

# Business Airport

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

January 2013

## Risk factor

Safety management systems: Crucial for your business or just more unnecessary red tape?



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# Welcome

Welcome to the Business Airport World Expo 2013 show issue of *Business Airport International*. The event, in Farnborough, London, is now only a few months away (March 19-21) and here at BAI we are preparing for the biggest show yet. In this issue, you can discover some of our 'not to be missed' highlights of the exhibition (p50). We also speak with a few selected exhibitors about what they plan to showcase at the event.

With around 3,000 visitors expected, the event provides a perfect opportunity for companies to promote their services and launch new initiatives. For example, Switzerland-based Air Service Basel will be unveiling its newly modified parking hangar, and Morristown Municipal Airport in New Jersey, USA, is launching its 'Why wait?' campaign.

These are just a few highlights that the show has in store, but there will be so much more to discover during the three-day event, so make sure you register for a free pass at [www.BusinessAirportWorldExpo.com](http://www.BusinessAirportWorldExpo.com).

In 2013 the show will return to London's TAG Farnborough Airport, where it launched back in 2011.

BAI spoke with CEO Brandon O'Reilly ahead of the event to discover what's currently going on at the facility (p4). With TAG completing all infrastructure development at Farnborough in 2012, O'Reilly is excited about the BAWE event being hosted at the airport as "visitors will be able to see first-hand the results of our investments". O'Reilly also highlighted that the event "provides a great place to meet with peers, colleagues, business partners, and prospects".

Alongside the exhibition will be the Business Aviation World Conference, which will see around 25 industry expert speakers discuss some of the biggest issues and challenges currently affecting the sector. Topics covered will include FBO development, business jet interiors, and operations and management. The program is being updated on a weekly basis, so to view the latest version, visit the event's website.

BAI and the team behind Business Airport World Expo 2013 look forward to welcoming you to the event in March!

**Helen Norman, Editor**

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# A watershed year for TAG Farnborough Airport

Brandon O'Reilly, CEO,  
TAG Farnborough Airport

The year 2012 has marked an important milestone in the history of TAG Farnborough Airport, near London, UK. In 2012 the airport finally completed its masterplan, which cost more than US\$160 million (£100 million) and has seen the facility transform from a military airfield into one of the world's finest dedicated business aviation airports.

Brandon O'Reilly, CEO, TAG Farnborough Airport, says, "Our infrastructure developments are now complete after an almost 12-year project. Since the airport became a private enterprise, it has been redeveloped with a new terminal, two new hangars, other supporting buildings, such as the Aviator hotel, a re-profiled runway, a new ramp, and a new air traffic control tower."

In addition to this, in 2011 the airport was also given the go-ahead to increase its number of permitted movements. "At the moment, we handle about 25,000 movements a year, and we have planning consent now to increase that to 50,000 by 2019," O'Reilly adds.

These developments place TAG Farnborough in a position to take full advantage of the growing business aviation market. "We now have plenty of room in terms of the flights we are allowed to have at Farnborough and we now have the infrastructure to be able to handle them," says O'Reilly. "We're ready for the future, so whenever the economic woes of the world start receding, we're in a good place to accept aviation flights without restriction."

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## Quiet revolution

As part of TAG Farnborough Airport's original masterplan to increase the number of flights the airport can handle, the airport decided to implement a number of environmental initiatives. The most recent initiative is to implement stricter noise restrictions.

"On January 1, 2013, Farnborough will be, as far as we know, the only airport, certainly in the UK, and probably in Europe, that will only accept aircraft that meet ICAO Chapter 4 noise standards. This is the highest noise standard that exists today," O'Reilly explains.

TAG has consulted with the local community, the government, and the industry to gain their input on the new rule. "We received great feedback about this and all parties are impressed with how seriously we are taking environmental responsibility."

O'Reilly explains that once this rule is implemented there will be a small number of aircraft that currently operate at the airport today, which will be banned as of January.

"We are also implementing an emissions charge, which is for those aircraft that create slightly more emissions than others. That money will not go to us; it will go into a pot and at the end of the year the money will be spent on environmental projects in the local community," O'Reilly concludes.



ABOVE: TAG Farnborough Airport completed a 12-year infrastructure development project in 2012

TAG Farnborough Airport is unique in the way it is operated as TAG owns the airfield and the infrastructure, and also operates the airport. Therefore the company has complete control over development at the facility. According to O'Reilly, this is one of the secrets to the airport's success. "It was a requirement from central government that Farnborough was developed into a dedicated business aviation airport. And as we are business aviation specialists, this dovetailed with our expertise, and therefore our vision was the same as that of the government," he says.


"Many other airports are hybrids; they are commercial airports or flying clubs with business aviation services tagged on. We just deal with business aviation, so this makes us unique and able to tailor our services and facilities to meet this market's exact needs. The reason that I think Farnborough has been successful is because it developed from a long-term vision from the 1990s – we haven't just tagged on pieces to an original airport. We have flattened the place and started again. Farnborough now offers a one-stop-shop for business aviation operators."

As a result of TAG's 12-year infrastructure project, O'Reilly believes that Farnborough Airport's future is extremely bright. "We can now

say yes to everything," he says. "We have in the past, through capacity constraints, had to limit our flying, but now we don't need to worry about that. Our location also puts us in a strong position. We are close to London, which is a world-class city, and it naturally attracts people from around the world to do business."

"I believe that now really is our time, and even though the economic situation isn't that strong, there are signs from parts of the world that the industry is starting to rebound. We are in a great place to be able to benefit from that," he adds.


In 2013, TAG Farnborough will play host to the Business Airport World Expo, which will be held from March 19-21. Farnborough provides the ideal venue for hosting central Europe's only exhibition dedicated to showcasing the world's FBOs and business aviation destinations. "We are delighted that the exhibition has chosen Farnborough as its host, as it is a very important event for us," explains O'Reilly.

"We will be hosting the event on the south side of the airfield and we will be offering tours of the airport so visitors will be able to see first-hand the results of our infrastructure developments. The event provides a great place to meet with peers, colleagues, business partners, and prospects." 

According to O'Reilly, after 12 years of infrastructure development TAG now plans to concentrate on growing the business. However, when the time comes, the company is ready to expand Farnborough further. "We do have other pieces of land with planning permission that we are not developing at the moment. There is one area of 13 acres, which we bought and is within the airport boundary. We have planning permission for workshops and administrative blocks on this land. We also have planning consent for an 87,500ft<sup>2</sup> engineering hangar. It would create skilled jobs, and when we feel that the time is right, we will go ahead build that, but after 12 years of infrastructure development we are going to take a pause for the time being."



# Paul Milverton to chair European Flight Attendant Committee

 Gama Group has announced that Paul Milverton, Gama Aviation's cabin service training and safety manager, has been chosen by the National Business Aviation Association (NBAA) to chair the European Flight Attendant Committee, which will oversee the 2013 Cabin Crew Symposium to be held at EBACE in Geneva, Switzerland, in May.

The third annual EBACE Cabin Crew Symposium will address a wide range of issues focusing on passenger and crew safety, as well as onboard catering and service delivery. The symposium holds great importance in the industry as the increasingly global nature of business aviation activity means crews must undergo the highest level of training to ensure the safety and security of both passengers and aircraft.

The NBAA launched an inaugural Flight Attendants Conference in the USA in 1996, which provided business aviation flight attendants with a three-day symposium on safety, security, and customer service. The European symposium was launched in 2011 at the EBACE event in Geneva.


According to Milverton, "Before the NBAA introduced a Cabin Crew Symposium in Europe, the European flight attendant/cabin crew community had, to my knowledge, nowhere they could go for information. This year the European Cabin Crew Symposium Committee will be made up of European members in the business aviation industry, with the backing of both the NBAA and EBAA. It is important for us to have a committee to provide an information resource on this side of the Atlantic that is focused for our flight attendants and targeting the European market's needs."

The 2013 symposium will offer attendees information on safety training, security awareness, and the service-enhancing courses available to them in

Europe, as well as recommended catering providers and life coaches. "It will be good for them, good for their clients, and also good for the companies that employ them. Generally it will be a positive thing for the whole industry across the board," explains Milverton.

The NBAA selected Milverton to chair the committee due to his expertise in all matters relating to inflight service delivery, particularly in Europe and the Middle East. He has attended the US symposiums in Chicago and San Diego, as well as the first two in Geneva, and has a clear idea on what he hopes to bring to the role.

"The two previous European symposiums at EBACE were on a much smaller scale and in the infant stage compared with the USA," he comments. "My hope is that leading the European committee, we will be able to generate and produce a symposium in Europe that will mirror the USA. Hopefully we will grow in size year by year and eventually be able to hold symposiums not only in Geneva, but also in different European cities, giving cabin crew that cannot travel to Geneva the chance to attend when the symposium venue is nearer to them."

Milverton will hold the position of Chair until 2016, and is positive that even when his time is up, the symposium will provide great opportunities for the next generation of cabin crew. "We want the committee to be an oasis of information available for cabin crew and flight attendants in Europe. We want to provide an event that every cabin crew member wants to attend and every company associated with aviation wants to get involved in. We want it to grow every year and to be able to provide a stepping stone for young people to get involved in this great industry of ours," he concludes. 





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# Bombardier appoints SA Express as first authorized service facility in Africa

 Bombardier Aerospace has announced that South African Express Airways (SA Express) has been appointed the organization's first African authorized service facility (ASF).

Under the ASF agreement, Johannesburg-based SA Express will be able to offer maintenance work to operators of CRJ100, CRJ200, and CRJ700 regional jets; and Dash 8-100/200/300, Q100, Q200, Q300, and Q400 turboprop aircraft.

"SA Express is a long-standing operator of Bombardier aircraft. Bolstering Bombardier's approved maintenance presence in collaboration with an organization that is committed to safety and quality, and that knows our product very well, is a natural first step. It's a win-win for both our organizations, as well as Bombardier commercial operators, who now have more maintenance options," said Éric Martel, president, customer services and specialized and amphibious aircraft, Bombardier Aerospace.

"This is an important step for Bombardier in Africa. We are committed to the region and broadening our support presence. We will continue to explore opportunities to collaborate with local entities and operators to ensure we build growth momentum. Our expansion milestones, including the recent SA Express appointment, not only benefit our current installed fleet, but send the clear message to our potential customers that we are committed to all regions of the world and partnering with operators to ensure they will be successful operating our world-class aircraft," Martel continued.

Ramon Vahed, general manager, aircraft maintenance and engineering and fleet development, SA Express, said, "We are extremely proud of this achievement and I am sincerely grateful for all of the efforts and commitment of the stakeholders involved that have culminated in this accolade. Achieving the ASF status will prove to be a significant milestone for the airline and our shareholders and will provide operators in the region with improved access to sustainable, cost-effective, and high-quality maintenance support."

SA Express will join a network of 59 ASF and line maintenance facilities that serve operators of Bombardier business and commercial aircraft spanning across more than 25 countries worldwide.

According to Martel, Bombardier is continuing to explore multiple options in Africa, as well as other areas across the globe, with regards to establishing ASFs and maintenance collaborations to meet growing demand. It is also focused on the growing business aviation sector in the region.

"Africa's importance for business aviation will continue to grow as the region's economy is expected to continue growing due to its natural resources and investment opportunities," said Martel. "As such, Bombardier's business aircraft market forecast predicts that over the next 20 years Africa will take delivery of 810 new business jets, with 325 aircraft expected to be delivered between 2012 and 2021. For the following 10 years, 2022 until 2031, an additional 485 aircraft are expected to be delivered. The majority of these are expected to be new additions to the overall fleet." 



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# Are you ready?

“Infrastructure development is experiencing high priority; major airports will get a makeover and business aviation airports will accept private investments”

“Lindo maravilhoso” is a Brazilian saying that translates as ‘beautiful and marvelous’. Brazilians like to gush about splendor and how wonderful things are. A gorgeous woman is ‘linda maravilhosa’ and a handsome man is ‘lindo maravilhoso’! If you admire the country and its performance, then Brazil is ‘lindo maravilhoso’. Its people are optimistic, passionate, entrepreneurial, and their cities have ‘movimento’, a quality of liveliness and bustle that is highly valued.

A popular tale associated with Brazilians is that they don't lie, they just exaggerate! Really? True, Brazilians think very highly of their country and themselves. The fact is that the country is 100% energy independent and it has a booming economy. Vast natural resources such as iron ore, bauxite, manganese, nickel, uranium, gold, gemstones, timber, and large oil reserves, as well as prudent economic and monetary policies, make present-day Brazil one of the world's prime economic powerhouses.

The country's high economic growth drives a tremendous increase in demand in all aviation segments and, ahead of the other countries in the region, Brazil has the largest market piece of executive aviation in Latin America – and this is likely to continue to expand.

In a country where general aviation traffic numbers are rapidly increasing, where reports indicate the largest fleet gains and inventories, and where expectations that hosting the 2014 FIFA World Cup and the 2016 Summer Olympics will further influence growth, is there anything other than rising numbers? Is anyone among the population still living a life without numbers?

The 300 members of the Pirahã tribe in the Amazonas region have no concept of numbering or counting, no distinct word for colors, no fictional stories, and no art. For them ‘one’ means just a relatively small amount and ‘two’ means a relatively bigger amount, like one-ish and two-ish. Maybe not having words for something doesn't allow one to think about it. By not abstracting anything such as numbers, colors, or future

events, they find themselves as intrinsically different from, and better than, the people around them; everything they do is to prevent them from being like anyone else or being absorbed into the wider world. Is there something we all can learn from Pirahã natives that we have long forgotten?

In 2016 Rio de Janeiro will host the ‘Jogos Olímpicos de Verão’, the Summer Olympic Games, which are actually held in the winter time as Rio is located south of the equator and in the southern hemisphere. Technically it doesn't seem right, but we'll just pretend because in Rio it is summer almost all year long. Many consider the real summer in Rio way too hot anyway, so it may just be right to enjoy the more bearable warmth of its winter. And as the popular song of the 1930s goes: “Flying down to Rio where there's rhythm and rhyme... We're singing and winging our way to you.” But will the República Federativa do Brasil be ready for us to fly in? The first test may come in 2014 when the FIFA World Cup is held and the world will play ‘futebol’, which is as wildly popular in Brazil as the exuberant revelry of the pre-Lenten celebration of carnival.

To host the two events, infrastructure development is experiencing high priority; major airports will get a makeover and business aviation airports will accept private investments. What do you, me, or anyone else do at home when we are expecting important guests? There you go! I even read a report that the Zeppelin mooring tower in Recife, Pernambuco, will be restored. It may not fit in with the needed infrastructure development for the Games and the Cup, but it does represent the scientific and technological progress that was the Zeppelin in the 1930s, and it will remain a living memory of the early 20<sup>th</sup> century due to its shortening of the travel time between Europe and Brazil by half. ✈

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



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# All in the preparation

'Expect the unexpected' is the best advice for operators flying into Brazil's busy airports, where it seems to be increasingly tricky to play by the rules

Words | **Selwyn Parker**



Here's a sobering statistic about flying into Brazil, which thousands of privately owned jets will do for the 2014 FIFA World Cup and the 2016 Summer Olympics: roughly 80% of flight plans are rejected by São Paulo's highly congested Congonhas Airport and have to be resubmitted. And even when operators believe they've finally got it right, the rules are liable to frequent variation. Other things to ponder about what is acknowledged to be a sometimes idiosyncratic country for foreign-registered aircraft, according to experienced operators, can be seen in *Things To Consider When Flying Into Brazil*, on page 18.

So what are the reasons for the rejection of flight plans? They range from requests for

unavailable routings because the operator has failed to check existing NOTAMs to failure to provide the required information in 'Remarks 18', a trap into which operators often fall (see *Careful Of Your Remarks*, page 17).

Among other errors made in filing flight plans, operators routinely neglect to check airspace restrictions. For instance, depending on the destination, there are designated routes for aircraft departing overworked Congonhas in São Paulo. Operators also need to be aware that NOTAMs apply to most airports in Brazil and they're susceptible to revision. Complicating matters further, some NOTAMs are in Portuguese only, and translations can be confusing.



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Brazil is predicted to be one of the world's fastest-growing business aviation markets over the next few years



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Left: Recife International Airport

Below: Eduardo Gomes International Airport

For private jets at least, many of the peculiarities of civil aviation in Brazil stem from congestion, and it's worsening almost by the day. One of those idiosyncrasies is the 'opportunity slot', as explained by Andre Camargo, head of Universal Aviation in Brazil, and a mine of information on the system: "The airport slot process has unique elements. Slots will not be confirmed until relatively close to your time of arrival and departure, so you'll need to consider options if requested slots are not available."

Applying mainly to departures, the opportunity slot certainly does have unique elements. It's the routine whereby a slot-less operator or his certified dispatcher applies in person to air traffic control for the first opening after, or if, a slot-holding operator cancels a flight. (And the request really must be made in person – forget phone, fax, or email.)

But an arriving operator may also need an opportunity slot, for instance if diverted from a congested airport to an alternative one. In this event, the flight plan will probably have to be changed in mid-air through air traffic control and permission sought for an opportunity slot in the second-best location.

Generally, slots are in high demand. At Congonhas, Florianopolis, and Curitiba airports, slots are always required. And they are also necessary at Rio's Brasilia and at Porto Seguro in periods of high traffic, which will certainly be the case during the 2014 FIFA World Cup in 18 months' time. Slots become available online only 25 hours before estimated time of arrival and, explains Camargo, "can only be requested within that time period".

If a ground handler applies on behalf of a foreign-registered aircraft, he will need a handful of documentation – copies of the AVANAV document (domestic overflight permit), airworthiness certificate, registration, firm schedule, and tail number. For tech stops, the AVANAV is not necessary.

If it all seems daunting, veterans such as Camargo say appearances can deceive. "While airport slots procedure may at first seem complex, they are actually quite straightforward to obtain and revise in Brazil once local procedures are understood," he says.



"The airport slot process has unique elements. Slots will not be confirmed until relatively close to your time of arrival and departure"

Andre Camargo, head of Universal Aviation, Brazil

## Careful of your remarks

Look out for 'Remarks 18' in the ICAO part of the flight plan. It's where many flight plans come unstuck. Having long been dominated by the military, aviation in Brazil is big on compliance, and Remarks 18 is one of the results. Operators often fail to include essential details such as landing number, name of the aircraft operator, airport of departure, and the number of the Infraero receipt for landing fees. Uniquely, operators must

add, "already flown VMC" in the part about visual flight rules when below FL090.

Apart from Remarks 18, the usual rules apply. The application must contain standard details about the aircraft, including certificate of airworthiness, registration, insurance with third-party liability cover, and information about passengers and crew including rated licenses. Alleviating the bureaucratic burden slightly, no cabotage

applies to business flights. The paperwork applies equally to non-revenue and charter operations.

Requests for parking at designated airports require another round of paperwork known as the prior permission request (PPR). Give plenty of lead-time because there's often no parking available. And the airports where PPRs are mandatory are changing, like much else about general aviation in Brazil.

## No overtime

Although noise restrictions aren't a big problem, operating hours can be. For instance, Rio's Santos Dumont Airport shuts down between the hours of 11:00pm and 06:00am. Charter operators say it's important to check operating hours because they're strictly observed and no overtime is possible.

Once the aircraft is on the ground, long waits for customs and other procedures could be the order of the day, especially at airports such as Manaus, one of the busiest for commercial flights in the country. At such airports, try and avoid peak traffic times, although air traffic control may avoid them for you.

