are the main differences operationally?

There is an obvious difference in the level of services in different geographical areas. While

professionalism in Europe and North America is quite clear, this tends to become less visible as we head southward to Africa, where greater efforts are needed to secure services of the same high quality. We always try to be present in places that are difficult to reach and lack sophisticated means of communication, as well as the places where credit cards are not accepted. Therefore, we secure credit services for our customers, saving them the hassle of providing cash to crew. We recently established several branches in various areas in Africa and Asia, including Libya, Algeria, the Congo, Djibouti, India, and Pakistan.

What do you think are the main challenges faced by business aviation at the moment?

We can say that the effects of the financial crisis – which came about two years ago and affected all business sectors, including the aviation industry – still continue even now, but on a lighter scale. In addition, the industry is witnessing an unprecedented increase in competition. But by maintaining an unsurpassed level of service, we have been able to maintain the confidence and loyalty of hundreds of customers.

OCEAN VIEW

One of the fastest growing private jet companies in Europe, Ocean Sky has headquarters in London, UK, and offices in Zurich, Switzerland, and Moscow, Russia. It also has FBOs at London Luton, Manchester, and Glasgow Prestwick in the UK; and Ibiza, Valencia, and Mahon in Spain.

Besides FBOs, the company offers a variety of other services, including brokerage, private jet charter, maintenance, interiors, management, sales and acquisitions, and financial services. It boasts its own fleet of private jets, with access to over 7,000 destinations worldwide.



GATEWAY TO EUROPE

For anyone heading to central Europe, the General Aviation Center at Vienna International Airport in Austria offers a variety of services. These include private aircraft crew and passenger handling, VIP service for private jets with separate and guarded access, exclusive use of a passenger lounge, meeting rooms, valet parking, crew lounges, private jet brokerage, showers, and refueling. The facility also has a hangar capable of accommodating aircraft up to the size of a B737 or A321.

PULLING POWER

Priceless Plane Products will be sharing a stand with Red Box International. Priceless offers ground support equipment designed and built to save time and money for FBOs, maintenance shops, and corporate aviation.

Priceless says its tugs make it easy for one person to maneuver aircraft quickly and safely in tightly stacked hangars or staging on the ramp. The gas-powered tugs range from 190cc to 725cc and a 400W electric unit. Tug weight capacities range from 4,500-35,000 lb MGTOW. The company also offers Red Box Jump Start systems to start any piston or electrically started aircraft. Units include Start Power, Continuous Power, and Combination Start and Continuous Power for aircraft, helicopters, or other vehicles.



IN-DEPTH HARRODS AVIATION ON BRAND ASSOCIATION

Although the Harrods Group was sold to Qatar Holdings in May 2010, it is business as usual at Harrods Aviation.

Harrods Aviation (or Metro Business Aviation as it was then known) was formed in November 1995 when Harrods Holdings acquired Hunting Business Aviation from the Hunting Group. The then Harrods Group chairman, Mohamed Al Fayed, decided to purchase his own FBO as he was disillusioned by the service he was getting from the organization looking after his own aircraft fleet at that time. "Al Fayed vowed to provide facilities and services second to none, in line with the flagship Harrods store," says a spokesperson for the company.

Harrods Aviation was only named so in 2003, when it was decided it was demonstrating enough quality and customer loyalty to justify the brand association. "Only businesses recognized as providing the level of customer service synonymous with the Harrods name have it bestowed upon them," says the company.

The company operates two FBOs, both serving the UK's capital – London Luton and

London Stansted. Both airports have a joint commercial/business aviation role. Harrods Aviation says it "works closely with the airport authorities and other service providers to ensure the needs of both commercial and private aviation are met. We have overcome many of the possible challenges by ensuring we have adequate ramp space and equipment to serve our customers requirements in-house."

Harrods Aviation says it would consider launching further FBOs, if the time or opportunity was right. "We listen to our customers, who trust our service, and we are often asked to investigate the potential of opening an FBO at an airport where our customers claim there is poor or inadequate service," says the spokesperson.

In the meantime, the company is concentrating on offering the best service possible at Luton and Stansted. To that end, during the winter months it will be providing a dedicated de-icing service at Luton, designed to give operators of all aircraft sizes added peace of mind.

GROUP DYNAMIC

The ExecuJet Aviation Group will showcase its diverse range of services, which include pre-owned and new aircraft sales, management for private and commercial registered aircraft, charter, maintenance, and completions management. It also operates six FBOs – in Berlin, Zurich, Paris, Cape Town, Johannesburg, Dubai, and Kuala Lumpur.