It's worth remembering, too, that services are likely slicker and more efficient in privatized airports with commercial operators. At present these are only Campinas, Brasilia, and Guarulhos. The government was supposed to privatize Rio de Janeiro and Belo Horizonte, but backed off and kept them under the thumb of Infraero – at least for now.

And then the aircraft has to be parked. With commercial traffic taking priority, there's little space for private jets, even locally owned ones, at São Paulo's Campinas and Guarulhos, and at Rio de Janeiro. During carnival time or other events, it's best to have at least one other alternative. Although there are designated spaces that are generally run by Infraero, there will likely be only a few. As for hangar space, for privately owned jets it is rare and highly prized.

## Watch the clock

In another Brazilian quirk, the landing permit is validated after arrival when landing fees are paid. But thereafter, all future landing fees must be paid in advance. If not, an onward flight plan will not be approved regardless of the next destination. Incidentally, fees for landing permits are standard regardless of whether the aircraft is a Global Express or an Embraer 100.

## Security risk

It's vital to organize ground transport in advance in Brazil, warns Simon Wheatley, UK manager for Air Partner's private jets division, which has completed several successful missions to Brazil in the past few months. Although there are often many airports to choose from on flights between most major cities, "not all of these are suitable for international flights," says Wheatley, who has also organized flights within Brazil.

The reasons for taking advance measures to get from airport to hotel are partly because of the inordinate distances and heavy traffic often involved in traveling by road into the city. But, as other operators agree, they are also because of the potential security risks.

"These factors need to be considered at the earliest opportunity possible when planning such trips, so that alternative arrangements such as helicopter transfers can be made," says Wheatley.

And because the charter market in Brazil works hard to block rogue companies and gray charters, it's also important that international operators take the trouble to demonstrate their professionalism in the form of all the required legal rights and authorizations to operate in Brazil. "It means rogue operators can't circumvent the rules and it helps to ensure better safety standards across the country's charter market," concludes Wheatley.



Above: **Afonso Pena International Airport**

Below: **Confins International Airport**

And when the flight plan does get the rubber stamp, the official clock starts ticking. The plan will take 45 minutes to become active and is only valid for 45 minutes thereafter. If the owner's meeting is running over time, the flight plan can, however, be delayed any number of times, but the price of any extension comes in the form of additional landing fees. This is why ground-handling veterans suggest paying up-front for an extra couple of hours worth of fees.

What happens if the meeting finishes early? The operator may take off ahead of the scheduled time, but only after filing an entirely new flight plan.

And it pays to keep customs officers on side. They have considerable authority in Brazil and may stamp a landing permit for a period of anything from 24 hours to 60 days. If the operator wants to extend the period, the request must be submitted 15 days before it expires.

### Local knowledge

Having seen operators fall foul of Brazil's complex paperwork, most ground handlers say it can prevent much heartache to use local expertise. It

may be a breeze for native Portuguese-speaking pilots to make a correction to the flight plan with a simple phone call to air traffic control, but English speakers invariably have problems and must do the paperwork. These observations apply in particular to smaller airports.

And it's not always sunny in Brazil. Morning fog is common in June and July, particularly at Guarulhos and Curitiba. And late-afternoon thunderstorms are frequent occurrences in the summer. Whenever surface water exceeds 2mm, runways are closed, usually for about 15 minutes, but long enough to cause operational delays.

### Fuel supply

With government-owned Petrobras having a monopoly, fueling up is rarely a problem, provided the operator keeps the supplier up to date on arrival and departure times. However, in congested airports, which includes most of them, an operator may have to wait an hour or two for a refuel if he has not been able to make the agreed time. In normal circumstances, expect a 20,000-liter uplift from a fuel truck (the normal method of delivery to business jets) to take about 40 minutes.

"Be aware," point out the ground handlers, "that costs may be higher and significant delays may be possible if you're trying to arrange and pay for jet fuel on your own." The usual methods of payment apply, but smaller airports may only accept a fuel release. In that case, details must be confirmed in advance and sent to the destination ahead of time if the operator does not want to risk delays.

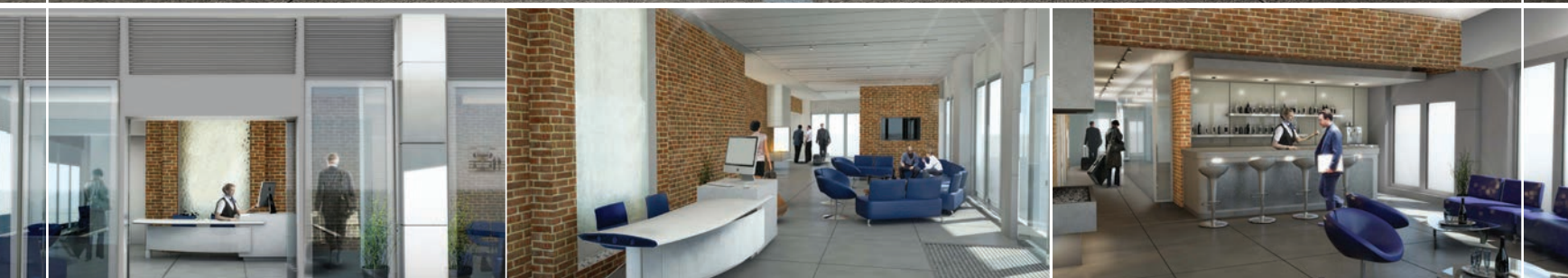
Sales tax, varying between 12 and 25% depending on the state, plus a 1.1% refinery tax, applies on fuel for domestic flights, but not for international ones. As it happens, the price of Petrobras-supplied jet fuel has risen steadily in the past 12 months, from R\$5.06 (US\$2.45) in late 2011, to nearly R\$6.50 (US\$3.15) in September 2012.

For years, Brazil's booming commercial aviation industry has crowded out general aviation, and although the authorities are trying to redress the situation, it significantly affects the operations of privately owned and charter aircraft. ☞

## Things to consider when flying into Brazil

- At some of the dozens of regional private airports, it's likely no English will be spoken, not even in the control tower.
- Permission must be sought from Brazil's National Civil Aviation Authority (ANAC), even for an overflight by a foreign-owned private aircraft. (However, technical landings are allowed under the same permission, an AVANAC.)
- Foreign-owned aircraft must land and depart from a designated international port of entry – and there are only a few of them.
- Customs officers have considerable discretion and the TEAT document that provides temporary admission must be approved – and cancelled – by them at the international airport. As ANAC points out, "No flight is possible without a Teat."
- Bring lots of corroborative documents on board, because officials may ask for all kinds of proof.
- Due to the pressure on Brazil's main airports, which business jets share with commercial airlines as the poor relations, your carefully arranged slot may suddenly become unavailable.
- Given these challenges, it's highly recommended that operators obtain the services of on-the-ground third-parties who know their way around the system.





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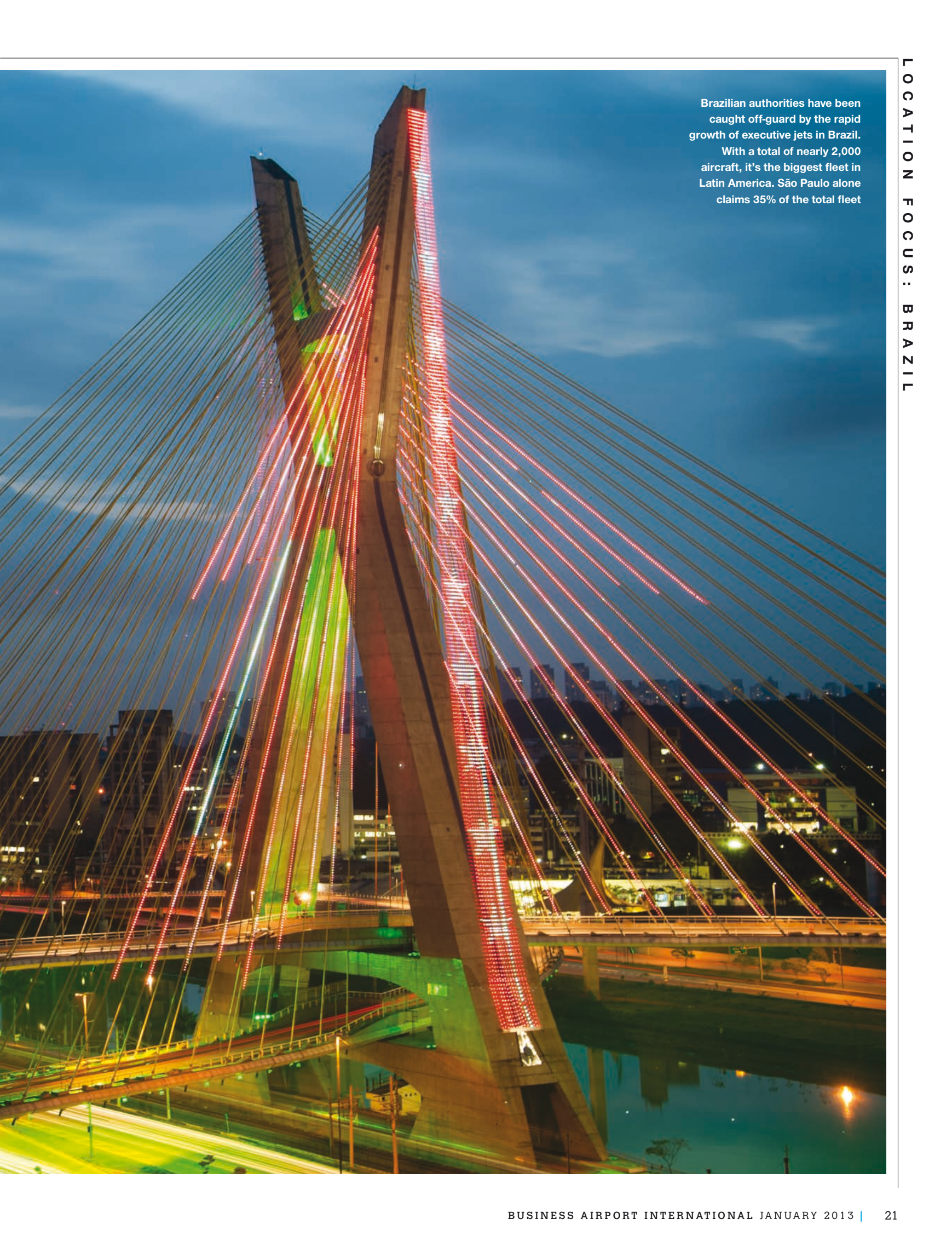


# *Race against time*

Over the next four years, Brazil will host two of the biggest sporting events in the world – but will its business aviation infrastructure be able to cope with demand?

Words | **Selwyn Parker**





Brazilian authorities have been caught off-guard by the rapid growth of executive jets in Brazil.

With a total of nearly 2,000 aircraft, it's the biggest fleet in Latin America. São Paulo alone claims 35% of the total fleet





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 Guarulhos International Airport in São Paulo, Brazil, symbolizes the challenge faced by the country's business aviation infrastructure to be ready for the 2014 FIFA World Cup, not to mention the 2016 Summer Olympics. As the city's main international airport, Guarulhos is highly congested from commercial airline traffic, but it also shares its runways, parking, and other facilities with business jets.

Managed by the state airports agency, Infraero, Guarulhos has been starved of investment for years and, according to industry sources, won't be able to come anywhere near coping with demand from business jets when the World Cup kicks off in just over 18 months' time – at least not without dramatic action.

"Currently the local business jet infrastructure is not ready for these events," explains Andre Camargo, country manager, Universal Aviation Brazil. "But the government is working on the necessary improvements to meet the expected influx." Influx is certainly the right word, with several thousand business jets expected to arrive for the World Cup.

The wheels of bureaucracy are grinding slowly. One of the reasons is that Hugo Maas, director of the Olympic Infrastructure Authority, which is responsible for building all the facilities,



Under the government's partial privatization strategy, Colt Aviation plans to boost Galeão's business-jet capacity with a **US\$12 million**, 20,000m<sup>2</sup> (215,278ft<sup>2</sup>) FBO



## Logjam in Rio

Galeão International, 12 miles (20km) from downtown Rio, is the second-busiest airport in the country, as well as being an important business-jet facility. Galeão has the biggest runway in Brazil at more than 13,000ft (4,000m), is open 24 hours a day, and boasts one of the fastest customs procedures. Colt Aviation has a hangar there, but Galeão is very much an airport for the major airlines.

Rio's second airport, Infraero-managed Santos Dumont, is popular with executive jets because it's right on the edge of the city, jutting into the bay. However, it has slot restrictions, with 23 operations per hour, according to latest information. From Santos Dumont, Colt Aviation provides aircraft cleaning, among other ground-handling services, as well as a VIP lounge, and transport into downtown Rio.



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**At Pinto Martins International Airport in Fortaleza, a World Cup venue in northeastern Brazil, Infraero is expanding the terminal, apron, and parking**

fears the 'Athens effect'. That is, white elephant structures that lie largely unused after the events.

Meanwhile, Brazil's private aviation industry is rapidly running out of patience with the government. In a recent statement, the Aircraft Owners and Pilots Association got together with other airport users to slam the National Civil Aviation Agency, the Civil Aviation Department, and, for good measure, the presidency; among other alleged failings, they cited "regulatory anachronism", inefficiencies, and general lack of progress over issues that have been under discussion for months and even years. According to association president Humberto Branco, many urgent projects "remain untouched, sometimes for lack of personnel, sometimes for lack of clear policy, and sometimes because of operational failings". (Branco has since been co-opted onto government bodies, such as ANAC in Brazil, to help speed things up.)

### Rapid growth

Business aviation is currently the Cinderella of a booming aviation industry in Brazil. As Universal Aviation's Camargo points out, "We are operating under the same infrastructure as the commercial airline business and currently that is our government's priority."

Certainly, the authorities have been caught off-guard by the rapid growth of executive jets in Brazil. With a total of nearly 2,000 aircraft, comprising about 650 helicopters, 700 jets, and more than 650 turboprops, it's the biggest fleet in Latin America. São Paulo alone claims 35% of the total fleet, as well as most of the helicopters. The city's dense traffic makes helicopters almost a necessity for anybody in a hurry (see *Rotor to rotor*, page 26).

The bottlenecks at São Paulo, the business capital of Brazil, illustrate what Camargo means. Although several airports cater for business aircraft, there's a chronic shortage of slots and parking. Also, any aircraft flying non-stop

"Currently the local business jet infrastructure is not ready for these events. But the government is working on the necessary improvements to meet the expected influx"

**Andre Camargo, country manager, Universal Aviation Brazil**

to a long-haul destination must take off from Congonhas, an airport just five miles from the city center, but protected by numerous noise and other restrictions, or from Guarulhos. This is because their runways are the only ones long enough for a fully fueled jet. Both these airports are overloaded commercial hubs.

Viracopos Airport at Campinas takes some of the heat off these two facilities, despite being 62 miles (100km) from São Paulo. Viracopos has five FBOs – Lider Signature, Universal Aviation, Flight Ops Services, Swissport, and ASAS.

Another peripheral airport is Infraero-managed Campo de Marte in the north of São Paulo. One of the busiest in Brazil, it's a hub for military and police, private jets, and helicopters, with no regular airline traffic. It operates night landings and has a 1,600m runway, a heliport, and 22 hangars for executive jets. Nearly 60 concession-holders run operations there.

And it's a similar story of congestion in Rio de Janeiro (see *Logjam in Rio*, page 23).

### Waiting on Infraero

Under the government's partial privatization strategy, Colt Aviation plans to boost Rio de Janeiro's Galeão International Airport's business-jet capacity with a US\$12 million, 20,000m<sup>2</sup> (215,278ft<sup>2</sup>) FBO. However, Colt needs Infraero to complete some preparatory work before it can make a start. "The works at Galeão are on hold because we are waiting for some other

infrastructure projects to be completed by Infraero," says Adnan Rahal, Colt's marketing manager. "As soon as they finish, we will continue with our work. It all depends on bureaucracy."

Colt expects to do the job quickly, within 10 months, when it finally gets started. The FBO will be important for the business jet community with two hangars (one for parking and the FBO's own aircraft, and another for maintenance services for Bombardier aircraft), a 500m<sup>2</sup> (5,381ft<sup>2</sup>) VIP lounge with "the highest level of comfort", meeting rooms, and a private entrance separate from the general-aviation traffic with more than 200 dedicated parking spaces. The hangars are the immediate priority and Colt Aviation chief executive Alex Eckmann expects them to be ready in the first half of next year.

"If Infraero can arrange all the necessary documentation this year, the rental income will be theirs until the end of our contract. They don't want to lose this," adds Rahal.

Government money is certainly being spent. At Pinto Martins Airport in Fortaleza, a World Cup venue in northeastern Brazil, Infraero is expanding the terminal, apron, and parking. And at Pampulha Airport in Belo Horizonte in the southeast, another 2014 venue, there will be more hangarage for business aircraft.

### Non-Infraero airports

Perhaps most significantly for the long term, president Dilma Rousseff has signed a law that



effectively takes business airports out of the iron control of Infraero. For the first time it allows FBOs to set up outside government-owned commercial airports and to charge fees for landing, parking, hangarage, and other services. Until now, the dozens of privately owned airports have not been able to do so.

The law has paved the way for a spate of greenfield business airports near São Paulo. One is the Catalina project for a private airport in São Roque, about 38 miles (60km) away. Under the wing of Francisco Lyra, a former president of the Brazilian Business Aviation Association, it is expected to include a VIP terminal, a control tower, a 2,800m (9,180ft) runway, and a parking ramp for up to 500 aircraft in the first stage. Novo Aeroporto Executivo, as the airport will be known, will be able to handle all business aircraft flights. The first stage is slated to be open by June 2014. Condominiums, a golf course, a shopping mall, an office park, and a medical center will come later along with a second runway. Another private airport, the Aerodrome Beltway, is slated for construction near the city's main highways.

#### White elephants

Brazil's Civil Aviation Authority is following a similar strategy to the one that worked so well for the London 2012 Olympics. Citing the conflict for space between executive jets and commercial aircraft, Doriello dos Prazeres, inspector of airport infrastructure, pointed out recently that the main London airports were saturated and demand had to be spread around smaller alternatives. "The situation in São Paulo is

## Rotor to rotor

Brazil's fast-growing fleet of executive helicopters has emerged mainly because of the difficulties of getting around its two biggest cities. This has resulted in a unique aviation infrastructure, especially in São Paulo. With 400 rotary-wing aircraft in the economic capital, it boasts 260 helipoints – well over half of the national total – and more than 200 of those are rooftops.

particularly critical," says dos Prazeres. "The only solution is to direct executive flights to smaller airports to relieve the central ones, as was done for the London Olympics."

This is one reason why Colt Aviation is also erecting a 6,000m<sup>2</sup> (64,583ft<sup>2</sup>) hangar at Sorocaba Airport, 55 miles (90km) from downtown São Paulo. "Sorocaba is a very important airport for all private aviation in São Paulo," explains Colt Aviation's Rahal. "This is the perfect spot for super-mid or heavy jets. They can park there and depart from Congonhas or Guarulhos. Also, it's faster to get there from the business center than it is to Guarulhos. It's further to travel but there's little traffic, while it's 20 miles (35km) with heavy traffic to Guarulhos." (In the meantime, Embraer is developing a service center for executive jets at Sorocaba.)