The company partners with Advanced Air Support at the FBO in Paris, at Le Bourget Airport. The FBO underwent a full refurbishment in 2010, and now incorporates joint branding. It offers two passenger lounges, a pilot lounge and separate relaxation room for crew, two bedrooms with en suites for crew and passengers, WiFi, satellite TV, catering, parking, meeting rooms, and a complete concierge service.

Headquartered in Zurich, Switzerland, ExecuJet has operations in six regions – Asia, Australia, Europe, Latin America, the Middle East, and South Africa, embracing a workforce of over 800 experienced staff. The group manages 150 business jets worldwide, and also boasts authorized maintenance facilities throughout four regions, certified to work on most business jets.

WORKSHOPS



Topics to be discussed in the Business Airport World Expo 2011 Workshops

An integral part of Business Airport World Expo 2011 will be a series of free-to-attend workshops. Anyone visiting the show will be able to attend, although priority will be given to those who have pre-registered for the expo (you can do so now at www.businessairportworldexpo.com). Expect standing room only, so register now to avoid disappointment.

Topics covered in these free workshops will include:

Aircraft Safety and Risk Management – Enhancing aircraft safety with thorough preparation, i.e. reducing crew fatigue, route planning, and optimizing MRO procedures/schedules and facilities. Plus what to do in the event of an emergency, be it in the air or on the ground.

New Routes and Airspace Restrictions – Discovering new routes, winning passengers, preparing for international travel, and solutions/alternatives to managing bureaucracy and flight restrictions.

Flight Operations – From meteorological systems to computer flight plans, this workshop will look at best practices for trip planning and operational compliance.

Aircraft Sourcing and Management – Best practices for buying and leasing aircraft, plus fleet/aircraft management techniques, tools, and systems.

Choosing the Right Partner – Understanding landing and handling fees, discovering MRO stops that best suit your needs, and what you should and can expect from an FBO.



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Extensive aircraft handling capabilities and luxurious facilities for passengers have won awards for an FBO in the UAE

For Abu Dhabi-based Royal Jet in the UAE, operating an FBO facility and VIP terminal is essential to its business of providing international luxury executive charter flight services. The FBO first opened its doors to customers in 2003.

Well placed for technical stopovers for flights between Europe and Asia and the Far East, Royal Jet's facility is 25 minutes' drive by limousine to Abu Dhabi, and approximately 50 minutes to Dubai. Close to Terminal 2 of Abu Dhabi International Airport, Royal Jet's FBO and VIP terminal provides customer-focused services ranging from luxurious VIP lounges to operations and maintenance capability.

The Royal Jet FBO offers competitive fuel prices and a fast turnaround service to minimize time wasted on the ground. Its operations and

maintenance services include aircraft ramp and hangar parking, ground support equipment, aircraft interior housekeeping (including cleaning and dressing), catering, fueling and refueling, and external aircraft cleaning.

Line maintenance

Line maintenance by General Civil Aviation Authority (GCAA) licensed engineers (ICAO Type II licence) is offered for specific aircraft such as B737-6/7/8 with CFM56-7 engines, GIV aircraft with RR TAY 611-8, Learjet 35 with Honeywell TFE engines, Learjet 60 with PW engines, and BAE RJ Series with ALF 507 engines.

Royal Jet is a founding member of Avitat, which is ExxonMobil's premier FBO network. Avitat FBOs aim to provide the highest operating

standards both in terms of aircraft service and pilot and passenger care.

Passenger services

The dedicated VIP terminal, where all Royal Jet's guests are welcomed, offers executive lounges with conferencing rooms, a red carpet and limousine service, exclusive hostesses, car rental, aircraft charter brokerage, valet and full security services, including in-house customs and immigration, iris scanners and baggage x-ray screening machines.

Apart from the benefits of luxury and comfort, the VIP terminal also enables passengers to arrive 20 minutes prior to departure, with Royal Jet staff taking care of all immigration and luggage clearance procedures. Limousine



Main image and below: **Royal Jet offers FBO services and a VIP terminal at Abu Dhabi International Airport**



Above: **An executive lounge**

pick-up and drop-off are also readily available for guests. Royal Jet's luxurious first-class passenger and crew facilities combined with its maintenance capabilities reflect the company's dedication to quality and service. Royal Jet's crew, customer service agents, technicians and maintenance teams all strive to offer the best and maintain the company's reputation as a top service provider.

Growing numbers

Operating 24/7, Royal Jet's FBO facility handles up to 300 aircraft movements a month, and has registered a year-on-year growth of 20%. The company's pedigree originates from the Amiri Flight (now renamed the Presidential Flight Authority), the official carrier of the UAE's royal family. Royal Jet says it has taken the same exacting standards of service excellence that have been implemented in its core charter business across to all its other businesses, especially in its FBO facility.



Left: **Passengers get the red carpet treatment**
Below: **The FBO facility handles up to 300 aircraft movements each month**

from the Grand Prix circuit, Royal Jet estimates it handled 90% of visiting private aircraft traffic into the UAE's capital. The flawless handling of such a record-breaking week was made possible through the hard work and dedication of the Royal Jet team, and its close working relationship with a number of statutory authorities.

With the F1 Championships now a major event in Abu Dhabi's visitor attraction calendar, Royal Jet's FBO facility expects busier days ahead. As the UAE capital geared itself up in November 2010 to once again host thousands of motorsport fans for F1's season finale, Abu Dhabi's stature as an international venue for sports, art and culture has indeed been enhanced. In line with Plan Abu Dhabi 2030, as well as the overall development of all seven emirates that comprise the UAE, Royal Jet's FBO/VIP facility serves as a catalyst in bringing business, leisure and tourism travelers to the emirates' exotic, traditional and unique cultures and attractions.

Constantly striving to further improve its award-winning FBO offering, Royal Jet is currently working with the relevant authorities to assess the operational requirements of Royal Jet for Al Bateen Executive Airport, the downtown location of which is ideal for users of business jets. This is part of an initiative by Abu Dhabi Airports Company to further enhance the former military base's executive offering. <

www.royaljetgroup.com

The FBO facility won many awards in 2009, including the Best Fixed Base Operator (Middle East) award at the UK-based Business Destinations Travel Awards 2009. The significance of the awards for Royal Jet is that the nominations were made by the people who most regularly use its FBO facility and were able to compare it with other facilities around the globe. This simply meant that these people – pilots and passengers – understood the exacting conditions of operating in the Middle East and appreciated Royal Jet's high level of specialization.

Abu Dhabi Grand Prix

A highlight in the FBO and VIP terminal's story was its busiest-ever period during the inaugural Abu Dhabi Formula 1 Grand Prix in November 2009. During the week-long festivities, Royal Jet broke all records by handling more than 200 aircraft movements, as well as a record number of passengers. With its facility at Abu Dhabi International Airport situated minutes



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 Argos (Airline Global Operation Support) VPH is an Italian VIP flight assistance company, offering inflight and ground services including aircraft brokering, VIP ground handling assistance, permits, over flight, slot requests, refueling facilities, hotel accommodation, transfer arrangements, and inflight catering. The company is committed to providing these services with consistent care and attention to detail, regardless of the location.

To meet the expectations of existing and new customers, the company continues to grow, both by expanding its services, and by making them available at more Italian airports, not only the busiest ones (which are currently all served). It also has a new flight dispatch department fully focused on following flights.

According to the company, its comprehensive knowledge of business aviation is not the norm in Italy. Argos VPH intends to stand out through its ability and its vision to break the barriers that prevent the development of business aviation in Italy. Argos VPH believes that professionalism, operational knowledge, and listening skills are the keys to success.

From 2009-10, the number of general aviation flights assisted by Argos VPH rose exponentially, and for this reason the company decided to invest in the north and south of Italy, to be closer to its customers and make it easier to follow the country's rigorous aviation procedures.

On the other side of the coin of Argos VPH is Food & Feel, a deluxe inflight catering division based at Rome Ciampino Airport.

"We decided to launch our own inflight catering division in 2008 because we wanted to guarantee the same top-quality standards in flight and on the ground. The only way to make it real was to provide everything exactly as the way we would like to receive it: exclusive and refined," explains Maila Paternes, project manager at Argos VPH. "The results are extremely satisfying." 

www.argosvph.com



Not the norm

In-depth knowledge of business aviation makes Italy's Argos VPH stand out from the crowd



Above and right: **Argos VIP's headquarters in Rome, Italy**



Lofty ambitions


How Ocean Sky's newest FBOs are faring, and its plans for further growth

 Ocean Sky's three new Spanish FBOs in Ibiza, Menorca and Valencia are now operational and the company plans to open additional facilities in the country. "Spain has been hit quite badly by the economic downturn, but this brings opportunities for us to consolidate our business," explains Stephen Grimes, CEO of Ocean Sky.

The new FBOs are now benefiting from traffic generated by Ocean Sky's aircraft charter and management activities, and are fully integrated with the company's existing network of FBOs.

The expansion will not end there. Ocean Sky had planned to develop into Italy, and while it still has to overcome obstacles of local bureaucracy, Italy remains a key component of its growth strategy. Other opportunities are being pursued, including the anticipated acquisition of an FBO at a major international airport in early 2011.