The city's Campo de Marte Airport is probably the helicopter capital of the world, with two-thirds of all 133,000 take-offs and landings by military, emergency, and private helicopters.

The only way to manage this fleet, which is bigger than Tokyo's and New York's, is through a dedicated air traffic control for helicopters. Indeed, São Paulo is the

only city in the world to have such a facility. To take the pressure off Campo de Marte and the city ("It's just about rotor-to-rotor there," according to one source), a privately owned helicopter-only airport outside São Paulo is under consideration. Called Helicidade, it's the brainchild of economist Fabio Tinelli, and could be in operation in time for the 2014 World Cup.

Still, by common consent, Brazil faces a race against time to deliver the aviation amenities that will be required by the fleet of business jets arriving for the FIFA Football World Cup in June 2014.

And space will be a major issue. "Parking capacity is the one to be prioritized," explains Universal Aviation's Camargo. "I think that the provision of services and security in Brazil won't be a problem, and the general needs of the business aviation fleet will be handled accordingly." Parking could, however, be a nightmare.

Ultimately, it's all up to the government. "It's clear we are facing a big challenge to complete these mandatory projects in the short time available despite the considerable funds committed to them," says Camargo. "Hopefully, things will be ready on time and fully operational." ✈



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Реклама

# *The real-estate game*



**BUY**



## Five simple rules for negotiating airport real-estate deals

Words | **Mark Huber**

You've heard it before. The key to any successful retail business is location. But equally critical are the terms and conditions, especially for FBOs located on public airports. Negotiations with host governments can be tricky, especially with those who view their airports as cash cows to be milked dry, as opposed to incubators for traditionally low-margin businesses struggling to survive, which serve their communities as gateways to greater commerce. In this regard the ignorance of some airport boards and their bureaucratic minions can be nothing short of astonishing and exasperating.

Some years ago I was in negotiations for a large, empty hangar on a decommissioned US military base. This was basically an abandoned airport that the county had received for free from the federal government. Its cost involvement in the property was zero, yet the bureaucrat-in-charge seemed most uninterested in my lease proposition unless I could guarantee 100 new jobs; assume all costs related to asbestos abatement and environmental clean-up; install a new heating plant; and pay Chicago market rent. This hangar was in the middle of the desolate, cold, and commercially unappealing Upper Peninsula of Michigan, one of the closest climates to Siberia in the English-speaking world.

It was a very brief conversation. Smirking bureaucrat: "What do you think?" Me: "You're nuts."



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Air Bound Aviation FBO  
at Essex County Airport

Other airport boards seem to encourage irrational competition, jamming as many FBOs as possible onto a single airport and/or competing directly with them with their own FBO, which unlike those of tenants, is unconstrained by any need for profit. These are often repositories for the naïve sons and daughters of county supervisors who must be nervously watched lest they fill the Learjet with avgas or inflict mass hangar rash trying to drift a tug between a Gulfstream and a Global.

Still, if you want to be in the game, sometimes these are the things that must be tolerated. Negotiating the best deal on the front-end can eliminate a great deal of operational pain and increase your profit margins. Here then are five simple rules for negotiating airport real-estate deals.

**1. Be in charge.** Airport boards like to tell tenant FBOs how to operate their businesses – when to be open, how many line staff to hire, how many fuel trucks to run, and what services to offer. And they are going to stick all this language in your lease. If the volume of traffic justifies these minimum requirements – great. If not, ask the airport board to indemnify you against operational losses brought about by these extra hours, equipment, and personnel. If you do agree to such terms, make sure they can be modified periodically based on simple economic data, such as gallons of fuel sold and aircraft movements.

**2. Just say no to fees – or at least try to limit them.** Chief among these are airport fuel flowage fees. In the USA they can range from five to 25 cents a gallon or higher. Airport fuel fees have a place if the airport owns, maintains, and insures the fuel farm and/or fuel pipelines on

## Tight quarters in New Jersey

Andrew Ferguson has finally chased out his lone competitor – at least locally. Ferguson is president of Air Bound Aviation, the FBO at Essex County Airport in Caldwell, New Jersey. By air, Caldwell is only seven miles from the megalopolis business aviation mecca known as Teterboro and six miles from an upscale airport at Morristown, New Jersey.

"We've always had two FBOs operating here simultaneously, but for the past 10 years an FBO has gone out of business here every two years. The county was getting tired of that. Since I've taken over there hasn't been one complaint," Ferguson says. Air Bound began operations three-and-a-half years ago, but Ferguson had been on the field for 20 years running various aviation-related businesses, including aircraft dealerships.

Although Ferguson is now the lone FBO, there are a variety of other businesses based on the field including two big authorized service centers and aircraft detailers.

Air Bound owns two buildings outright but has a long-term lease on the land. Building leases vary, but the average land lease term is 25 years. The airport is compact, but the



Above: Air Bound Aviation's facilities have recently been extensively upgraded

Below: Air Bound offers extensive ramp space

buildings are 3,000ft apart. "You have to have good tugs," Ferguson advises.

Essex County gave no quarter on the terms of Ferguson's lease, which includes a relatively steep 25 cents per gallon fuel flowage fee (the county owns the fuel farm) and setting terms and conditions of FBO operations, including a hangar with a minimum of 10,000ft<sup>2</sup>, the sale of Jet-A and avgas, and the hours of operation. Ferguson has improved on these prerequisites, offering 65,000ft<sup>2</sup> of hangar space and 14,000ft<sup>2</sup> of FBO/office space scattered over several buildings on the field.

"One large building would be nice, but this is the New York metro area, where real-estate values are high and every inch counts. "I wish it were Texas where they might ask, 'Hey want an extra acre of land for your ramp?' Here they charge you for parking spots for your trucks."

He hopes to base a large corporate jet in a newly refurbished hangar. Even with all this, Ferguson can charge less for fuel than the other airports. "Our strategy is to pick up the crumbs from Teterboro and Morristown and we are doing that every day." Although the sole FBO on the field, Ferguson said he must still be mindful of price competition with so many other airports nearby. "We are the cheapest fuel in the area by far," he notes, "and there is never a line to get out of the place."



"Make sure your lease includes a right of first refusal to acquire the assets of any competitor located at your airport"

the airport. Otherwise, they are just another form of taxation and a way to make your FBO potentially less competitive with those at nearby airports. Facility improvement fees are also increasingly finding their way into airport property leases, generally as a per-square-foot surcharge on hangar and building leases. If you decide to pay such fees, be sure they are held in escrow by the airport authority and are indeed used for airport improvements, as opposed to being looted by general funds. Negotiate a fixed timetable for improvements whenever possible.

**3. Limit competition.** Make sure your lease includes a right of first refusal to acquire the assets of any competitor located at your airport, including those owned by the government, at market rates determined by impartial third parties designated in your lease. Do not locate at any airport where your landlord is also your competitor.

**4. Opt for build-to-suit/build-outs.** There are times it when makes sense to buy airport real estate –when prices are below that of leasing/renting, when acquiring property is accompanied by large tax abatements, or when land scarcity in congested areas dissuades competition and assures a good rate of return on investment if hangars and buildings are eventually sold. However, capital costs generally slant decisions in the direction of renting and leasing. The more facilities maintenance you are willing to assume, the lower the lease payments. Various advantages can be negotiated into these leases, such as having the airport authority build/renovate facilities to your custom specifications and then amortizing those costs in a lease over time. Governments can typically obtain capital less expensively than the private sector.

**5. Land lease with caution.** Again, land leases have certain capital cost advantages over outright purchases, and value-added services such as grounds maintenance and snowplowing can be grafted onto them. Of course the cost of whatever you build on the land is borne by you, as are the taxes. And whatever you construct reverts to the landlord when the lease is over or breached. Therefore, unless a land lease is extremely long-term (in the USA, for example, it is the classic 99-year lease) it often does not make good sense. At the conclusion of the lease you need to be able to walk away without whatever occupies the leased land having much residual value. You also need favorable terms for transferring the lease. Businesses come and go, but real estate is forever. ☺



Above & right: **McClellan Jet Services in McClellan, California**

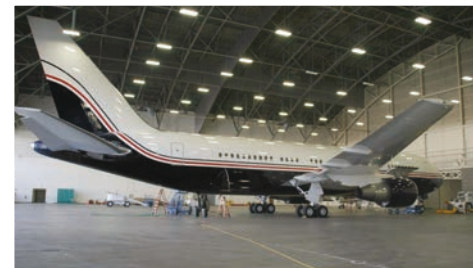
## California dreamin'

Space is not an issue for McClellan Jet Services (MJS) in McClellan, California, near Sacramento, according to Scott Owens, company senior vice president. The FBO is located on the site of a shuttered air force base and has been redeveloped into a mammoth business park complete with more than 8,000,000ft<sup>2</sup> of industrial, residential, hotel, office, and retail space. "We have our own zip code," Owens notes.

More than one million square feet of buildings and the same of ramp are located on the airport, at the center of the business park. Tenants include MJS, the jet charter/fractional company Xojet, Cal-Fire's fleet of 35 water bombers and other aircraft, CALSTAR medevac helicopters, a fleet of four C-130s operated by the US Coast Guard, various law enforcement aircraft, and transient freighters looking for a cheap place to nest and do ramp maintenance. Huge airport hangars can and do accommodate privately owned 747s. The giant community hangar holds up to 65 aircraft.

"Law enforcement, medevac, and fire-fighting aircraft – those kinds of things tend to be a large share of our business," says Owens. Just how large? "This year we will pump 3.6 million gallons of Jet-A and in August alone we pumped 680,000 gallons, primarily for fire-fighting," Owens adds. Sacramento County receives 10 cents per gallon in fuel flow fees, which Owens characterizes as "a little high for the Sacramento area".

As one might expect, the trail of this redevelopment has been somewhat complex. MJS has been on the field since 1998. It began as a development agreement between the McClellan Business Park and the county government of Sacramento, which was given the property by the federal government. The property had to be brought up to civil code standards for infrastructure and



environmentally remediated. (The Air Force was not shy about pouring all matter of nastiness into the ground during the Cold War. McClellan, like several other converted military bases, qualified for federal assistance as a Superfund clean-up site.)

The business park will get the land title after the land passes environmental muster. It then can own, lease, or sell parcels as it sees fit. The FBO rents from the business park in a straight lease that still has 89 years remaining, according to Owens. Leases include a monthly 14 cent per square foot airfield fee to fund general improvements. "This is a non-federally funded airport," Owens notes. "We support the whole airport ourselves." MJS currently leases 180,000ft<sup>2</sup> of building space but has leased as much as 220,000ft<sup>2</sup>. Lease rates vary based on the maintenance and upkeep.

McClellan was originally envisioned as an aircraft maintenance center, but Owens admits, "It didn't quite work out that way." Nevertheless MJS did come into a fair amount of abandoned Air Force equipment that has enabled it to develop niche customer appeal from airfreight companies that fly into nearby Travis Air Force Base. Those aircraft are required to depart Travis within 24 hours of arrival and often need nearby parking and maintenance space. "We can rent them ramp space by the hour or the day and we have all this surplus Air Force equipment – air starters, ground power unit, scissors and boom lifts, a lot of great equipment," Owens says. "It works for them and it works for us. It's a win-win."

Nevertheless the retail freighters, Fedex and UPS, are unlikely future tenants. "There are two things we don't have that most freight companies like – redundant (parallel) runways and a (manned) control tower," Owens admits. Likewise the four established airports in Sacramento County continue to get most of the business. Nevertheless business is picking up, and favorable FBO lease terms haven't hurt. "We have picked up momentum in the past three years," he adds.





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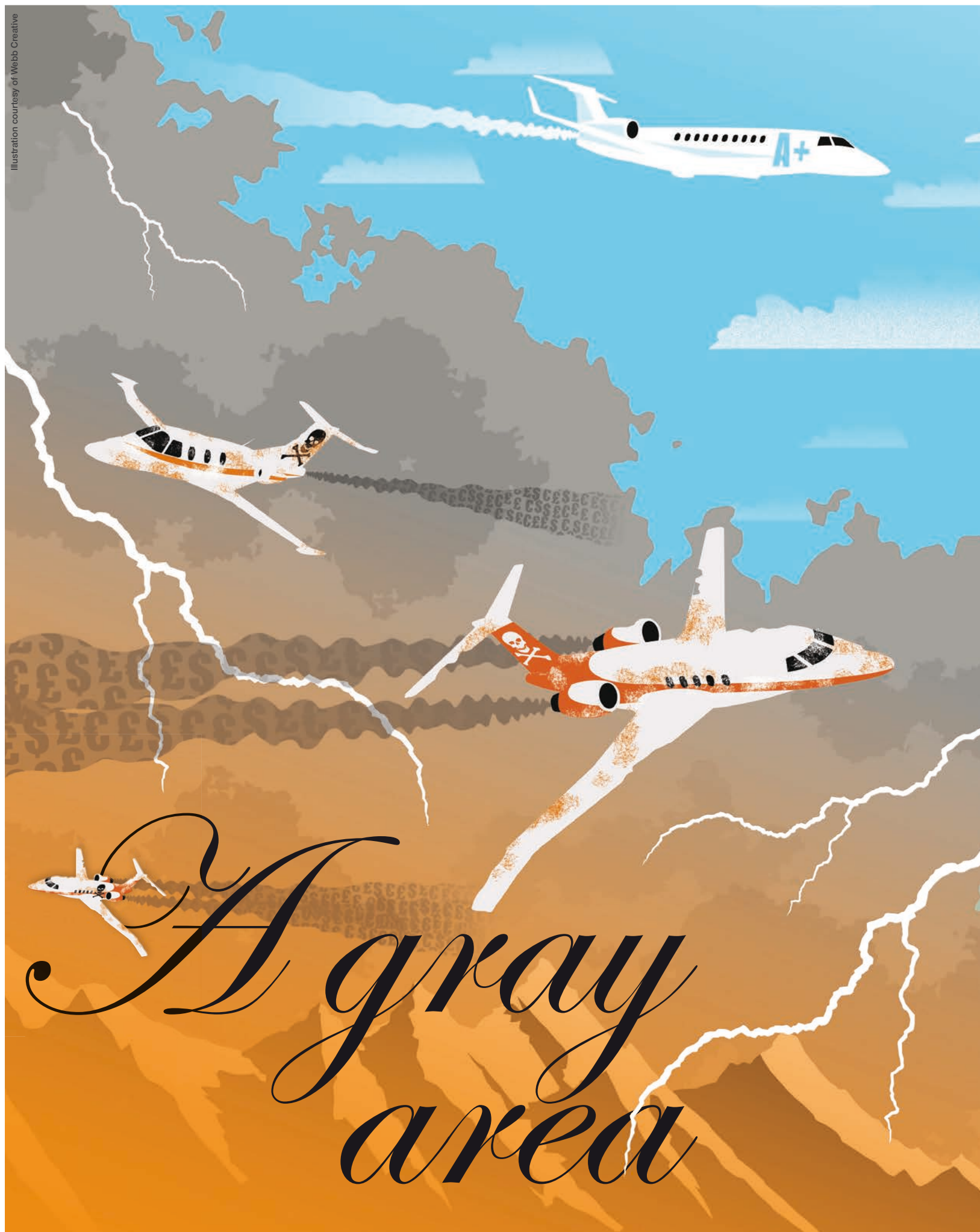


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Illustration courtesy of Webb Creative





The tyranny of illegal flights remains one of general aviation's greatest challenges, but steps are being taken to tackle the problem

Words | **Saul Wordsworth**

The business of illegal – or ‘gray market’ – chartering of aircraft is an area of great uncertainty and unknowable numbers, where late-night flying is often the norm. Most general aviation bodies choose to play it down. The European Business Aviation Association (EBAA) estimates that 6-8% of all business flights operated within the continent are conducted without the requisite Air Operator Certificate (AOC). The British Business and General Aviation Association (BBGA) believes that as much as 13% of traffic coming into Europe is illegal. Others hint at far greater numbers, but cannot substantiate.

“The difficulty is that unless they are revealed, it is almost impossible to prove that someone is operating illegally,” says Marc Bailey, CEO of the BBGA. “If you look at certain states of origin and examine their registrations, they are primarily ‘private’ flights, yet when they turn up they are still here to do business.”

One area that is more upfront than most is the young but burgeoning Middle Eastern market. Ali Al Naqbi, founding chairman of the Middle East Business Aviation Association (MEBAA), believes that “most charter operations here are run illegally”.

#### Definitions and drivers

The definition of an illegal flight is not always straightforward and therein lies part of the problem. Aside from the absence of an AOC granting commercial license (or Part 135 in the USA), an illegal flight may be one whereby an operator enters a country with the correct permit, but flies to another where a bilateral agreement is not in place.

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"By flying illegally you might get less than the market price, but you are jeopardizing your life, and safety cannot be guaranteed"

Ali Al Naqbi, founding chairman of the Middle East Business Aviation Association

Reasons for unlawful operations include unscrupulous owners looking to undercut established AOC-holding operators, ill-informed customers attracted by lower prices, indifferent aircraft owners hoping to make a fast buck during tough economic times, simple ignorance, and even favors for friends.

"Some people don't fully understand the rules associated with charging for flights and charging passengers who may be flying aboard your aircraft," says Doug Carr, vice president of operations for the National Business Aviation Association (NBAA). "This is where we see most of our illegal charter activity, as opposed to people advertising their jets without proper authority from the Federal Aviation Association (FAA)."

Whatever the reason, the impact on the industry's bottom line is massive. In Europe, a conservative estimate puts the cost of illegal charter activity at around £2.5 billion (US\$4 billion) per year in lost revenue for AOC-registered charter companies. The reality may be far higher.

"The gray market is like a disease," says Naqbi. "Those with an AOC have invested capital and have infrastructure in place. Meanwhile, a simple broker makes money by sitting on the phone at home and taking margin from companies who put in the effort."

### Economics and safety

Concerns surrounding illegal operations can be divided into two areas: economics and safety. Economics drives the industry forward, but safety is its watchword. Taking off without the correct permits on a jet not required to meet the standards of its commercial counterparts flies in the face of all that the industry holds dear.

"Illegal operations give business aviation a bad name," says the BBGA's Bailey. "This becomes clear when things go wrong. An analogy can be made with bargain hunting on the internet. As long as everything goes smoothly – for instance going online to buy the best

television – all is fine. But if there are problems, the ramifications can be more significant."

"Those who travel on illegal 'private' flights often do so in an effort to secure the cheapest price," says Paul Cremer, commercial manager at Gama Aviation. "They need to look at the bigger picture."

AOCs are issued for a reason: as proof the aircraft is capable of commercial travel. To get and maintain the right to operate commercially requires maintenance and investment. A private operation requires less oversight, less organizational structure, and fewer safety management systems. Crews supporting individuals who choose to charter illegal flights are doing so with less legislation protecting them, and can be subject to more human factors and pressure to operate. Meanwhile, those flying with an AOC are being monitored by the relevant CAA. Consequently standards are regularly checked.

"Those flying without an AOC undercut legitimate chartering," says Belarmino Gonçalves Paradela, senior manager, economics and operational activities at the EBAA. "Their cost structure is lower because they don't have to fulfill the same safety requirements and in addition, they can fly to and from airports where, due to the runway factor limitation, you cannot operate commercially. It doesn't necessarily mean they are unsafe, but you are moving down the risk curve. If you are prepared to make one step, then you are likely prepared to make next one."