Europe is not Ocean Sky's only target; its new sales office in Dubai is expected to open within the coming months. The company will

exhibit at MEBA 2010 (to be held in Dubai, UAE, on December 7-9, 2010), where it will showcase its full range of services to the Middle East market – including charter, sales, handling, management, engineering, and financial services. In addition, it will exhibit at the NBAA Schedulers & Dispatchers Conference in Savannah, Georgia, USA, in February 2011. 

www.oceansky.com



Main image: **Ocean Sky's Jet Centre in Manchester, UK**

Below: **The Luton Jet Centre in the UK**





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OCEAN SKY
Jet Centre

West coast welcome

McClellan-Palomar Airport in California is home to an FBO trying to create a community feel



Above and left: **Inside Premier Jet's FBO**

Carlsbad's McClellan-Palomar Airport is the only coastal Californian airport serving corporate jets between the very busy John Wayne Airport in Orange County (81km northwest) and Lindbergh Field in downtown San Diego (45km south). The beautiful Pacific shoreline is a mere 3.8km off the end of the Carlsbad runway.

While a reliever to those busy airports, Carlsbad is also at the center of San Diego's economically prosperous North County. With a professional workforce, Carlsbad is home to industry-leading businesses, from golf equipment to biotechnology. Tourism is also a big attraction with world-renowned resorts, horse racing at Del Mar, and Legoland, which is just down the street from the airport. Visitors are also centrally located to hit attractions in Los Angeles and Orange County, as well as San Diego.

Carlsbad is also the nearest airport for the residential enclave Rancho Santa Fe. Set among rolling hills, this community of golf course homes and small ranches boasts one of the highest





Above: **Security on the ramp**



Above: **The complex boasts 19 hangars**



Above: **Premier Jet offers FBO services at McClellan-Palomar Airport**

per capita incomes in the USA for a community of more than 1,000. The median home price remains well over US\$2 million.

Although Carlsbad does have scheduled airline service, this only consists of five daily turboprop flights to Los Angeles. The airport attracts business with short taxi times, and aircraft support and facilities focused specifically on corporate aviation. More than 80 jet aircraft are based at Carlsbad.

Business aviation center

Premier Jet, opened in July 2006, exemplifies the open arms the airport has for corporate jet operators. The developers of Premier Jet envisioned more than another FBO. They envisioned a business aviation center that would become an aviation community unto itself. Premier Jet offers two innovations to create this community. First, 60ft² of executive office space that invites a myriad of businesses serving aviation, as well as those utilizing aircraft as a

component of their business, to base offices at the airport. Second, an innovative means of leasing by which tenants are able to purchase the space and have the ground lease assigned to them by the airport authority for the same term as Premier Jet's master lease. Tenants that do this can then sublease space they aren't using, or sell the space when they're done using it.

"The pre-paid lease option gave us a foothold and attracted some of the county's longest-term flight operations," says Craig Foster, general manager of the FBO. "These corporate flight departments had been around long enough that they thought it was time to exercise more control of their destiny and settle in for the long term."

Essentially by selling off portions of the project, the Premier Jet developers were able to create a facility that was more sizeable and more dramatic than if they'd followed the more traditional short-term lease route.

"We knew that to do this right we needed to go big and differentiate ourselves both in the

leasing concept and the facility," says developer Richard Sax. Premier Jet retained a terminal area and some hangars in the complex to operate as an FBO. Foster was brought on with years of experience at John Wayne Airport. In short order, Premier Jet says it built a customer base and became the largest jet fuel seller at the airport.

"We keep staff turnover low because we know customers like to see the same faces and it helps us build a strong bond with the clients," says Nate Steiger, line service manager at the FBO.

Premier Jet clientele can expect all the amenities and then some, including toiletries from the local FourSeasons resort in the VIP washroom, freshly baked cookies, snacks, and car washing. Premier Jet is an AvFuel dealer offering AvTrip points for pilots, as well as the preferred FBO of the Corporate Aviation Association (CAA). For international travel, user fee service from US Customs is available and Premier Jet can help with the arrangements. www.premierjet.com



Sign of the times

2010 has been another busy year for Signature Flight Support, as the chain added new locations, expanded its services, helped to trial new technology, and tapped into a trend with a useful iPhone app

With more than 60 years of experience and 103 facilities worldwide, Signature Flight Support's global network sets itself apart not only in sheer size, but because of its emphasis on providing exceptional customer service and offerings, for both passengers and crew.

Signature's full range of services varies by location; however, there is always competitively priced fuel, hangarage, office rentals, ground services, and comfortable facilities. Locations that have crew and passenger lounges also offer amenities such as internet access, flight planning rooms, secure baggage checkrooms, complimentary refreshment centers, and private business centers.

In 2010, Signature Flight Support Munich added full concierge services to its offerings. Through agreements with a network of existing FBOs and airport authorities at 12 airports across Germany, Signature Flight Support's Munich location can schedule flight support services, arrange credit and billing, and offer a single invoice for all services received for the customer's flights in Germany.

Signature's French FBO locations in Paris Le Bourget, Toulon, and Nice are now also offering the same service to their customers.

New additions

The company continues to expand its network of FBOs in North America and the rest of the world. Earlier this year, it opened a joint venture facility at Nice Côte d'Azur Airport in southern France. More recently, two new locations were added at Fresno, California and Montreal, Canada. Montreal represents not only the company's



Main image and above: **Signature's FBO in Munich, Germany, where it recently added full concierge services**

Right: **London Luton in the UK, where Signature teamed with the UK Border Agency to trial VIP Cyber-Port**



debut into the Canadian market, but also its first North American licensing agreement.

The company has also invested in technology, rolling out VIP Cyber-Port in cooperation with the UK Border Agency at London Luton, enabling clients to clear UK customs and immigration formalities while at the FBO. Additionally, at Signature Flight Support's Shannon, Ireland facility, it offers fueling and US Customs and Border Protection pre-clearance coordination, clearing customers to fly directly into gateway airports in the USA.

Meanwhile, Signature Flight Support's customer loyalty program, Signature Status, also introduced in 2010, now provides additional benefits to its US customers. Original benefits included guaranteed crew cars, preferential ramp parking, priority hangar space, GPU start-up discounts, complimentary Hertz #1 Club Gold membership, and QuickTurn services. At the 2010 NBAA Annual Meeting and Convention

(held in Atlanta, USA, on October 19-21, 2010), the benefits were expanded to include services from Dallas Airmotive. Engine services available through the program include one year of complimentary engine trend monitoring, in-shop labor for fuel nozzle flow checks for PT6A engines, and free engine field services for PT6A and fan engines, depending on the status level and engine type.

As an incentive for members to commit their engines to Dallas Airmotive early, members can receive 1,000 gallons of Jet A free of charge, redeemable at any of Signature's US locations – a benefit that is available only through Signature Status. The program will be extended to Canada and Europe in 2011.

iPhone app

Finally, Signature Flight Support recognizes customers' needs for real-time information while on the go. With this in mind, in 2010 it launched

its mobile website, available on handheld devices, while at NBAA, the company went a step further and launched its Signature iFBO app for the iPhone.

The application provides handheld access to important flight planning and service information and includes three key functionalities – a fuel calculator, a Signature locations database, and a favorites section. The fuel calculator allows the user to calculate fuel and handling costs at a particular location, for a specific aircraft make, model, and fuel uplift, for both Avgas and Jet A. The locations database provides customers with detailed FBO information, including amenities, services offered, airport map, and local points of interest. The favorites function allows the user to mark any location and add it to their favorites list for easy and convenient retrieval. The free iFBO app can be downloaded from Apple's iTunes store for the iPhone and iPad. www.signatureflight.com

Attention to detail

Catering for customers' individual needs ensures success at Skylink Services



Main image: **The bar area at Skylink Services' Executive Terminal**

About to enter its sixth month of operation, Skylink Services Executive Terminal at Larnaka Airport is continuing on its successful journey. As the first facility of its kind to operate on the island of Cyprus, the terminal has been welcomed positively and with optimism by local authorities and businesses, as well as the many travelers who pass through it and make use of the services and facilities.

New customers to the lounge are greeted by friendly and welcoming staff, ready to assist in any way required. Return customers are greeted by the same staff, who are already familiar with and ready to cater for the customer's individual requests or requirements. The company says that a recollection of individual requirements is an indispensable prerequisite, because each and every traveler, whether crew or passenger, is considered to be a potential return customer.

The company also provides a dedicated lounge area for the media within the terminal, to ensure that customers are unaffected by

state visits. The Heads of State Lounge is run alongside the Executive Terminal to contribute to a trouble-free operation. This has been a great asset recently, considering the crowds of reporters and camera crews that have made use of the lounge during press conferences for the numerous recent official state visits to the island.