"Those who travel on illegal 'private' flights often do so in an effort to secure the cheapest price. They need to look at the bigger picture"

Paul Cremer, commercial manager, Gama Aviation

Corners may be cut on maintenance and training, and inexperienced flight crews may be used. Pilots flying bona fide commercial operations have strict duty time limits to prevent fatigue. This is not so in the gray market. Should a tragic incident occur, it reflects badly on the industry as a whole – the fact that it was undertaken illegally is inevitably lost by the media. All the more reason to continuously challenge those in breach of the rules.

Then there is the matter of insurance. An illegal operation means that, should an incident or accident occur, the coverage of those on board is likely to be invalidated – including life insurance.

"Would underwriters support a case if the worst did happen?" asks Bailey. "It's not black and white, but based on the feedback we have received, there is a good chance that none of those involved would be covered, from the passengers and crew, right down to those on the ground. By going on an illegal charter operation, you are completely exposed. It's just not worth it."

### Tackling the problem

Confronting this issue is akin to fighting the war on terror; the foe is nebulous, and hard to identify or quantify. This is why the battle is being fought on many fronts and by a multitude of organizations across the business aviation world, both by highlighting the dangers (education) and penalizing those involved (legality).

Since 2010, the EBAA has made safety its primary concern. Its high-profile 2011 campaign



## Advice for the customer

The message is clear: the passenger must take personal responsibility. From the very earliest stage, it is imperative you check for an AOC to ensure a legal operation.

"Be up-front with your broker," insists Marc Bailey of the BBGA. "Take responsibility. Say 'you are offering me two options and the second one is £50,000 (US\$79,000) less. Can you confirm this operator has an AOC?'. If you are not prepared to ask those questions you will be carrying on down a slippery slope and are equally guilty in the process. Before you know it you may even be briefed by the operator to answer questions in the event of someone coming on board the flight."

Seek out a copy of the European Business Aviation Association's brochure *Is My Flight Legal?* either online or at your local brokers. Inside you will find a list of everything you should expect from your operator as a matter of course. If you have

questions regarding flight plan, safety, or crew qualifications, simply ask. If the answers are not satisfactory, move on.



"Illegal operations give business aviation a bad name...if there are problems the ramifications can be more significant"

Marc Bailey, CEO, British Business and General Aviation Association

of bombarding passengers, brokers, and operators with the pamphlet *Is My Flight Legal? Your Rights as a Business Aircraft Charter Passenger* has been a qualified success. It has developed a Voluntary Declaration for EBAA members, which has helped make people take the issue more seriously. It has also met with civil aviation authorities from different nations in an attempt to raise awareness. Possibly as a result, both France and Italy have seen 'big wins' of late, which may deter those considering entering these countries illegally.

"Too many act with a feeling of impunity and invincibility," says the EBAA's Paradela. "This is precisely what we are trying to address."

Avinode, a world leader in buying and selling air charter, is looking to create a 'white list' or database of all AOCs that are current and legal, together with their associated insurance information. By this means, brokers will be able to verify the status of operations. The BBGA, under the guidance of Marc Bailey, is establishing an illegal charter task force using "multiple agencies rather than the more traditional approach". Meanwhile, in North America the FAA continues to meet operators and airports, carrying out ramp checks, and staying in touch with operations.

"The FAA set up a hotline so people in the field or other operators can report suspicious illegal activity," says the NBAA's Carr. "We have

also released some guidelines for both charter operators and passengers, helping them to verify whether they are in fact doing business with a certified operator."

If this seems like a scattergun approach to the challenge, then this is more a reflection of the complex nature of the problem, rather than a criticism of those confronting it. At the moment, it is a case of assault on all sides in the hope that some of it sticks.

"We are currently campaigning to raise the awareness of exactly what is an illegal flight," says Naqbi of the MEBAA. "We are doing this by organizing conferences, arranging training, writing in the media, and establishing resources online. By flying illegally you might get less than the market price, but you are jeopardizing your life, and safety cannot be guaranteed."

If illegal flights continue to flourish, the entire industry is poorer for it. The reduction of costs by ignoring certain critical standards of safety and legality is highly unsatisfactory and must continue to be addressed in a joined-up fashion involving all professional bodies. If the problem is not lessened or contained, it may result in legal operators leaving the market or joining the scam.

"The message we need to give the industry is that a price comparison makes sound business sense, but only within the legitimate market," concludes Bailey. "Otherwise there is a poor risk/reward ratio." ✈



"Too many illegal flight operators act with a feeling of impunity and invincibility. This is precisely what we are trying to address"

Belarmino Gonçalves Paradela, senior manager, economics and operational activities, European Business Aviation Association





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# Riding the storm

While commercial aviation ground to a halt when Hurricane Sandy hit the east coast of the USA recently, one charter operator managed to operate almost as normal

Words | **Selwyn Parker**

 A telling statistic about the flexibility of business aviation has emerged from Hurricane Sandy. When the storm hit the USA in late October, it devastated commercial aviation, shutting down New York's three main airports – JFK, Newark, and La Guardia. All told, some 18,300 flights to and from the area were canceled over three days.

By contrast, Sandy caused little disruption to the executive-jet industry. As far as *BAI* can tell, most of the business airports in the area lost a day at most, and some never missed a beat. And although there was considerable congestion at airports such as Teterboro, which is just 12 miles from midtown Manhattan, most flights managed to get in and out.

In fact, on October 27-28, as the commercial airports were pulling down the shutters, Teterboro was the only business airport to close. Meanwhile, White Plains and Morristown business airports, both popular for executive jets because they are generally less congested, stayed open throughout the storm, even though some FBOs at White Plains lost power, according to reports. Long Island MacArthur Airport (Suffolk County) and Atlantic City, nine nautical miles northwest of the central business district and right on the eastern seaboard, also continued to land business jets.

“The main issues are at the airport itself; there may be flooding, a low cloud base, poor visibility, wind shear or other factors”

George Galanopoulos, managing director,  
London Executive Aviation



During the FAA's type certification process, the manufacturer is required to demonstrate that the aircraft can be controlled by a test pilot in 90° crosswinds up to 20% of VSO



"Pilots are prepared for the worst. They routinely perform training for wind-affected landings"

The availability of White Plains and Morristown airports proved a boon for London Executive Aviation (LEA). As the storm gathered strength over the Atlantic, LEA's London headquarters started getting desperate phonecalls. As managing director George Galanopoulos tells *BAI*, "We don't normally fly to New York but we began to receive inquiries for flights on October 27 and 28." LEA was able to meet those requests, in one case diverting a Gulfstream 500 from Palm Beach just as commercial schedules were completely disrupted.

But soon afterward, the phones ran hot as it became all too clear it would take days for commercial airlines to clear the backlog, even assuming the main airports opened almost immediately. In fact, that was far from certain. La Guardia, for instance, stayed closed for a day longer than JFK and Newark.

In total, LEA mounted 12 missions out of New York, two before the storm and the others afterward. In more normal times the operator, which in October was named best general aviation operator by the Baltic Air Charter Association, would fly out of New York about once a month.

The dilemma was where to send its passengers to be picked up. "We didn't even look at Teterboro because it was too congested," Galanopoulos explains. "But Morristown and White Plains are only about an hour from Manhattan so we went there." LEA deployed Embraer Legacy 600/650s and Challenger 600s for the hop, each with half a dozen passengers.

Although Sandy brought gusts of 90mph to the east coast, Galanopoulos makes the rescue operation sound almost routine. "It wasn't particularly challenging," he insists. "The weather was the only concern. It just required a bit of zig-zagging, flying further south in the Atlantic than

usual. It only added about 20 to 30 minutes extra to the flight times."

In the USA, the ultimate decision about whether an airport will close or stay open in hostile weather lies with the airport authorities themselves – although usually working with the FAA. The rule of thumb for closure is when gusts of 50kts or higher are registered or when strong crosswinds are experienced. But with every aircraft bearing a rating under its demonstrated crosswind component (or capability), that decision also usually reduces to a statistic. (During the FAA's type certification process, the manufacturer is required to demonstrate that the aircraft can be controlled by a test pilot in 90° crosswinds up to 20% of VSO.)

In practice, say sources, crosswinds of 25-30kts would be enough to shut down an airport – or at least a runway if there were alternatives. In any event, pilots are prepared for the worst. They routinely perform simulated training for wind-affected landings, including training for crosswinds and wind shear.

For an operator such as LEA, explains Galanopoulos, who describes himself these days as an "ex-pilot", the main consideration before flying into storm conditions is the state of the weather en route and at the destination. "Airports will allow you to zig-zag through the weather and to take a longer route if conditions are building up," he says. "But the main issues are at the airport itself; there may be flooding, a low cloud base, poor visibility, wind shear, or other factors."

He pays tribute to US business airports for their proficiency in such conditions. "I used to fly a lot to Florida where they have a lot of practice in hostile weather, hurricanes in particular, and they are very well organized," he says. "We've got to give them that." ✈

## Wings of Relief



Atlanta-based inflight catering business Tastefully Yours launched a humanitarian initiative in November 2012 entitled Wings of Relief, which supports the victims of Hurricane Sandy in New York, New Jersey, and other eastern states, by providing them with essential food and clothing.

The initiative was set up by executive sous chef Jameson Penn, who opened an initial collection point for donations of shelf stable food items, baby food, diapers, warm clothes, and other essential personal items, at the company's headquarters.

The donations have been loaded onto private flights departing from all Atlanta area airports, and flown to New Jersey. On arrival, the packages are met by Mike McGain, a local police chief, who is coordinating with Jet Aviation to distribute the items to local shelters and to those most in need.

The inaugural flight departed Fulton County Airport on November 14, 2012, with over 300 lb of clothing, toiletries, and other personal amenities. Corporate jets from leading Atlanta blue chip companies have also been supporting the task by flying packages to Teterboro, New Jersey.

Talking about why he set up the initiative, Penn explains, "It was dreadful to see those homes destroyed and families left with literally nothing. While I'm carrying on with my daily routine, these displaced families are experiencing real hardship; I just wanted to do something positive to help."

Penn also enlisted the help of Signature Flight Support, which offered both its Peachtree and Fulton County facilities as donation collection centers. In addition, Signature requested that flights heading into the Eastern states area should transport supplies.

Looking to the future, Jameson is planning to meet with aircraft owners, FBOs, and international catering companies to set up a network of centers that will help provide immediate relief for future natural disasters wherever they may occur.





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# March to the same beat

Piecing together a safety management system can be a daunting prospect, but once complete it will benefit the entire industry

Words | **Courtney Davis O'Leary**

 On the subject of safety management systems (SMS), Rudy Quevedo, deputy director of technical programs for the Flight Safety Foundation (which was formed to pursue the continuous improvement of global aviation safety), is quick to emphasize what he believes is a key point: "SMS means safety *management* system. It's not a safety system, it's a management system and it's about how this is ingrained in the organization."

For the International Business Aviation Council (IBAC), SMS is defined as a widely endorsed concept to enhance aviation safety that is being progressively introduced into regulations

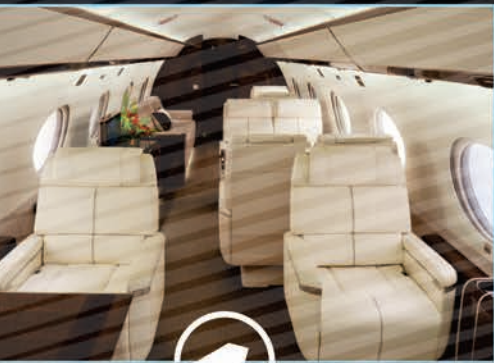
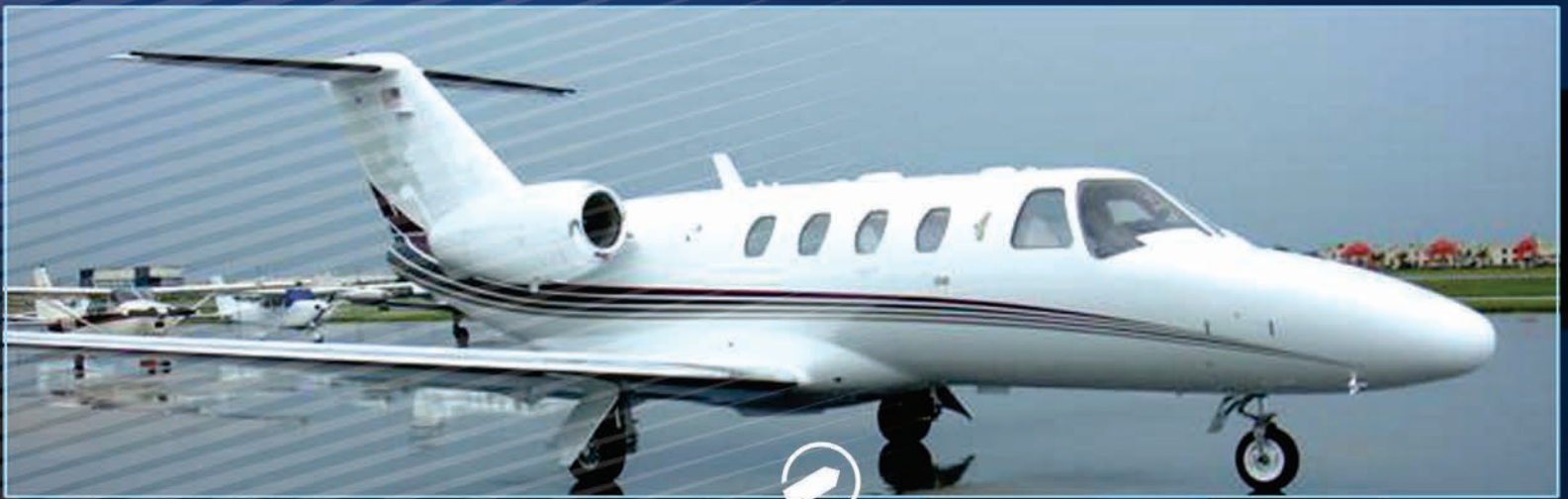
in response to global standards set by the International Civil Aviation Organization (ICAO).

Quevedo defines SMS as a comprehensive practice-oriented approach to managing safety throughout an organization. The system has formal methods for identifying hazards, assessing and mitigating risk, and promoting safety culture. "For example," says Quevedo, "in the past, a safety issue would occur at an airline and depending on how and where it happened, the involved department would manage that issue. Now it's not a separate standalone process. Much like finance today is involved in all elements of the business,









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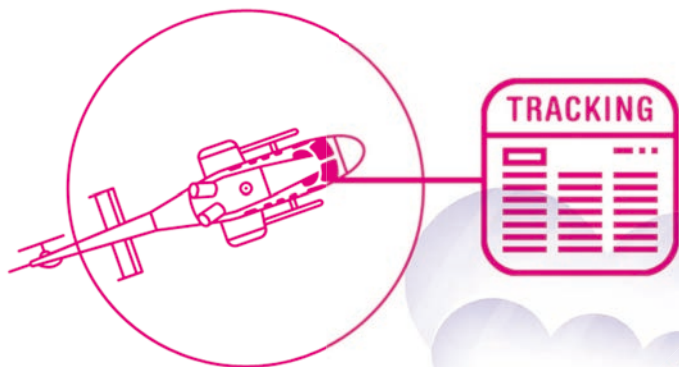
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there is a formal structure for management to manage the system. That's the difference."

Quevedo understands how vital safety is and thinks the clear advantage of an SMS is that by design it draws everyone into the safety discussion, plus clearly puts in place an accountable executive. He says, "It forces everyone to march to the same beat. It puts in writing what we've been saying for years – safety is number one."

### Then versus now

"Going back a few decades," recalls Jim Cannon, a 40-year-old aviation veteran and co-author of *Practical Applications in Business Aviation Management*, "there were no office manuals and no real documentation for SMS. Everyone had different processes in place. John ran his operations one way, Joe another way."

"An SMS standard needed to be developed to ensure there was a good set of best practices," he continues. "With standardization comes safety – we all know that."

Cannon is also the program director of the not-for-profit International Standard of Business Aviation Operations (IS-BAO). IS-BAO came about in 2002 and is administered by IBAC. Despite being around for a decade, IS-BAO began to gain more traction only with ICAO's Seventh Edition of Annex V1 Part II issued in November 2010. That edition introduced a number of new SMS requirements for the non-commercial operation of large or turbojet airplanes. ICAO then gave guidance to meet these standards with ICAO Document 9859, 2<sup>nd</sup> Edition. As the confusing name implies, the guidance in this document can be a bit unwieldy, which is where IS-BAO steps in.

IS-BAO helps companies meet ICAO's new SMS standards by guiding them to implement their own SMS. Until now, this code of best practices regarding development and implementation of SMS has been slow to come to fruition. Cannon explains more, "Most corporations that have multiple fleet aircraft got on board in the beginning, but ICAO drew a line in the sand that basically said, if you want to operate in Europe and Asia, you need to show means of compliance."

For Cannon, this means of compliance is flexible. An operator is responsible for showing the auditor (be it IS-BAO or another third party) the method for meeting the IS-BAO standard. IS-BAO is not a regulatory standard, but a voluntary program, and one in which Cannon thinks everyone should participate. He says, "We are the



"There is no cookie cutter approach; one size does not fit all. It's what works with you, taking into context variables such as the country you operate in, where you are based, where you charter"

**Rudy Quevedo, deputy director of technical programs, Flight Safety Foundation**

industry standard. Plus, we empower everyone to be involved with safety, to make a contribution and get on board."

This is done through courses and the Safety Management System (SMS) Toolkit. This manual helps companies blend their operational procedures so they could each comply in their own way while achieving a high safety standard. Cannon adds, "Our standards are based on industry best practices, from safety to security."

### Industry reaction

While no one dismisses the need for safety or processes, the requirement to have an SMS in place is being viewed as unnecessary and bureaucratic. True cynics believe it's just a way to make money. In an industry where safety is paramount, why are companies reluctant to jump on the SMS bandwagon?

"SMS is not a fun topic. People fear what they don't understand," says Jason Stark, SM&I (systems management and integration) operations manager at Universal Weather and Aviation. "Operators view it as something extra but it's actually designed to be a part of the systems. It's not a standalone. We try to get them to understand that it needs to be integrated into their operations. The key is scaling it to any level."

Quevedo of Flight Safety agrees: "The conversation on SMS has devolved. It's not a disadvantage of SMS, but it's where we have gone with the topic. The discussion in the industry is now about the process of SMS rather than the results, which is unfortunate."

"Requiring certain aspects of SMS where you don't need it adds costs and complications. Some have adopted the ICAO standards verbatim. It's driven organizations to add structure they might not need. If they're just a few airplanes and a handful of pilots, they don't need that complexity. You get mired down in the process and can't maximize the benefits to identify threats in the company's operation."

Quevedo backs up Stark's notion of scaling it to the organization. "There is no cookie cutter approach; one size does not fit all. It's what works with you, taking into context variables such as the country you operate in, where you are based, and where you charter. It's not size alone or number of employees. And in addition complex organizations might not need a lot of structure – it's not a one-to-one ratio."

In all the discussion and debate, it's easy to lose track of the goal of SMS. Quevedo explains the point of it all: "Identify the hazards



## To audit or not to audit?

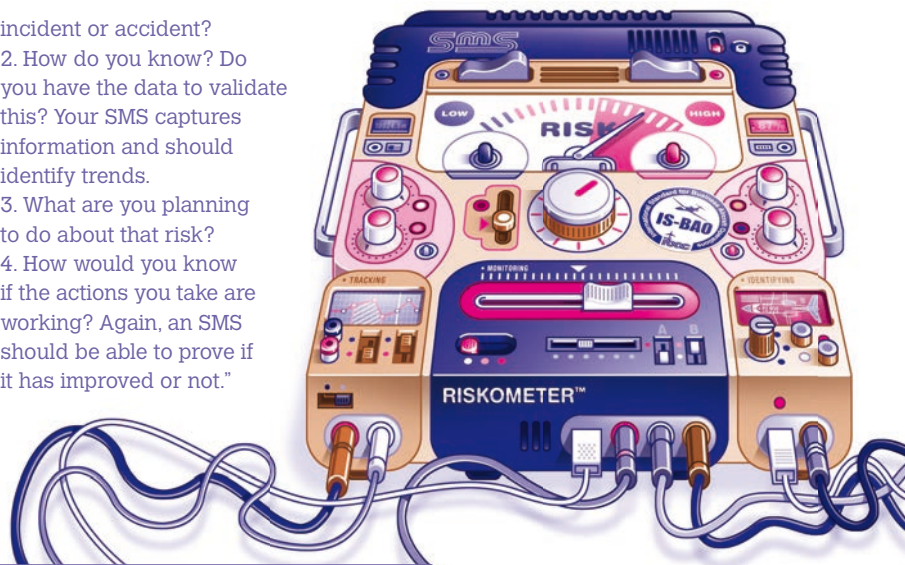
Does a company's SMS need to be audited by a third-party company or can you self-audit? Universal Weather and Aviation's Jason Stark has the clear answer: "SMS implementation could be done following the performance requirements of Annex 6 and the guidance offered by Document 9859. No piece of software or off-the-shelf program is needed for SMS implementation. You don't need to conform to any third-party guidance."

It is an option, though. "We help companies implement,

maintain, and execute safety management systems," says Stark, "whether they're looking for IS-BAO registration or something else; it all points back to ICAO."

So how do you self-audit? Quevedo says, "You should be looking for the results of SMS versus the process of SMS. As a business aviation operator, you can do a self-audit and ask four simple questions to discover whether your SMS is working. These questions are: 1. Can you identify something in your system that you feel is likely to cause the next

incident or accident? 2. How do you know? Do you have the data to validate this? Your SMS captures information and should identify trends. 3. What are you planning to do about that risk? 4. How would you know if the actions you take are working? Again, an SMS should be able to prove if it has improved or not."



in operations, access what risks those hazards represent to the organization, then have a plan to mitigate the risk. Finally, you assess whether the plan worked or not."

### Putting SMS to work

This seems pretty straightforward, yet many feel overwhelmed when they read the detailed guidance put forth by ICAO. While ICAO is the source and standard for SMS, this safety bible is open to interpretation. One does not need to buy or implement IS-BAO to have an acceptable SMS (see *To Audit Or Not To Audit?*, above).

Ask Peter Volland, manager of Safety and Training for ExecuJet: "Our safety management system was developed internally within the company based on ICAO Doc 9859 and Shell Aircraft International standards. Quality and safety are strongly embedded in the ExecuJet Group and are supported at all levels of the organization, following the successful implementation of SMS five years ago. The system is fully integrated with full participation from all areas of the company, including flight operations, maintenance, OSHE (Occupational Safety, Health, and Environment), and security."

For Volland, implementing an SMS has no disadvantages: "The benefits far outweigh the costs. The flying public, and especially corporate, are becoming more aware of the necessity to fly with a top-standard aviation partner."

For some, the first step in applying an SMS, says Stark, is simply writing. "You need to get it down on paper. If you don't document it, people forget; it can't be perpetuated."

This applies in all areas of business aviation, even with SMS Ground. Reggie Nichols, line service manager at Texas Jet, developed his company's SMS using National Air Transport Association's (NATA) Safety 1<sup>st</sup> Management System for Air Operators to tailor procedures specific to the company. He says, "It wasn't easy, but we are so glad we did it. We adopted a saying, 'What we tolerate, we teach'. In other

"It's not scary. You should embrace it. Once you get your head around SMS, everyone should know it's yours and you should take pride in it"

Jason Stark, SM&I operations manager, Universal Weather and Aviation



words, if a supervisor allows an employer to disregard safety procedures, such as the use of hearing protectors, then they not only tolerate it, but they also teach all other employees that this is acceptable. And all rules then become optional for staff. We have 'zero tolerance' for not following safety procedures."

For Nichols, an SMS wasn't required but he explains an issue that affects many: "If you don't have a program like the one we put in place, you possibly have an archaic line personnel doing things the way they want to do it. There are 19 different ways or 19 different attitudes. And you just can't run a professional, successful business under that model. You have to have something solid and can be easily implemented and adapted to what we do."

This is why, while not required, many still do turn to IS-BAO. Cannon says, "IS-BAO is an acceptable, practical means of compliance; it's a flexible standard. Operators are responsible for showing auditors the method for meeting the IS-BAO standard. And this standard meets the ICAO's guidelines for an SMS."

However, Cannon doesn't want to be misunderstood: "We're not saying we're better. We're a non-profit organization built by the industry for the industry. IS-BAO is a strong set of recognized industry best practices and if you want to have guidance to increase your safety, IS-BAO is a means to do so."

If you need more than guidance, and are overwhelmed by ICAO, listen to Stark, who is emphatic: "It's not scary. You should embrace it. Once you get your head around SMS, everyone should know it's yours and you should take pride in it. It belongs in an organization. All that is needed is time, patience, and a clear understanding of SMS, the processes involved, and how the various processes coordinate to meet the aim of the SMS."

And at the very least, be aware that while SMS might not be required everywhere now, it could be in the future. ☺



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**Back in London  
Farnborough  
for 2013!**

**Business  
Airport**   
WORLD EXPO 2013

# DESTINATIONS, AND ROUTES!

**Business Airport World Expo 2013** will open its doors from **March 19-21** in London Farnborough, UK, to showcase the industry's leading FBOs, business and general aviation airports, MROs, handling agents, and refueling companies from all over the world. Over **150 exhibitors** are expected, showcasing their latest developments to an anticipated **3,000 visitors** including executive and private jet owners and operators, operations directors, CEOs, and managing directors. The event will also include the free-to-attend **Business Aviation Conference**, offering insightful discussions on the biggest challenges and developments in the industry. Read on to learn more...

Now in its third year, **Business Airport World Expo** has cemented its place in the industry as a must-attend event for anyone working in the business aviation sector. Over the past two years, the show has attracted more than 5,000 visitors from 50 different countries and this year's event promises to be the biggest yet.

Europe's only exhibition dedicated to showcasing the world's FBOs and business aviation destinations, **Business Airport World Expo 2013** will take place

from March 19-21 at London Farnborough Airport, home of the famous bi-annual Farnborough Airshow. The free-to-attend exhibition will provide visitors with everything they need to plan new routes and loyalty schemes, and enable them to connect with new partners or strengthen existing relationships.

**Business Airport World Expo** will be joined by Business Jet Interiors World Expo, the only international boutique exhibition dedicated to showcasing the

very latest in executive jet and helicopter interior design and technologies.

A highlight of the event will be the integral **free-to-attend Business Aviation Conference** (see page 62), which will run over the three days and feature more than 20 industry experts sharing their thoughts on the industry. Topics of discussion this year will include brand management, business jet interiors, FBO development, safety management systems, and staff training. **Turn the page to learn more!**

[www.BusinessAirportWorldExpo.com](http://www.BusinessAirportWorldExpo.com)

| Thursday March 21, 2013 10am – 2.30pm

\*Free exhibition hall drinks party from 4.15pm to 6pm for all attendees

## Business Airport

WORLD EXPO 2013

### NEW FACILITY

#### Air Service Basel

On its stand at Business Airport World Expo 2013, Air Service Basel (ASB) will proudly showcase its newly modified parking hangar. Having recently finalized extensive modification works, the facility now is able to accommodate aircraft up to the size of a BBJ1 or A319 on over 4,500m<sup>2</sup> of secure and private hangar space, be it on an ad-hoc basis, for home-based operations, or for long-term parking arrangements. Clients will also have a chance to meet representatives from ASB and to learn about its modern FBO terminal at EuroAirport Basel-Mulhouse, with its customer-focused service, which boasts a uniquely fast and direct ramp access for clients' limousines in complete privacy.

**Stand 3008**



## EXHIBITOR Q&A

### Bernard Daly, airport manager, Lydd Airport



#### What does Lydd Airport offer the business aviation industry?

Lydd Airport, based in Kent, southeast England, is conveniently situated with easy access to the M20 motorway and the city of London. Lydd is generally first landfall from most parts of continental Europe and is easily accessible. FAL Aviation's VIP

facilities (FBO) are situated just a short transfer from the aircraft, with escorted UKBA clearance at the aircraft in most cases. The airport is well served by ILS and GPS approach, together with RFF category 6 availability. We have 24-hour operations capability to suit each client's individual schedule.

#### What are your plans for BAWE 2013 and what do you hope to achieve?

This year, we hope to build on our experience at the 2012 exhibition in Cannes and continue to strengthen our client base. Last year proved to be an excellent way of marketing ourselves to new corporate clientele.

#### What does the future hold for Lydd Airport?

This year will be a huge milestone for the airport as we are looking forward to gaining permission to extend our runway facility and build a new terminal. Lydd frequently receives aircraft from the USA and the runway extension will accommodate larger business aircraft, enabling us to market ourselves further afield and include corporate operators from the Middle and Far East, for example. **Stand 1022**

## SPEAKER SPOTLIGHT



**Graham Stephenson,**  
FBO and quality  
management systems  
aviation consultant

**Presentation: How to  
improve the  
professionalism of  
FBO staff,** Thursday  
March 21, 10.30am

Graham Stephenson has been working in the aviation sector for more than 50 years. His experience dates back to 1958 when he joined British European Airways. He then transferred to the British Overseas Airways Corporation (BOAC) in 1966 and trained as an operations officer/dispatcher. Stephenson then went on to serve in 10 countries around the world as BOAC duty officer and airport manager. His first role in the business aviation sector was as VP and COO of Jet Aviation Saudi Arabia. "I was responsible for designing, building, and outfitting Jet Aviation's first FBO in Saudi Arabia," says Stephenson. He then went on to work for Jersey European Airways, based at Exeter Airport in the UK, and designed and developed the Jet

Centre at London City Airport. "Within two years, the movements had increased from three a day, up to 80 a day," he says. Before becoming a consultant, Stephenson worked on developing ExecuJet's FBO in Zurich and was subsequently responsible for the operation of all ExecuJet's FBOs worldwide. In particular he developed new FBOs in Berlin, Kuala Lumpur, and Cambridge.

Talking about his presentation, Stephenson says, "The audience will learn the important cornerstones of a successful FBO, what makes a good, safe FBO, and how to improve all aspects of FBO activity. Safety in aviation is our prime consideration. Everyone who works on the ramp near, on, and in aircraft, must be formally trained to maximize the safe operation of the aircraft and personal safety. Just as pilots, cabin crew, and engineers are trained, so must FBO staff receive formal training and be checked out in a wide variety of subjects."

### PARTNERSHIP OPPORTUNITY



#### The Full Wax

For the first time ever, The Full Wax Ltd – one of the UK's market leaders in aircraft detailing – will be opening its doors to new clients at the Business Airport World Expo. Visitors

to the company's stand will learn about the benefits of quality aircraft detailing, and the company's director and detailers will be available to answer questions. The Full Wax will also have a video running to show its more specialist services. Regular use of the company's services will improve and enhance your aircraft, increase paintwork longevity, and keep brightwork corrosion at bay. Also, luxurious interiors require special detailing from a team with an intimate knowledge of service and aftercare. The Full Wax can provide you with all this and much, much more! **Stand 6012**

#### Vestergaard Company

Vestergaard Company manufactures, distributes, and supports high-end ground-support equipment that fits the needs of either the smallest or largest aircraft. As with big airports, small airports also need efficient and durable equipment to get the job done on the ground. During Business Airport World Expo, Vestergaard will be showcasing how it has taken the strength and the durability from its big units and built them into more compact units with the same efficiency, just less costly and even more maneuverable. The company's philosophy is to provide reliability in operation and servicing, unsurpassed unit lifetime and low maintenance costs, mobile and swift operations, environmentally friendly solutions, and first-rate customer service. **Stand 8018**

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## Baltic Air Charter Association

The Baltic Air Charter Association (BACA) is hoping to use its stand at the Business Airport World Expo to attract more companies to apply for membership of its organization. BACA is already the world's largest and most prestigious network for the air charter market, but is keen to have more companies sign up to its code of professional standards. As well as air charter brokers, members include airports, airlines, business aircraft operators, handling agents and FBOs, aviation lawyers, and consultants. The association runs training sessions, represents its members' interests to aviation and government bodies, and holds two networking lunches a year, one of which includes the prestigious BACA Awards ceremony. [Stand 2012](#)

## World Fuel Services Corporation

World Fuel Services Corporation (WFS) is a global leader in the marketing, sale, and distribution of aviation fuel products and related services. Visitors to WFS's stand will be able to learn how its customers value single supplier convenience, competitive pricing, trade credit, risk management, logistical support, fuel quality control, and fuel procurement outsourcing – all of which are provided by the company's global team of professionals. Visitors will also be able to learn about the international contract fuel program that WFS champions: the AVCARD global aviation charge card, which is accepted at more than 7,200 locations worldwide; BaseOps International trip-planning and support services; the Air Elite Network of exclusive FBOs; and the newly expanded international FlyBuys rewards program. [Stand 1010](#)

## International Flight Clearances

International Flight Clearances will be showcasing its expertise and knowledge in African aviation operations and logistics at Business Airport World Expo, as well as its FBO facilities and ground-handling capabilities at Lanseria International Airport in Johannesburg, South Africa. As a newcomer to the Expo, International Flight Clearances is expecting to build new relationships with European operators and aviation businesses, and to strengthen pre-existing relationships. The company also hopes to network with European businesses to find synergy to operate its clients' aircraft more effectively in Europe, and supply services to international operators coming to Africa. [Stand 9004](#)



## EXHIBITOR Q&amp;A

Paul Worrell, CEO, IAM Jet Centre



## What does IAM Jet Centre offer the business aviation industry?

IAM has been providing VIP handling and fuel services to business and diplomatic aviation across the Caribbean region since 1989, and now, in our 24th

year, we proudly provide dedicated support to our clients in over 30 airports – including our two flagship five-star FBOs in Barbados and Montego Bay, Jamaica. Our service philosophy is based on the simple notion that premium passengers traveling on luxurious aircraft to visit exclusive Caribbean hotels and villas should experience an equally elegant standard of service and facility at the FBO; anything less will not do.

## What developments have you recently made?

We are constantly developing and enhancing the range and scope of services we provide to meet the needs of the business aviation operator and its passengers. Among these developments is the Single Source program, which leverages our handling agents' extensive local expertise and know-how to ensure operators enjoy seamless support from one island to the next. This single source frees flight crews to better focus on their

primary responsibilities, and dispatchers and flight service companies benefit from the ability to work with a single established supplier.

## What are your plans for BAWE 2013 and what do you hope to achieve?

We will be featuring our flagship FBOs and the extensive island handling and fuel network available to operators. Several of our key operations and management team will be on hand to meet interested operators and our existing client base. Expos such as BAWE have tremendous value in an industry as specialized as business aviation, enabling service and product suppliers to meet current and prospective clients from across the globe. There is a strong business-to-business opportunity available as well. It is also useful to have such an annual event so focused on European operators and outside the umbrella of the traditional NBAA events.

## What does the future hold for IAM Jet Centre?

IAM Jet Centre of the Caribbean will continue its focus on maintaining its reputation for consistently reliable service and attention to detail. Additional FBO facility developments are planned, but what excites us most is seeing our clients rely on us year after year to get the job done. [Stand 8002](#)

NEW  
CAMPAIGN

## Morristown Municipal Airport

Morristown Municipal Airport (KMMU) is exhibiting at Business Airport World Expo to launch its new 'Why wait?' campaign. Maria Sheridan, senior director of business development at KMMU, says, "We recognize that your time is valuable. We think this venue is the ideal opportunity to show Europe that when arriving into New York City's Metroplex, you don't have to wait in line with the others." Clearing customs at KMMU is quick and easy. The airport has all the amenities that customers are looking for in a beautiful setting that resembles a country club. Come and visit Morristown Airport to see why it is the better choice. [Stand 7000](#)

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## EXHIBITOR Q&A

**Rani Awad, founder, Atlantic FuelEx**



### What does Atlantic FuelEx offer the business aviation industry?

Atlantic FuelEx was launched in Dubai in July 2011 and provides high-quality fuel

services to commercial carriers, corporate organizations, and governmental entities at competitive prices. We have a vibrant and reliable global network. Be it Africa, the Middle East, Europe, North and South America, the Caribbean or Asia, Atlantic FuelEx has major fuel suppliers and regional fuel distributors everywhere. With their support, we extend dedicated localized services to clients worldwide. Atlantic FuelEx is also authorized to undertake jet-fuel quality and specification tests and inspections all over the world.

### What are your plans for Business Airport World Expo 2013?

Atlantic FuelEx will use the Business Airport World Expo 2013 to highlight the

exciting news that we have become an IATA fuel supply consultant, which will enable us to support the airlines in terms of maximum annual savings by offering them a customized supply model for their individual requirements.

### What does the future hold for Atlantic FuelEx?

One of the major value adds we are looking to provide in the near future is to facilitate the use of fuel card schemes across Africa. At many African bases, and at numerous other places around the world, fuel sales are done on a strictly cash basis. We are working very hard with FBOs and incumbent fuel services companies to get them to accept cards from our major fuel partners, and we are also looking to get the cards accepted on military bases.

We are also working to open three more representative offices (in Miami, USA; Istanbul, Turkey; and Stuttgart, Germany), to add to the Operational Center we opened in Dubai in November 2012.