Skylink Services says that general aviation traffic through Cyprus continues to increase,

suggesting a positive outlook for the business aviation market in the region. Therefore the company is optimistic about entering the next decade. All the company's staff and management strive continuously to develop and improve the terminal and the services it provides, with a major factor of this effort being the consideration of feedback and comments from customers.

www.skylink.com.cy



Above: **The Media Lounge**



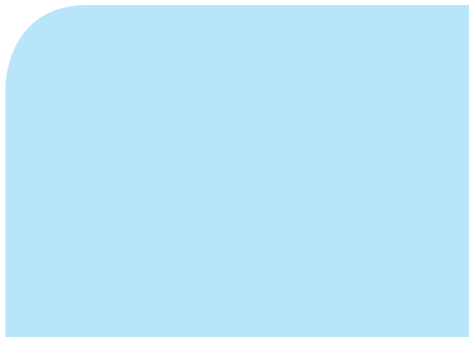
Above: **An airside view of the Executive Terminal**

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One-stop shop

Beirut's Executive Aircraft Services offers an FBO, charter, aircraft management, and maintenance services

 Executive Aircraft Services (EAS) began operating in 2003 with the acquisition of an air operator certificate and the purchase of a Hawker 700. Today, led by general manager Captain Nicolas Meszaros, and operations manager Nael Chehab, EAS has grown to become a leading business aviation provider at Beirut Rafic Hariri International Airport in Lebanon. The company now owns and operates a Hawker 800XPi, manages a fleet of six other aircraft, and has established an FBO and maintenance facility in Beirut. The 800XP was acquired in 2008 for EAS's charter clients – a choice based on the comfort, range, and safety records of this aircraft.

Ground handling

Since a passenger's journey entails more than just the time spent in the air, one of EAS's major activities is ground handling, through its FBO at the General Aviation Terminal.



Above: EAS's hangar at Beirut Rafic Hariri International Airport in Lebanon



Main image: **EAS's hangar can accommodate a Global Express and four other mid-size jets**



Above: **EAS offers maintenance services, with a hangar incorporating offices and workshops**

Left: **Handling services are provided by experienced staff**

With its modern VIP lounge, and serviced by advanced ground support equipment and professional staff, EAS says it has acquired the majority of Beirut's business aviation. The ground staff are well known by the general aviation community since most have been servicing Beirut's general aviation movements for the past 15 years. Moreover, EAS's operations department is equipped with the latest flight planning and tracking systems to ensure that passengers, aircraft, and crew are handled in a smooth and professional manner.

EAS's lounge is equipped with all the necessary business and entertainment tools to meet passengers' requirements, although passengers will not spend much time there. The company's ongoing project is to extend its lounge space to accommodate an increasing flow of aircraft and passengers.

Aircraft management has been an important business focus for the company, which aims

to increase its aircraft fleet, be it private or commercial, through its air operator certificate. Beirut is strategically situated in the Middle East, making it an attractive location to base aircraft. EAS aims to enable customers to enjoy flying without having to worry about the complexities of aircraft ownership.

Hangar expansion

EAS completed its hangar at Rafic Hariri International Airport in 2009, and started performing maintenance there after the acquisition of its approval of maintenance by the Lebanese Civil Aviation Authority that same year. The hangar has been designed to accommodate a Global Express and four other mid-size jets, as well as offices and workshops.

EAS engineers and technicians are trained at CAE and can perform various checks on Hawker, Global Express, and Challenger types, including battery capacity and compass checks.

EAS offers:

VIP aircraft charter
VIP aircraft handling
Aircraft management
Aircraft maintenance
Hangarage
Flight planning
Overfly and landing permits
Fuel
Catering (through sister company Jet Set Gourmet)
VIP lounge with WiFi, DVD, TV, and so on
Aircraft washing and interior cleaning
Airside limo transport for passengers
Limo and car rental arrangements
Hotel reservations with corporate rates
Crew transport

EAS says its success is a result of its employees' dedication to customer satisfaction. Having risen to a leading position in Lebanon, the company's aim is to continue adding more capabilities and to extend its services beyond the country's borders. ☺

www.fly-executive.com



Main image: **The FBO caters for a lot of transatlantic flights**

Natural selection

Southair Iceland benefits from the country's natural charms – both as a stepping stone across the Atlantic, and a destination in its own right

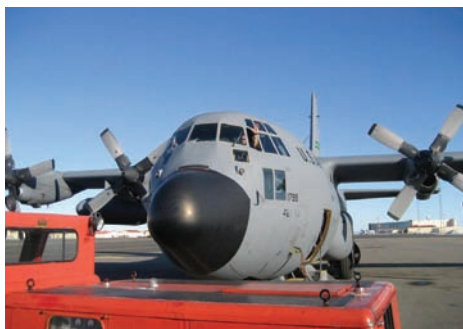
Based at Keflavik International Airport in Iceland, Southair Iceland's FBO is part of the Avitat family. When a US military base closed in September 2006, Southair Iceland decided to relocate its ground handling facility to the east apron of the airport, where there is a lot of parking space. The FBO says this was definitely a good move.