**Stand 1000**

**MORE THAN 150 EXHIBITORS ARE EXPECTED IN 2013!**



## Armstrong Aviation Clothing

Armstrong Aviation Clothing (AAC) manufactures and supplies uniforms to commercial and business airlines. Uniform manufacturers often find that providing a uniform for pilots is extremely complex because of the high standards required, but this is AAC's speciality. The company's shirts, jackets, and trousers for pilots' uniforms are available in virtually every size. AAC is the only supplier to offer both standard and athletic fittings in shirts and jackets, so no matter what physique the wearer may be, the company can provide the perfect uniforms for any airline. AAC will be on hand at Business Airport World Expo 2013 in Farnborough to discuss how it can reduce the costs of supplying pilots' uniforms. **Stand 8026**

## PARTNERSHIP OPPORTUNITY

### LimousinesWorldWide.com

LimousinesWorldWide.com, a proud, recognized leader in value-added global ground transportation and logistics services, uses the latest technology and techniques to provide a 24-hour service. The day never ends for the company's clients and friends, who are always on the move. That's why, with over 30 years of industry experience, LimousinesWorldWide.com knows how important it is to always be just a phone call or email away. Its team of round-the-clock, friendly, and knowledgeable client service personnel use industry-standard techniques to help coordinate its clients' travel itineraries. The company differentiates itself by instilling in its staff the importance of always telling the caller that they are able to handle their transportation needs practically anywhere in the world. Whether by ground, air, ship, or any means necessary, the universal network of affiliates representing LimousinesWorldWide.com can meet travel needs in over 500 cities. With the use of the internet and the strong relationships it has with other ground transportation and private aviation partners, LimousinesWorldWide.com is able to have a chauffeur-driven standard or luxury vehicle personally meet you, your family, or anyone, at any general aviation or major airport. Exhibitors and visitors at BAWE 2013 will see how they can access a number of user-friendly tools when they visit the company's newly designed website, where they can share their stories and experiences with other attendees, and post information about their services. **Stand 7002**

## EXHIBITOR Q&A

**Ries Vriend, owner and CEO, Amsterdam Software**



### What does Amsterdam Software offer the business aviation industry?

Since 2007 we have been contributing to the success, efficiency, and profitability of single FBOs and FBO networks

with our intelligent FBO One software and global 24/7 support for our customers. FBO One's Google-style dashboard and search capabilities make the system easy to use. It manages, enhances, and visualizes all workflows, from creating and confirming an order to handling, payment, invoicing, and booking. Web based and accessed through your browser, FBO One can be used on any mobile device, providing up-to-date information on the ramp as well as to managers on the go. Currently, more than 70 FBOs worldwide are powered by FBO One, processing more than 7,000 actual aircraft departures per month. FBO One is officially supported by and integrated with NetJets, as well as CFMU/Eurocontrol and FlightAware, so changes in flight data are accurate and up to date, and handling requests are automatically updated according to changes in flight data. Other strong points are fuel sales and inventory control, providing live monitoring and

management of running stock, payment card processing, and management reporting. FBO One provides many functionalities that give our customers a competitive edge through reduction of administrative tasks, better customer service, and excellent overall service levels.

### What are your plans for BAWE 2013 and what do you hope to achieve?

We are looking forward to meeting single FBOs and FBO networks and will demonstrate to them just how easily our FBO One software will benefit their aircraft handling and fuel services, streamlining front office processes and making back office processes more efficient while optimizing management accessibility to and control of vital information. We hope to interact with existing and future customers in order to keep on developing FBO One as the world standard for aircraft handling and fuel services.

### What does the future hold for Amsterdam Software?

The focus is on expanding our customer base and excellent support from our offices in Amsterdam and New Jersey. We plan to open an office in Singapore in 2013 and add more online interfaces with industry partners such as Universal Weather & Aviation. **Stand 3022**

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**THE ANNUALLY PERMITTED  
AIRCRAFT MOVEMENTS AT  
TAG FARNBOROUGH AIRPORT  
WILL RISE TO 50,000 IN 2019**



**ON THE WEB**

**Travel information for Business Airport World Expo 2013:** *Business Airport International* looks at the region's local airports and the main routes by road and rail to TAG Farnborough Airport. For more information visit: [www.BusinessAirportInternational.com](http://www.BusinessAirportInternational.com) and click on 'Web Exclusives'

Visitors to Business Airport World Expo 2013 are invited to a tour of the facilities at TAG Farnborough Airport. The tour will include a trip around the award-winning FBO, state-of-the-art terminal building, and hangars. TAG Farnborough Airport is Europe's only dedicated business aviation airport, and is equipped with the most efficient and modern facilities. With a brand-new set of hangars that were opened during the 2012 International Farnborough Airshow, the airport now offers a total of 240,000ft<sup>2</sup> of hangarage for both based and transient aircraft.

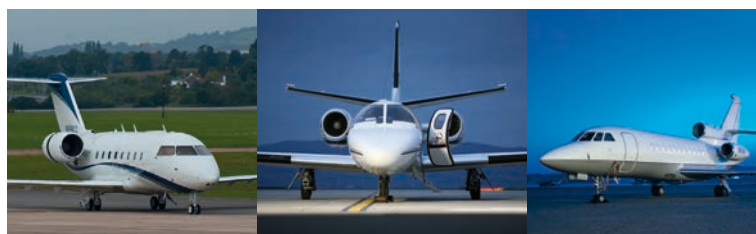
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## And while in London Farnborough...

# Discover new interior designs and technologies!

Business Jet Interiors World Expo 2013 will be held alongside Business Airport World Expo in London Farnborough, UK, from March 19-21, 2013. The boutique show is dedicated to the business jet and helicopter interior sector, and will showcase the latest design ideas, products, and technologies. This year the show will provide a platform for executive jet owners, operators, completion center representatives, and other industry players from all over the world to do business.

Components such as seats, galley inserts, showers, beds, window assemblies, IFEC equipment, hygiene products, and dinnerware; materials including leather, carpets, thermoplastic, composites, seat foam, veneer, faux stone, and finishes; services ranging from design to refurbishment and completion – all will be the focus at Business Jet Interiors World Expo 2013. The following pages highlight a small selection of the products and speakers you cannot afford to miss...

**BusinessJet**  
*interiors*  
WORLD EXPO 2013

### UPGRADE YOUR INFLIGHT COFFEE

#### Aerolux

One of the highlights of Aerolux's stand will be its 28VDC espresso maker, which uses the authentic Nespresso capsule system, approved for aircraft use. The company worked closely with Nespresso on its development.

This machine is versatile, easy to use, and very reliable. It can also provide hot water for tea and steam for cappuccinos if required. It comes with high-specification finishes to suit individual requirements.

Aerolux has 25 years' experience in serving the aviation industry with an exclusive, innovative, and specialized range of espresso machine and beverage makers optimized for an enhanced inflight experience. **Stand 9001**



## EXHIBITOR Q&A

**Robert Hodgson, sales director at  
TRB Lightweight Structures**



### What service do you provide?

For many years, TRB Lightweight Structures has been involved in the manufacture of lightweight composite components and structures. Typically, these could involve bespoke galleys, kitchens, bathrooms and panelling for lounge areas, etc.

### What is the most challenging aspect?

Developing new and innovative solutions to meet the end client's aspirations, together with looking at ways of creating new space. It's a pleasure to work with clients, but their aspirations are high in terms of both delivery and quality of finish. TRB Lightweight Structures provides a total engineered solution for lightweight composite structures, including everything from initial discussions with clients, agreeing and defining the scope, design validation, and manufacture, right through to project managing installation and commissioning.

### What's the next step?

We're working in two major areas – firstly on ways to reduce weight while improving performance; and secondly, in the use of environmentally friendly materials and processes. Reducing the weight in aircraft is important, but clients are also installing more technology, so it's a constant requirement to come up with lighter materials and better solutions. **Stand J1018**

#### Carter Green

### LUXURY OFFERING

Exhibitor Carter Green represents manufacturers of high-end materials and finishes for the VIP aviation and yacht industries in Europe. Companies highlighted on its booth will include Spinneybeck, Scott Group Custom Carpets, Metalcomposite, PolyStone Creations, and F. H. Lambert.

Spinneybeck supplies upholstery leathers in more than 800 colors and 19 aviation qualities, all held in stock for immediate shipping. Special ranges include Forte, which features an abrasion-resistant finish; the pearlized Alaska; nubuck Ducale Velour and Lucca; Hand Tipped and Embossed Tipped styles; and Belting Leather tiles, which can be lasered or embossed.

Scott Group specializes in hand-tufted bespoke carpets made from wool, silk, and wool cashmere. Machine-tufted programs are also in place.

Also on display will be samples of Metalcomposite's decorative metal finishes. Metals used include bronze, titanium, copper, brass, zinc, and pewter – but metals can also be combined to imitate shades of gold and other tones.

Metal plating is the focus of F. H. Lambert, which offers variations of gold,

silver, rhodium, chrome, nickel, copper, antique, and lacquer coatings.

A selection of faux stone finishes will highlight PolyStone Creations' work. These can be cast to create basins, countertops, vanity units, and galley areas. Finishes include solid colors, speckles with colored minerals, and cultured marbles. FlexStone, a stone composite material, and Crystalex, a glass substitute, complete the range.

Also on the booth will be Bell Bespoke Interiors, which manufactures, repairs, and refurbishes corporate, VIP, VVIP, and head-of-state aircraft interiors at its base in Mansfield, UK. **Stand J3022**



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## Kydex

Thermoplastic sheet manufacturer Kydex will feature an expanded aviation-specific palette with contemporary hues to update and enhance luxury cabins. Fully compliant Kydex FST sheet is designed to offer expanded versatility, durability, and environmental benefits.

The company's designLab also provides a center for creative collaboration in aviation-grade thermoplastics.

Visitors to the stand will be able to preview in-development products, and discuss their toughest challenges with the Kydex team. **Stand J2028**



## PPA Group

The UK's PPA Group will highlight its non-metallic components and assemblies, including windows for flight decks and passenger areas in executive jets. It also offers a manufacturing and refurbishment service for new and existing aircraft interiors, with the company's experienced engineers manufacturing interior parts and furnishings to the specifications set by the client. The company carries out refurbishment on small, mid-sized, and large VIP aircraft. VIP and executive jet interior projects have included an ACJ 340-600 and a BBJ 737. **Stand J3018**

## SPEAKER SPOTLIGHT



**Didier Wolff**, owner and designer, Happy Design Studio  
**Presentation: How the aircraft can help improve brand identity**  
Wednesday March 20, 11:30am

### What trends are affecting livery?

Owners usually go with the constructor's catalogue (the usual two or three lines or latest designs), they add a logo or a personal fantasy, without considering it as a specific design matter. It is often because they have not been properly informed that it can be changed, or considered the benefits of designing something special for the exterior. The line, though, is starting to move; it is then a matter of taste and technicality.

### How does your approach differ?

I give the same attention to an exterior design as any other designer or studio would give to the interior. It requires strong technical knowledge and a very

specific design approach. We work from the start on precise 3D models, to consider the design from all angles. We verify its full compatibility with aeronautical engineers and supervise the painting process with the selected paint shop.

### Why is a distinctive livery important for business jets?

It is exactly like asking why all birds are not white. The aircraft by itself is an artwork. It is such a wonderful object to personalise, from extremely discreet but intense details to a beautiful expression of its owner's personality. A design approach for the exterior can add even more spirit and feeling – do justice to what is already a beautiful object.

### Who needs to attend your presentation?

Anyone who wants to see our design approach and how it can, to some extent, shuffle the cards in the aeronautical industry.



## Jeff Bonner Research and Development

VVIP aircraft component and subassembly fabrication provider Jeff Bonner Research and Development (JBRND) will be promoting its services at the expo. JBRND says it can manufacture 99% of aircraft components under one roof without relying on outside vendors. It offers machining, sheet metal fabrication, composite fabrication, tooling, MIL-Spec finishes, heat-treating, and prototype fabrication services.

One of the company's specialties is the custom design and manufacture of

VVIP showers, which are made using the lightest weight materials available. JBRND showers incorporate motion sensors and specialized LED lighting made in-house, and most weigh no more than 130 lb when finished. The company completes all the manufacturing under one roof, including final finishes. It also offers a series of lavatories, bidets, and toilet shrouds.

JBRND also builds antenna mounting plates and adaptor plates for major satcom antenna manufacturers, and assists completion centers and avionics installation companies with any and all their requirements for satcom antenna installations. "You can have the most sophisticated satcom antenna in the world riding on top of the aircraft," says John Sweet, director of sales for avionics equipment at JBRND. "However, without the foundation of a well-engineered and structurally sound antenna base installing it to the aircraft, you cannot leave the ground." **Stand J1020**

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## Zotefoams

Foam technologist Zotefoams will showcase its Zotek F polyvinylidene fluoride (PVDF) foam materials. The company says its nitrogen-saturation manufacturing process produces lightweight, closed-cell foam materials that have consistent cell structure, are pure and low in odor, and free from CFC, HCFC, HFC, and VOC. Zotefoams has

designed Zotek F to have outstanding flame, smoke, and toxicity performance; low heat release, meeting FAR 25.853(d); high thermal and acoustic insulation performance; excellent resistance to impact and crush; excellent fluid and moisture barrier properties; and a high level of resistance to a wide range of chemicals.

Zotefoams will display a selection of Zotek F product samples at the expo, highlighting the variety of process methods available to produce integrated engineered solutions. Samples will include carpet underlay, gaskets, and insulation products from Wulfmeyer Aircraft Interiors; ECS ducting, window seals, and mounts by Technifab; MGRSoftwall Soft Touch removable interior panels from MGR Foamtext; and regional aircraft wall panels by Aero Plastics & Structures. **Stand J1016**

## SPEAKER SPOTLIGHT



**Jean-Pierre Alfano,**  
creative director,  
AirJet Designs  
**Presentation:**  
**Designing the next  
generation business  
aircraft for the  
sophisticated client**  
Wednesday March 20,  
11:00am

Alfano believes the need for the aircraft to be an extension of the owner's home is a strong trend in today's business aviation industry. "People almost want to forget they are flying," he says. "I also notice higher expectations of the level of craftsmanship. This is why it is very important to get to know the people

who make my designs come true, and to understand their constraints." Alfano's biggest challenge is finding inspiration, trends, and innovation from industries other than aviation – with products that have not yet been certified. "Sometimes the technical constraints and aircraft regulations do not allow all my ideas to be implemented," he says.

Looking to the future, Alfano believes the market will grow significantly, because of economic growth in areas of Asia, Russia, and South America. "On the technical side, I believe in the potential of supersonic jets – I think they will become a standard for business aviation."

## Aerocare

Aerocare International provides 'fixed price on site' cabin interior upgrade and refurbishment programs ranging from a simple five-day makeover to bespoke, fully integrated upgrades.

"In a challenging economic climate we are delighted to be moving forward so strongly," comments Jason Hickson, operations director at the company. "With considerable growth in our market share

we are further expanding and enhancing our IFE and seating services to the business sector, while ensuring our excellent reputation for high-quality service and products is maintained."

Aerocare International holds CAA EASA 145 and 21G approvals and has a close partnership with 21J design, enabling it to provide a total solution for its customers. **Stand J3013**

### Travel information for Business Airport World Expo 2013:

Business Airport International looks at the region's local airports and the main routes by road and rail to TAG Farnborough Airport. For more information visit: [www.BusinessAirportInternational.com](http://www.BusinessAirportInternational.com) and click on 'Web Exclusives'

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## AirJet Designs

NEW CONCEPT

The Casino Jet Lounge is a new social space for wide-body airliners, designed to bridge the gap between commercial and private aviation. It is the creation of Designescence and exhibitor AirJet Designs (whose creative director, Jean-Pierre Alfano, is speaking at the conference – see panel below left).

The lounge features a casino blackjack table, a bar counter, and four club chairs. The style is light and airy, incorporating white ceramic stone, light bamboo, and white leather. In between the seating groups is a transparent glass TV screen that uses holographic technology. Another highlight is the touchscreen bar surface, which enables passengers to order drinks or nibbles directly from the touchscreen menu. The order goes to a computerized management system.

The concept was designed (after consultation with EASA/FAA certification experts) with the aim of minimizing certification costs. **Stand J3012**

## Satcom Direct

Florida-based Satcom Direct will highlight its 'User Xperience' solution, which combines satellite voice, data, critical information, and datalink services for flight deck and cabin communications. The company aims to enhance pilots', passengers', and technicians' experience through technical support, secured and closed networks, user-friendly mobile applications, and knowledgeable hardware experts. The company is a premier Inmarsat distribution partner, Iridium service partner, and preferred ViaSat Yonder reseller, as well as a GSA contract holder. Satcom Direct also offers portable satellite communication equipment for purchase and rental. **Stand J2018**

## Yarwood Leather

NEW PRODUCT

Yarwood Leather will launch its luxury 'Snowdon' at the expo. The company says Snowdon is a natural, full-grain leather made using the highest quality raw material. Stocked in 10 earthy pastel colors, Snowdon is designed to complement various interior schemes.

Yarwood offers a cutting service to help take the labor out of cutting for seats. Its Gerber Taurus leather cutters work at almost 10 times the speed of a human cutter and are coordinated to ensure the maximum use of a hide. The company believes surplus leather is a thing of the past and fixed-cost pricing with no yield variance will become the norm. Its high-tech equipment can cut any leather (from any source), fabric, and synthetic material to pattern.

The company will also be talking to customers about burns testing and compliance. This service is free if clients specify Yarwood's leather. The company says modifications can also be incorporated into the test service, with full DOA approval. **Stand J4016**

# Business Aviation World Conference 2013

## PRELIMINARY PROGRAM

**FREE TO ATTEND!**

The Business Aviation World Conference 2013 will be held inside this year's Business Jet Interiors Expo and Business Airport World Expo. The free-to-attend event, which is located actually on the exhibition floor, will see industry experts from around the world discuss some of the sector's most important trends and challenges. The conference will focus on three core areas: the future of business jet interiors; how to expand the reach of your FBO; and improving operations and management processes within your business aviation organisation. Read on to discover a first look at the preliminary program. More speakers are being announced on a weekly basis – to view the latest conference program, visit: [www.BusinessJetInteriorsWorldExpo.com](http://www.BusinessJetInteriorsWorldExpo.com)

### TUESDAY, MARCH 19

#### EXPANDING YOUR FBO REACH AND EXAMINING NEW AREAS OF GROWTH

##### 10:30am How to make an FBO work in any airport

Catherine Gaisenband, founder, Aviacare

This presentation will look at what makes a fixed base operation (FBO) successful. The origins of an FBO date back to the early 1900s in the USA. Today, FBOs differ greatly around the world and each country has different requirements and needs. The FBO has evolved greatly over the years, and as the business aviation sector grows, regions such as Europe, the Middle East, and Asia are all helping to improve the services offered by the FBO. This presentation will look at mandatory services and also offerings that help improve the passenger experience. It will also look at the importance of staff training in today's industry.

##### 11:00am The growing demand for executive airports in Brazil

Doriello Luiz dos Prazeres, Brazilian Civil Aviation Agency, and Francisco de Assis Souza Campos Lyra, CFly Aviation

This presentation will look at the current business aviation market in Brazil in terms of demand for airport infrastructure in the biggest cities. It has recently been announced that new business aviation airports will be developed in São Paulo, Brasília, Recife, and Manaus. This is in preparation for the two upcoming major events: the 2014 FIFA World Cup and the 2016 Summer Olympic Games, which will see a strong demand for more slots, hangars, and maintenance facilities.

##### 11:30am The challenges of business aviation in an emerging market

Segun Demuren CEO of Evergreen Apple Nigeria

This presentation will look at the challenges faced when managing business aviation in an emerging market. Nigeria is well known as leading the way in the African sector's growth, but it is not without challenges. Lack of automated systems, minimal regulations relating to business aviation activity, and selecting the right partners from the many who see the potential in the region, are all topics that will be covered. Representing a national Nigerian company founded in Lagos with eyes on African expansion, Demuren will also discuss the differences between being an internationally established business, and being a local company, and the various benefits, disadvantages, and considerations of this.

##### 12:00pm The importance of networking when developing business aviation at airports

Bud Slabbaert, business aviation consultant and chairman of BA-Meetup

This presentation will look at how to develop business aviation at airports and what can be done to help draw in more flights/clients. The presentation will highlight recent examples in Europe where airports have expanded their business aviation offering.



### WEDNESDAY, MARCH 20

#### DEALING WITH THE THREAT OF ILLEGAL CHARTERS AND LOWERING YOUR CARBON EMISSIONS

##### 10:30am – 12:30pm Hosted by the Baltic Air Charter Association (BACA)

Chaired by Markham Jackson, chief executive, BACA

Speakers TBC

#### THE FUTURE OF BUSINESS JET INTERIORS

##### 1:00pm Making space go further in large corporate jets

David Velupillai, marketing director, Airbus Corporate Jets

Today's large corporate jets have more space than ever before, giving customers a more comfortable space and a larger surface area to outfit. The way that this space is designed and outfitted continues to evolve, and a number of new trends and technologies are starting to emerge. This presentation will look at how Airbus predicts the market will evolve over the next few years, and it will highlight some of the more popular features found on today's corporate aircraft.