The apron still sees a lot of military aircraft, handled by Southair Iceland. Clients include the US military, the German Air Force, the Royal Danish Air Force, the Royal Norwegian Air Force, and the Greek Air Force.

Southair Iceland handles a broad range of aircraft types, from the small (C172) to the big (B767). However, most of the company's business is with private aircraft of all sizes.

Boasting both professional staff trained to IATA standard, and VIP facilities, the FBO caters for both those who want a quick turnaround (Iceland serves as a useful stepping stone for aircraft crossing the north Atlantic Ocean), and

those with more time to spare. For those who want to stay the night, Southair Iceland has arranged good discounts for local hotels. The FBO will take customers to the hotel and pick them up the following morning, free of charge. One of Iceland's most popular attractions for visitors, the Blue Lagoon, is only a 20-minute drive from the airport.



Above: **The FBO handles a lot of military aircraft**

The FBO facility itself is designed as an elegant and cozy space for pilots and passengers. Service is professional and friendly, placing an emphasis on making customers feel at home.

The company is optimistic about the future, and ready for increasing aircraft traffic. www.southair.is



Above: **Southair Iceland is an Avitat FBO**


Super saver

Global Fuel was founded in 2006 with the aim of guaranteeing that aircraft operators could always have access to the lowest price fuel possible. Spotting market demand for a company concentrating solely on fuel, Global Fuel acquired the necessary expertise and knowledge, enabling it to develop professional and efficient methods to reduce fuel costs. The company is independent

from all other suppliers and stands out because all fuel suppliers and resellers are approached to guarantee the best solution for customers.

Global Fuel has conducted extensive research on suppliers at each airport and on what contracts to have, as well as important information about various taxes and fees. This information database is used to ensure that Global Fuel's customers get the best possible solutions regarding fuel price and local taxes.

Global Fuel has established a system where each operator regularly gets a list of which fueling method to use at each airport. The client sends a fuel request through Global Fuel's website and the team takes care of the order, following it through until delivery. Meanwhile the operator can use the valuable time gained to work on other important matters.

Global Fuel has won great appreciation from its customers, with a client base that has doubled over the last year and is growing fast. It is Global Fuel's goal to provide even more detailed fuel calculation services to ensure optimum fueling for each flight, and to continue to provide a high standard of service, with every detail focused on getting the customer the best price possible, in the most efficient and straightforward way. If the customer does well, then Global Fuel is doing well. 

www.globalfuel.is



Down Mexico way

Manny Aviation Services (MAS) is highly recognized throughout Mexico as a company committed to providing personalized flight and ground-support services all over the country. With a key position in the city of Toluca, MAS works through a nationwide agent network to satisfy all customer requests. Most handlers work exclusively for MAS and the company also works with recognized FBOs at various airports, for example holding an exclusive partnership with Aerolíneas Ejecutivas at Toluca International Airport.


MAS's core offering incorporates coordination, representation, and arrangements, credit for all airport fees at every location, a flight-tracking system, weather information and NOTAMS, custom ad-hoc trip-sheet and flight-status software, jet and helicopter charter arrangements, and aviation law expertise.

Crew and passenger services include customs and immigration clearance, ground transportation

and armored vehicles, car rental and limousine services, hotel booking with preferable rates, security, and inflight catering arrangements.

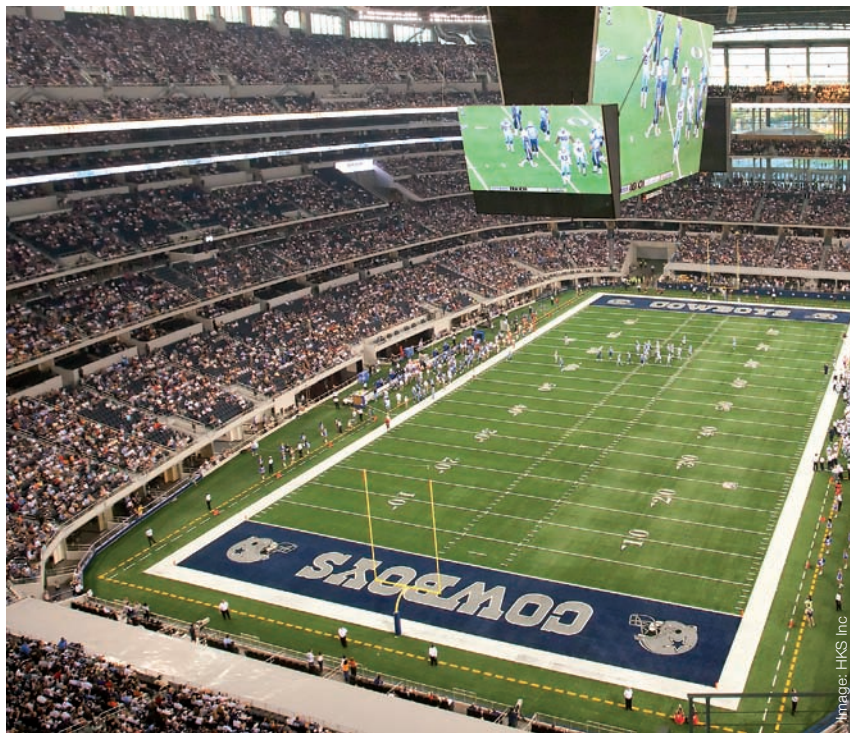
MAS's aircraft services cover landing permits and authorizations, overflight authorizations, contract jet fuel through World Fuel Services and Avgas, ground support equipment arrangements, flight plan coordination, computerized flight plans, and airside security for aircraft.