##### 1:30pm Designing the next generation business aircraft for the sophisticated client

Jean-Pierre Alfano, creative director, AirJet Designs

Owners of private jets are very demanding and flying in an aircraft that is an extension of the user's home is a key wish for many clients. Some recent examples of collaborative efforts between furniture houses and aviation companies have confirmed this need. However, private aircraft owners are demanding much more than this. They want the highest level of craftsmanship available to enable their aircraft to fulfill their lifelong dreams and passions of owning a private jet. This presentation will address the specific needs, challenges, solutions, and excitement involved in designing for some of the most demanding clients in the world.

##### 2:00pm How the aircraft can help improve brand identity

Didier Wolff, president, Happy Design Studio, France

The aviation industry is changing and the importance of brand identity is growing. Communication agencies are now being hired to help companies and individuals promote their brands in the best way possible. This has led to increased competition, and the aircraft itself has become the first means of advertising that brand. However, commercial aviation has become ugly, and a new approach to branding is needed. This presentation will look at one possible approach that takes the industry back to the early days of the aviation industry, when flying was experiencing its golden era and traveling by air was seen as glamorous. The presentation will examine this new approach to brand identity and challenge the audience on this issue.

##### 2:30pm Sensory design in aircraft interiors

Frédérique Houssard, head of Designescence

Does the current design of aircraft interiors enable passengers to connect on an emotional level with their surroundings? Sensory design makes this possible. Design is normally carried out by meeting aesthetic and functional requirements, and it blends the various needs of designers, engineers, and researchers. Sensory design, however, is a different approach to aircraft cabin design as it aims to deliver an environment that is human-centered, and it goes

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beyond functional requirements. An aircraft designed with a sensory approach aims to create a bond between passengers and the aircraft environment by calling into play the five senses. This presentation will provide guidelines and solutions for the use of sensory design in order to create a more interesting and engaging aircraft cabin.

### 3:00pm Suspension fabrics: a new era in seat design

Jeffrey Gross, director of product development, Acme Group

After being in the textile industry for 95 years, supplying trim components and batting, Acme Group is no stranger to the ever-evolving market of transportation seating. Cutting-edge designs in the aircraft seating market have demanded that weight and bulk be removed from the seats and seating bank. The fabric known as Dymetrol enables seat designers to take mass out of the seat by eliminating springs and reducing the need for PU-foam, while increasing comfort and durability. As a result, the fabric suspension is more durable than the typical foam pad, seat pan, or spring suspension, and is much more comfortable.

### 3:30pm Converting regional airliners into VIP aircraft

Robin Freigang, director of the Cabin Interior Program, and Tobias Laps, head of sales, marketing and business development, RUAG Business Aviation

This presentation will look at interior completion programs that have seen the conversion of aircraft, such as Bombardier regional jets, into VIP business aircraft. As a result, the value of the aircraft is significantly higher than the total cost of the project. This presentation will look at options for the interior and upgrades to aircraft systems. Further focus will be on the opportunities for the owner to customize the aircraft interior and exterior, and there will also be some samples of exterior designs and ways to present these to the owner.



### 11:00am How to improve the professionalism of FBO staff

Graham Stephenson, senior aviation consultant specializing in FBOs

This presentation will discuss in detail what needs to be done to improve the training standards and the professionalism of staff that work in FBOs. For staff to be trained correctly, there needs to be a recognized standard for each of the tasks undertaken. What are these tasks, standards, and procedures? Are they incorporated in an SMS or QMS, and are they audited? Finally, the presentation will look at a proposal on how the FBO industry could become more professional, with staff and FBOs benefiting from their training and experience, which must ultimately translate into better safety standards – the industry's number one objective.

### 11:30am How to fully utilize social media in the business aviation industry (presentation TBC)

Rob Mark, CEO, CommAvia

Social media and business aviation are not mutually exclusive, as some people seem to believe. Leveraging social media for a non-airline airport is not easy, by any stretch of the imagination. Social media's tools may be mostly free, but to make a system work well at a business aviation airport, an FBO or airport manager needs someone who understands the tools and is dedicated to engaging all the airport's stakeholders. Although social media can be time consuming, it's proving to be money well spent because of the ability to send messages directly to the people who need to hear them. Best of all though, social media includes a variety of measurement tools confirming the effectiveness of any program. Social media also allow trial of tactics never before available due to cost. This presentation will draw from examples that have proved successful within the industry.

### 12:00pm Developing the right public relations and branding program for your business aviation organization

Alison Chambers and Jane Stanbury, Emerald Media

A company's brand is the first thing a client sees when it deals with a company, and first impressions count. Going on to develop this brand so it becomes recognized within the industry is extremely important for growth. Brand development can be achieved by implementing the right public relations program. Alison Chambers and Jane Stanbury from Emerald Media will draw from their experiences in helping some of the industry's leading organizations develop their brand and improve their public relations.



## THURSDAY, MARCH 21

### OPERATIONS AND MANAGEMENT

#### 10:30am Safety management systems: it's not a 'thing' you purchase

Jason Starke, safety management system operations manager, Universal Weather and Aviation

There are misconceptions in the business aviation industry regarding safety management system (SMS) requirements, how they can be met, and third-party industry audit standards. Some operators believe SMS is something you can buy, or a series of boxes you check. However, an effective SMS is a collection of processes, resources, beliefs, and practices that has the aim of managing and reducing risk. This session will help attendees understand ICAO requirements for SMS, performance goals of SMS, how third-party audit standards tie into SMS, the key components of SMS, and that they can do SMS on their own.

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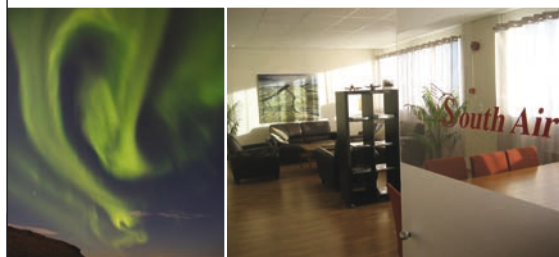
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# Forward thinking

Clemente de Rosa of Sky Services SpA talks to *Business Airport International* about the extensive services the Italian company offers to its clients, and the future of the industry in general

 Clemente de Rosa, managing director and founder of Sky Services SpA (SKY), is a pilot and lawyer specializing in aeronautical law. He founded the first network of FBOs in Italy, and today Sky Services offers so much more.

## Tell us about Sky Services.

When I started the company more than 14 years ago, Italy had just liberalized the services dedicated to ground assistance. Our privately owned company was the first Italian handling business to bring forward the concept of a network of FBOs in Italy that follows the American concept. Through a number of market studies, we have adapted our network to meet the European quality standards and, after years of dedication, legal battles, and passion for this sector, SKY has now reached a wide presence in the industry by providing its services at the main Italian locations.



Our aim is to offer our customers a service that exceeds their expectations and to represent the best of Italian quality, for example in terms of décor and furniture. SKY has developed a strong personality over the past 14 years and today it offers not only FBOs, but also supervision, credit facilities, fuel, and its own catering brand, Sky Cuisine. In support of this array of services, our head office handles all commercial, accounting, and quality control aspects, while our central supervision office gives full support to our local supervisors, who are spread out around Italy.

Our main clients are the most important companies in the general aviation industry, both nationally and internationally, and SKY globally assists more than 15,000 flights each year.

## What recent developments have you made?


We have recently added two new locations – Treviso LIPH in December 2011 and Verona LIPX in May 2012 – to our ever-growing network, and at the beginning of 2012 we set up a supervision assistance service in all Italian airports with a

dedicated certification issued by the Italian Civil Aviation Authority for each location. With these services, SKY is now able to offer to its customers the advantages of an expansive Italian network.

## What does the future hold for the company?

SKY will continue to invest in its infrastructure, equipment, and staff training in order to further improve its quality. We will also continue to focus on key strategies such as the consolidation of the business and the further development of the network by opening new locations across Europe. We want to increase our presence in the European business aviation industry.

## What are the main issues affecting the business aviation industry and how can these be overcome?

The world economic crisis is also touching the Italian business aviation industry. What counts in the end is the quality of service and the final price. This is why SKY is continuously checking the quality of its services through its dedicated department, and offering its customers the chance to benefit from a competitive price that includes the advantages of a continually growing FBO network. Even in these difficult times, we are registering positive results. 

[www.skyservices.it](http://www.skyservices.it)

"We will also continue to focus on key strategies such as the consolidation of the business and the further development of the network by opening new locations"



# Complete package

Luxury VIP services and technical assistance ensure customers have everything they need when flying into Sardinia

With its private jets, luxury retail, and impeccable concierge services, Eccelsa Aviation is one of the top fixed base operators (FBOs) in Europe.

The Eccelsa Aviation VIP private aviation terminal at Olbia Costa Smeralda Airport in Sardinia was recently opened. The futuristic yet wonderfully cocoon-like structure leaves a lasting impression and the interior draws the eye along sleek, elegant lines, and beautifully designed lighting creates a feeling of intimacy.

Costa Smeralda is a legendary tourist haven whose emerald seas are renowned as some of the most beautiful in the world. Many travelers are keen to take advantage of the great weather and superb infrastructure and facilities offered by an area that has been catering to the needs of large numbers of discerning VIPs, heads of state, and celebrity guests for almost 50 years.

Eccelsa handles and supports 14,000 private flights with over 40,000 passengers on average per year, and up to 180 movements a day in peak season. More private 747s and Airbus 340s, and Boeing 767s, 777s, and other very large aircraft tailored into executive configuration are landing at Olbia than ever, and their numbers continue to grow.

Since 2009 Eccelsa Aviation has been consistently ranked among the best European and Middle East fixed-base operators by industry-leading publications.

## Different by design

The new terminal managed by Eccelsa covers about 4,500m<sup>2</sup> including retail space featuring top brands such as Loro Piana, luxury eye wear, De Grisogono fine jewelry, Ermenegildo Zegna, Star Dust, top-quality Cortesa in-flight catering, and a store with a great selection of Sardinian produce and gourmet Sardinian wines.

The all-glass and local yellow San Giacomo Granite stone terminal also boasts a feature that makes it unique in Europe – a special canopy that allows passengers to enter and leave the terminal directly from their aircraft in total comfort.

## Attention to detail

Recent surveys have revealed that clients most appreciate the Eccelsa Aviation team's dedication to the comfort, safety, and security of the passengers and crews visiting Olbia. "Whether the final destination is a beautiful villa, a five-star hotel, the latest super yacht or participation in one of the many events and

regattas organized by the exclusive Yacht Club Costa Smeralda, Eccelsa Aviation assures the arrival and departure of all passengers with personalized service. Eccelsa operates with a strong focus on team building and providing individualized services to each of its clients," Eccelsa general manager, Francesco Cossu, explains. "If we disappoint a customer, we will never again have a second chance to make up for a failed first impression."

The 40-strong team is highly experienced and very adept at meeting and exceeding customers' expectations. Eccelsa's concierge service will thoughtfully and effectively organize every detail for any of the wide range of activities that are available to visitors to Sardinia. Special activities such as renting a Ferrari, Aston Martin or Bentley are easily accomplished. In addition, horseback riding and helicopter charters can be organized very quickly.

## Fully supported

In a recent polling of its customers, Eccelsa realized that comments solicited from flight crews clearly pointed to the need to increase technical support of their aircraft while in Olbia. Therefore since summer 2012 Meridiana Maintenance





**Eccelsa Aviation and Meridiana Maintenance provide services targeted to each client's specific needs**

and Eccelsa have jointly provided on-the-spot technical support and continuing maintenance, repair and overhaul (MRO) services to Eccelsa's clients at Olbia Costa Smeralda Airport.

According to Ivano Pippobello, CEO of Meridiana Maintenance, quality, reliability, and responsiveness are strategic factors to assist and satisfy Eccelsa's clients in any of the maintenance and technical support requirements necessary to ensure their mission readiness. This philosophy is well summarized by the Meridiana Maintenance motto: 'You fly, we take care.'

The core competencies of Meridiana Maintenance date back four decades and the company's proven aircraft maintenance capabilities and a total dedication to aircraft safety establish a solid platform for expanding the group's commitment to private and executive aviation.

#### **Mission readiness**

Mission readiness is one of the core values of Eccelsa Aviation and Meridiana Maintenance. By offering a wide range of comprehensive maintenance services targeted to the specific requirements of each client, Meridiana Maintenance can address aircraft on ground

(AOG) issues and scheduled maintenance. According to a Meridiana Maintenance spokesperson, also important are the savings in time and expense that can be realized by reducing aircraft down-time by performing MRO services while the customer's aircraft are visiting Olbia Costa Smeralda Airport.

By teaming with Eccelsa Aviation, the companies are able to provide a broader array of aircraft services, and an absolute commitment to mission readiness, responsiveness, and service professionalism to each client.

The comprehensive line maintenance services offered include: overnight checks; transit checks and logbook clearance; deferred and MEL items; meet, greet, and dispatch; and on-call or non-routine/AOG support.

Whether it's a quick turnaround or an overnight stay, Meridiana Maintenance will commit the resources necessary to meet each client's specific needs, and assign staff with experience and capabilities to make the most of the time available. Each client will be provided with a custom solution that will enable them to stay ahead of the service curve and reduce total operating costs

[www.eccelsa.com](http://www.eccelsa.com)



**Eccelsa Aviation has increased its technical support services at Olbia Costa Smeralda Airport**



## One company is leading the way in Nigerian business aviation, ensuring that the country can compete on a global scale

It has been noted that during 2012 more new business jets were purchased in Nigeria than in South Africa. Although this is celebrated, the reality is that, as usual, consumers are moving faster than the regulators and service providers. So while the country witnesses a growth in the acquisition of jets, there remains an absence of specific executive jet regulation and the necessary infrastructure to support this rapidly developing emerging sector.

Operating a business jet in Nigeria is regulated under the same laws as scheduled commercial carriers. As most people on the international scene are aware, general aviation operations are very different from commercial operations and warrant different regulations. For example, the level of threat associated with a large commercial carrier flying out of a busy airport far outweighs that of an eight-seater

business jet flying out of a private terminal. However, the regulations governing security for both are the same and do not take the differences into account.

Furthermore, private terminals such as FBOs that provide specialized services – including fueling, catering, dispatch, flight planning, and line maintenance to general aviation – are not fully recognized as aerodromes under current Nigerian Civil Aviation Regulations; consequently this limits the effectiveness of such facilities and restricts potential business development.

One of the most notable limitations is that a business jet arriving from abroad must first taxi to the international wing of the airport for customs, immigration, and security clearance, before then taxiing to the FBO. Proper regulation that supports customs and security clearance at private FBOs will allow for a more seamless

service in-country and will bring Nigeria on a level playing field with other active business aviation communities, such as the Middle East and Europe. However, as awareness grows concerning the issues, so will pressure to enact general aviation regulations that bring the country in line with the desired international standards.

Moreover, there has been a lack of infrastructure to cater for the sector's growth



**Maintenance Centre Malta provides line maintenance services at EAN's facility**



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in Nigeria. Most users of private jets have had to use the same airports as commercial carriers. In some cases, passengers have to go through the same security lines and screening processes as scheduled commercial passengers, which to some extent defeats the object of using executive aviation as a tool that provides a convenient and seamless means of transport. There is also a lack of approved maintenance facilities that can work on the growing executive aviation fleet. Currently, many of the larger aircraft have to travel to Europe or further afield for standard line maintenance, thereby creating long downtimes for the operators and owners.

To meet international standards in the business jet arena, Nigeria requires adequate maintenance facilities and dedicated FBOs that can facilitate the expected service offerings. At Lagos, West Africa's busiest airport, indigenous Nigerian company Evergreen Apple Nigeria (EAN) is paving the way in much-needed infrastructural, maintenance, and manpower



**Evergreen Apple Nigeria has been operating from its Lagos FBO since July 2011**

development; things are set to change in Africa's most populous nation.

### Leading the way

In July 2011, EAN opened the first FBO and hangar maintenance facility in Lagos, dedicated to private and business jets. EAN undertook this project in order to fill the huge infrastructural gap in the industry, and business has developed in leaps and bounds, with year-on-year figures showing over 100% growth in movements to and from the FBO. The growth in EAN's business is a reflection of the increase in business aviation activity in Nigeria, and demonstrates a continuing and growing demand for support services.

EAN operations began with just 11 staff, and over the past 18 months the team has grown to more than 40 people, recruited and trained to meet the growing demands of the industry. The EAN team is as varied as the services it provides. There is a good mix of various Nigerian ethnicities, as well as team members from Europe and North America.

The client base, which includes companies such as VistaJet, Hangar 8, and Elit'Avia, has grown from 5 to 17 over the past 18 months. Daily movements currently average 15 flights a day, but there is capacity for more than double this amount. The increased number of flights, both from African and international clients, has encouraged demand for premium services. EAN is responding with a focus on providing a service that offers safety, discretion, and most importantly attention to detail.

Recognizing the importance of maintenance provision, EAN entered into a technical agreement with Maintenance Centre Malta (MCM) in September 2011 to provide world-class line-maintenance in Lagos. The agreement saw EAN become the first EASA-approved line-maintenance facility in Nigeria. MCM, in partnership with EAN, has the capability to maintain a wide variety of EASA-registered aircraft and continues to expand its type rating. EAN has also attained Nigerian AMO status and has two FAA licensed engineers on staff. The primary goal is to be able to maintain any type of aircraft that comes to the facility. As well as having manpower, EAN has fully equipped


the facility with state-of-the-art equipment, including electrical and diesel GPUs, tolls boxes, tow tugs, various sized tow bars, portable water and lavatory equipment, tool boxes, and a fully equipped wheels and battery workshop.

### Further developments

In April 2012, EAN launched its inflight catering service, Wings In-Flight, dedicated specifically to private and business jets. The catering division was launched in response to the increased business jet activity at the airport and the growing demand from the private jet community for good quality inflight catering.

Previously, crew had to order their inflight food from local hotels, whose knowledge of inflight requirements was limited. Food was prepared in the hotel kitchen and then delivered to the airport, whereas with Wings In-Flight orders are prepared at the airport and delivered directly airside to the customer, therefore increasing freshness, quality, and safety standards. EAN now caters for private jet owners and corporate organizations on a regular basis. The business has already developed a loyal customer base that currently stands at 35 jets and is growing daily.

Going forward, EAN's goal is to bring as much infrastructural support as it can to general aviation in both Nigeria and Africa. It is aware that there is still some way to go, and to further its strategy of attention to detail it has recently formed a partnership with Banyan Air Service from Florida. The agreement sees Banyan, an established award-winning FBO, providing advice, audits, and knowledge-sharing to support continued improvements. This will enable EAN to establish international standards and practices, which it then intends to use across a network of FBOs.

For EAN, the short-term goal is to create similar facilities in Abuja, the Federal Capital Territory of Nigeria, and in Port Harcourt (the oil capital of Nigeria). Having done this, EAN will set its sights on other parts of Africa. While it looks to build strategic partnerships with various international clients, the main focus is to grow a brand that is proudly Nigerian, with world-class standards and services. 