Through Manny's Catering at Toluca International, the company also offers inflight catering. Dishes can be prepared to fit any dietary restriction (diabetes, low carbs, sugar-free, fat-free, and Kosher).

Manny's Catering is located inside the airport, enabling it to stay close to clients and anticipate their needs. By prior arrangement, the company can also deliver inflight catering to Mexico City International, General Mariano Matamoros, and Ing Fernando Espinoza Gutiérrez airports. 

www.mannyaviation.com





Local general aviation and reliever airports

Airport	Miles to stadium	FBOs
Addison Airport	24.4	Atlantic Aviation, Landmark Aviation, Million Air Dallas
Arlington Municipal	6.4	Harrison Aviation
Collin County Regional	49.2	Cutter
Dallas CBD Vertiport	19.4	
Dallas Executive	20.7	Ambassador Jet Center, Cutter, Jet Center of Dallas
Dallas Love Field	21.9	Business Jet Center, Dalfort Fueling, Jet Aviation, Landmark Aviation, Signature Flight Support, Textar Aviation, Vitesse Aviation Services
Denton Municipal	47.8	Business Air Center, US Aviation Group
Fort Worth Alliance	30.5	Alliance Aviation Services
Fort Worth Meacham	23.8	Atlantic Aviation, Phazar Flight Support, Sandpiper Aviation, Texas Jet
Fort Worth Spinks	27.6	Harrison Aviation
Garland DFW Heloplex	36.1	Sky Helicopters
Grand Prairie Municipal	5.4	Aviator Air Centers, City of Grand Prairie
Lancaster Airport	30.9	Lancaster Airport
Mesquite Metro	37.8	Mesquite Metro

Team players

A spirit of cooperation among North Texas' airports bodes well for the Super Bowl XLV

Words | **Izzy Kingston**

▲ On February 6, 2011, the Super Bowl XLV will be held at Cowboys Stadium in Arlington, Texas, USA. The event is expected to attract 100,000 people by air – approximately 4,000 to the region's general aviation airports. A lot of these airports should benefit from being outside of the temporary flight restriction (TFR) zone, which is likely to be implemented four hours before and after the game.

One of the airports expecting an influx for the event is Addison Airport. "We are preparing for an additional 200-300 arrivals and departures during the week of the Super Bowl," says Darci Neuzil, deputy director at the airport. "We have been meeting regularly with our FBOs, airport businesses, charter and fractional companies to

review ground transportation coordination, ramp utilization and overflow parking alternatives. We are also meeting with our air traffic control tower to discuss aircraft movement coordination," says Neuzil. "Our fuel facility with over 300,000 gallons of fuel capacity will be available for our customers. Addison Airport has snow and ice removal capability and we are planning to provide aircraft de-icing capabilities. In addition, extra public safety will be provided and our ARFF truck will have two extra firefighters assigned to it during the week."

High-profile general aviation airports in the region include Dallas Executive, Dallas Love Field, and Fort Worth Meacham, but there are plenty of other airports hoping to get a look in.

Denton Municipal, for example, is expanding its air traffic control hours, and will host the TSA for emergency services and enforcement of the TFR.

Rather than fierce competition, there's a general feeling that there will be plenty of business to go around. Representatives from some of the airports attended the National Business Aviation Association's (NBAA) Annual Meeting and Convention in October 2010 to market the region with the North Texas Aviation Marketing Council (NTAMC). "While some may think of us as competitors, we see ourselves as a collaborators, and realize that a win for one is a win for all," says Cynthia Godfrey, NTAMC chair and airport director for Mesquite Metro. www.northtexassuperbowl.com/aviation

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