[www.evergreenapple.com](http://www.evergreenapple.com)



**Business  
Airport**  
WORLD EXPO 2013  
EXHIBITOR



A top-class lounge recently opened at Munich Airport to offer quality facilities for all general aviation customers

Two years after its foundation, Munich Aviation Service (MAS), a member of the German Aviation Service (GAS) group, opened its new lounge facilities in the central hall of the general aviation terminal (GAT) at Munich International Airport. Two comfortable passenger lounges, a conference room, and a crew lounge are now ready for use by the steadily growing number of FBO customers.

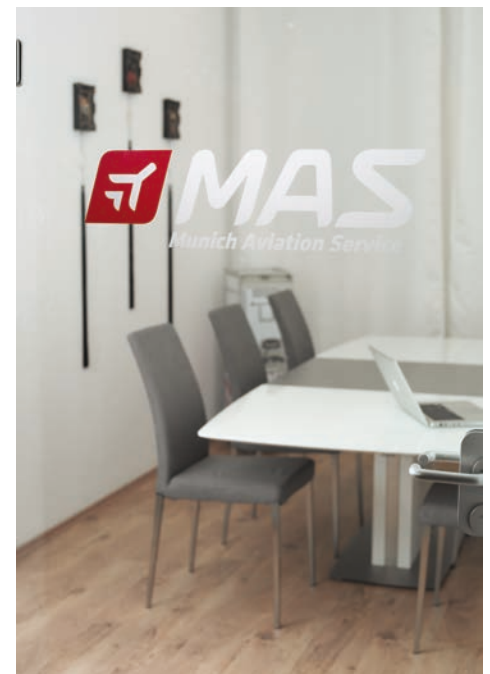
"We are very pleased that we are now located right in the middle between the entrance to the general aviation terminal and the passport and security control, which is the normal and shortest way for our customers to get to the aircraft, or vice versa," explains Andreas Becker, managing director of GAS. "And our Spanish interior designer Vanessa Garcia managed to provide all rooms with a warm and unique atmosphere inviting the customers to stay even longer," adds station manager Nathalie Fock.

Passenger lounges are equipped with comfortable armchairs and sofas, free WiFi, flatscreen TVs, and reading material. A set of

children's chairs and a table with toys and books take into account the requirements of traveling families. The conference room is designed for up to eight people and includes technical equipment such as a projector, whiteboard, WiFi, and access to a printer and photocopier. The crew lounge has also been completely refurbished and now welcomes crews with relaxing chairs while they wait for their next flight.

Adjacent to the new lounge facilities, MAS has opened a bistro in cooperation with Feinkost Käfer. The bistro is located in the public area of the GAT and offers small hot and cold meals, and drinks for passengers and crews from other operators who are not handled by the FBO. 'Meeters and greeters' can also enjoy an espresso or soft drink while waiting for an arrival, and some Käfer specialties can be bought as a gift or a souvenir. As an additional benefit for all staff working at the GAT, special rates apply on all drinks and meals for airport employees.

In addition to opening the new bistro, Feinkost Käfer has launched its finest catering services







Main image: **Spanish interior designer Vanessa Garcia** developed Munich Aviation Service's new lounge at Munich International Airport  
Left: **The facilities cater for children as well as business and leisure passengers**



for flights originating at Munich Airport. Despite having its roots in Munich, the company has also been active internationally for many years, offering a diverse culinary range to its customers. All meals are prepared on a daily basis and entirely according to customer wishes. Catering orders for flights can be directly addressed to Feinkost Käfer or through MAS.

"Next to our own expansion and service quality improvement, we are very happy to increase the catering capabilities for our customers at Munich Airport, especially as partners of a company with such a fine reputation," comments Becker. "In the past two years, our customers have greatly appreciated our enthusiastic and qualified team, and now they have even better reasons to enjoy their flights to Munich," adds Fock.

#### Established network

The FBO at Munich is well embedded in the network of GAS, which operates at eight German airports. In addition to Munich, FBOs are located

at Berlin Tegel and Schoenefeld, Cologne, Düsseldorf, Egelsbach, Frankfurt, and Hamburg. GAS offers a wide range of personalized services to its customers from all over the world. As well as the provision of passenger and crew lounges, the company's scope of business includes services such as passenger, aircraft, and baggage handling; transportation; limousine services; catering; crew briefing; customs and immigration assistance; and passenger and crew hotel accommodation. For commercial flights, GAS can arrange landing permits through the German CAA, as well as Mineral Oil Tax exemptions.

"Whatever the client needs, they shall have it, even at short notice," says Becker. And this success is reflected by the ongoing growth of GAS. "Our FBO at Munich reported a growth of 50% in terms of traffic figures for the first three quarters of 2012 compared with last year. So we made the improvements just in time – and further challenges will almost certainly arise in the future," he concludes. <

[www.germanaviation.com](http://www.germanaviation.com)

Below: **Nathalie Fock, station manager, and Andreas Becker, managing director, GAS**






# Stay in touch

Business aviation expos are enabling one Russian FBO to showcase its products and services to a global audience

**Business  
Airport**  
WORLD EXPO 2013  
EXHIBITOR

 Moscow's Vnukovo-3 Airport is one of the biggest and busiest business aviation airports in Europe, and is well equipped to serve VIP passengers from across the continent. Following a huge investment, the airport has become a highly developed FBO with its own operational apron and full set of technical equipment and machinery.

The airport has two terminals that can serve up to 100 passengers per hour (40 domestic and 60 international) and features a panoramic apron view from its relaxing lounge areas. Vipport is the airport's FBO and provides a complete ground- and passenger-handling package that is designed to offer quality and convenience to the growing number of private, corporate, and government aircraft operators using Vnukovo-3.

The company offers a range of services to its customers, including de-icing, airport slot

coordination, handling and supervision, refueling, crew hotel accommodation at special rates, crew and passenger transfer, crew visa support, and catering services.

Most recently the company introduced its Vipport Information Service (VIS), which enables users to track aircraft ground-handling status in real time within Vnukovo-3 facilities, including flight status, passengers, and baggage handling. As well as this real-time tracking, VIS offers VIS.SMS, which enables clients to receive SMS notifications with the flight status and all additional information to their cell phone, and VIS.SMS + VIS, which provides access to both of the above services.

## Exhibitions

In order to keep up-to-date with industry developments, Vnukovo-3 hosts a number of

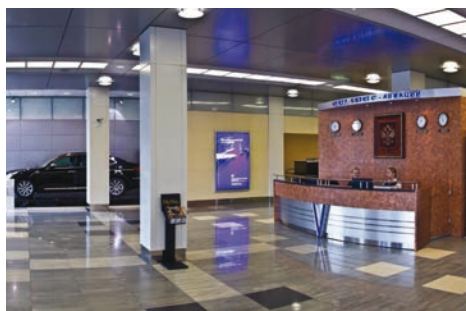




**Vnukovo-3 Airport has undergone huge investment to offer modern, comfortable facilities to its customers**

exhibitions and presentations and was recently chosen by Gulfstream Aerospace and Embraer as the location for those companies to show off their latest developments to Russian clients.

The annual international business aviation exhibition JetExpo was also held at Vnukovo-3 on September 27-29, 2012, giving guests and customers insight into the current trends in the industry, as well as the latest products on offer. This year's expo featured a static aircraft display and business-to-business communication took place on exhibitors' stands in the 5,000m<sup>2</sup> fully equipped hangar. Owners and buyers of aircraft attending the expo were able to obtain information regarding management and maintenance of business jets from representatives of service companies. Exhibitors included helicopter manufacturers Bell and AugustaWestland.



Vipport also believes that it is important to keep in touch with its customers through regular conferences and meetings. The company held its Vnukovo-3 Meeting on April 11, 2012, which was organized for the managers of the operations departments. Representatives from 27 of the world's leading business aviation operators attended the conference, including Qatar Executive, JetAlliance, Avcon Jet, Airfix Aviation, TAG Aviation, Global Jet Concept, Fair Jets, Luxaviation, Net Jets, Perfect Aviation, PrivateJet International, Vista Jet, Linxair, Amira Air, and Imperial Jet. During the conference the attendees were able to discuss important business aviation issues and view the airport's apron, technical facilities, and hangars.

As well as hosting its own events, Vipport also attends numerous trade shows around the world and will be present at the Business Airport World Expo (BAWE) 2013 in Farnborough, London, UK, on March 19-21, 2013. The company will be exhibiting together with JetPort, which is a single operator providing services for business aviation at Pulkovo-3 Airport in Saint Petersburg. Both companies will be glad to meet existing and prospective clients at its stand number 6006 during BAWE 2013. ☞

[www.vipport.ru](http://www.vipport.ru)





# *Italian masterpiece*

Passengers flying to Sardinia can enjoy one of the most exclusive business aviation locations in the world at Cagliari Airport

 Situated in the Mediterranean, the new general aviation terminal at Cagliari Airport is an exclusive infrastructure designed to offer top-level facilities and services to clients from arrival to departure. Located in a strategic position at the center of the Mediterranean region, the terminal is just four miles from the city center of Cagliari, Sardinia's capital.

The brand new terminal is the ideal starting point for discovering the impressive beauty of the island of Sardinia, famous worldwide for its mild climate, white sandy beaches, and crystal-clear blue sea. Whether traveling for business or

pleasure, all of the airport's guests are indulged with exclusive services, provided by highly qualified professionals.

The handling services ensure the highest standards of safety, efficiency, and punctuality, and the concierge service strives to meet all requests with flawless precision and to exceed clients' expectations. Cagliari's concierge service features a personalized approach to coordinating every aspect of a client's visit, including aircraft and helicopter charter, hangarage, catering, hotel accommodation, limousine services, and yacht rental.





Cagliari's general aviation terminal is a modern and elegant structure that enables passengers and crew to conduct regular business, making full use of all amenities, which include business center facilities, wireless internet connections, private meeting rooms with audiovisual facilities, and crew areas.

Bypassing the main terminal and other passengers, private aviation customers can relax in their own lounge in total privacy while the airport's team takes care of all check-in and security processes. The team is capable of assisting all types of aircraft, from the smallest

The terminal at Cagliari Airport is modern and comfortable



single piston engine to a B747 or similar. All aircraft are assisted by modern ramp equipment and the highest safety standards.


All the airport's clients are personally greeted and attended by staff familiar with the protocol of serving high-profile VVIPs. During the 2012 summer season, the professionalism of Cagliari's services has been appreciated to a great extent by its clients, including the Sultan of Oman and the Prince of Qatar.

#### Exclusive destination

Sardinia is a popular and exclusive tourist destination and a place of great natural beauty. It is a land of great traditions with an ancient culture that focuses on the contact between the land and the sea. Travelers can choose whether to follow the Nuraghe trails and discover the island characterized by the Mediterranean flora and fragrance, or take advantage of the mild climate

all year round to explore the coastline of white sandy beaches and striking sea cliffs overlooking the crystal-clear water.

Sardinia has the highest concentration of luxury resorts in Italy, including the Forte Village, which is located just half an hour's drive from Cagliari Airport and has been voted the best resort in the world 12 times between 1999 and 2012 by the World Travel Awards. For the past 30 years, Sardinia has been, and still is, one of the favorite destinations for golfers from all parts of the world.

Vincenzo Mareddu, chairman of Cagliari Airport, says, "Sardinia is renowned for being an exclusive destination and the sunniest region in Italy, meaning we have visitors all year round. Cagliari is the most important airport in Sardinia. In terms of general aviation traffic, between 2005 and 2011 it has recorded impressive growth, registering a 43% increase." 

<http://generalaviation.cagliariairport.it>



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# Make a connection

The Business Flight Center at Helsinki Airport is an ideal location for customers to do business

The airport in Finland's capital city is a prime location for business travelers. According to Finavia's FBO manager Sami Simola, "The shortest route to Asia and back goes via Helsinki. Plenty of airport slots for private airplanes and over 10 direct Asian destinations by commercial airliners is an ideal combination to save money and time."

Simola says that the number of business operations has grown even though the overall number of operations has been steady for the past year. The airport's good location gives opportunities for all kinds of customers. Some companies, for example, have used the Finavia Business Flight Center for delivering aircraft to buyers. "A couple of aircraft were flown to Helsinki and the paperwork was done in one of our lounges. We provided all the acquired services and the customer's process went very smoothly," Simola comments.

Finavia Business Flight Center provides a wide range of lounges and meeting rooms for all kinds of occasions. The VIP terminal has beautiful lounges made with finest Finnish wood and fitted with designer furniture. Meeting rooms and lounges can accommodate up to 10 people and the main hall has capacity for conferences for over 50 delegates.

## Exceptional service

Finavia Business Flight Center aims to improve services in all sections. "We see that there are many individual customers within every flight. The passengers onboard and the flight crew along with the operator are equally important to us," explains Simola.



In order to add a personal touch to its service supply, Finavia has opened a duty free shop at the Business Flight Center. Duty free selection is available for all passengers and crew members departing from Helsinki. Simola is excited about the new service: "Our duty free is quite a rare

service at any FBO and we are very proud to offer our customers this unique possibility to buy quality brands and Finnish specialties. We have also noticed that the flight attendants are pleased because they are now able to fill the plane's mini bar at very short notice. The shop is operated by Finavia FBO agents so shopping is available 24 hours a day. That is truly exceptional!"

## CDM system

Helsinki Airport has introduced a collaborative decision making (CDM) system as part of its capacity management. With the CDM system air traffic control can optimize the runway slots during rush hours in order to minimize delays for departing aircraft. <

[www.bfcenter.fi](http://www.bfcenter.fi)

# Polish charm

Providing top-quality services and fully trained, friendly staff is key to remaining competitive in the ground-handling industry



GDN Airport Services, a ground-handling company based in Gdansk, Poland, was established in December 1995. In July 2005, as a result of ownership changes, Polish Airports State Enterprise became the only shareholder of the company. GDN Airport Services provides handling of aircraft, passengers, and baggage at Gdansk Airport, with its clients including business aviation customers as well as traditional, low-cost, and charter carriers.

GDN Airport Services acts as the primary handler for Gdansk and also organizes services for all airports in Poland. The Executive Aviation Team offers handling to private and corporate aviation customers with special consideration for business and VIP passengers' needs. The team remains at the client's disposal from the moment of receiving a request until the departure of the aircraft. GDN Airport Services cooperates with carefully selected partners and with them can offer a wide range of additional services, such as hotel accommodation, limousine transport, and catering.

By the end of 2013, GDN Airport Services will begin a new chapter in its history and join Welcome Airport Services; the new group which will be present at all of Poland's major airports.

## Company mission

GDN Airport Services' mission is to become the operator's first choice of ground-handling

company in Poland. The company's quality policy and aim is to adjust to the needs of its clients as well as to meet their future expectations, and to provide its services at a level comparable to other acknowledged ground handlers in the world.

As a ground-handling company, GDN Airport Services is a crucial and reliable partner for airports and air operators. The company is therefore aware of the need for constant development, and to meet its partners' needs the company invests heavily in its staff and the newest technologies.

The aim of each employee at GDN Airport Services is to provide the highest quality of services and satisfaction to every client. Operational safety and protection against acts of unlawful interference are priorities of GDN Airport Services' day-to-day activities.

The management of GDN Airport Services approves of and supports the pursuit of continuous improvement of the safety culture in the company.

## Quality and safety

GDN Airport Services possesses all the required certificates and licenses as well as the necessary resources (its own equipment and experienced staff) to perform handling services at Gdansk Airport.

In December 2009 it became the first handling company in Poland to successfully pass the IATA Safety Audit for Ground Operators, which covers safety, security and quality issues. The company has received the ISAGO Certificate, confirming its commitment to operate to globally accepted industry best practices.

In 1997 GDN Airport Services became the first company in the aviation industry in Poland to incorporate and certify a full quality-management system in accordance with ISO 9000 standards – the company holds a certificate for ISO 9001:2008 issued by Lloyds Register Quality Assurance.

The quality system is a guarantee for both current and prospective operators that GDN Airport Services offers services fully compliant with the highest standards and procedures and also promises to constantly improve the quality of those services.

## Biggest asset

For GDN Airport Services, its biggest asset is its staff – a team that combines youth and experience to offer the best service. GDN Airport Services employs over 200 dynamic and well-trained staff with excellent knowledge of the airline industry, ensuring high standards and safety levels for all services for its customers. [www.gdnas.pl](http://www.gdnas.pl)





# Fully prepared



**David Jóhannsson, SouthAir's CEO, receives flowers from Bjorn Oli, CEO of Keflavik Airport, at the company's 40<sup>th</sup> birthday celebration**

**Business  
Airport**  
WORLD EXPO 2013  
EXHIBITOR

The winter weather in Iceland can be a challenge, but Keflavik International Airport is ready for all eventualities

SouthAir Iceland is the only FBO at Keflavik International Airport and a leading handling company for private, general aviation, ambulance, charter, military, and scheduled services. The company has been operating out of Keflavik for more than 40 years and its long-serving, dedicated, and highly qualified staff has amassed a large portfolio of satisfied customers that operate flights in and out of Keflavik Airport.

When planning a flight to or through Iceland, SouthAir is on hand to assist in any way possible. No detail is too small for the company to handle, right down to providing complimentary refreshments for passengers and crew. For customers staying for more than just a day, SouthAir will organize hotel services, car rental, and even trips to the famous Blue Lagoon geothermal spa, using its large database of local business partners.

The company celebrated its 40<sup>th</sup> anniversary on June 12, 2012 with an open house

event. Several hundred people attended the celebrations, which included catering and drinks, as well as live music performed by some of Iceland's best musicians.

During the winter months the offices at SouthAir's facility are nice and warm, but the same cannot be said for outside. However, customers need not worry as Keflavik Airport has one of the best snow removal departments in the world that keeps runways, taxiways, and parking spots clear. SouthAir also has its own snow removal equipment to clean around the facility, ensuring that customers are delayed as little as possible by the wintry weather.

SouthAir Iceland will be on hand at Stand 5026 at the Business Airport World Expo 2013 at London Farnborough Airport, UK, on March 19-21, 2013, and relishes the opportunity to meet existing friends and clients, as well as make new connections. <

[www.southair.is](http://www.southair.is)





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GROUND SERVICES





# A cut above

Passengers flying into Switzerland can be sure of a professional and efficient service when using Air Service Basel's classy and convenient business aviation terminal

Air Service Basel's (ASB) business aviation terminal was established in 2009 at brand-new facilities at EuroAirport Basel-Mulhouse in Switzerland. With its convenient operating hours and lack of slot-allocation requirements for business aircraft flights, ASB's facility is an ideal place to fly to without any delays. It is just 60 minutes' drive from Zürich International Airport, which is one of the biggest and busiest airports in Switzerland.

ASB is a full-service FBO providing customer-focused services including limousine arrangements, crew transport, fuel support, and customs clearance. ASB's VIP terminal is spacious and comfortable, with a private VIP passenger lounge, pilots' briefing room, and free WiFi. ASB's apron and hangars can accommodate jets as large as ACJ, BBJ, G550, and Global Express.

"In general, the peak times for our FBO are during world-famous cultural events in Basel,

such as the Art Basel exhibition that takes place every year in June. During the 2012 exhibition, the number of aircraft handlings accommodated by ASB's FBO terminal was almost twice as high as during last year's event," says ASB's CEO Claudio Lasagni. "This is not only a clear indication of the popularity of our facility and its unique services, but it also reflects the flexibility and dedication of our team to provide an outstanding customer experience."

One of ASB's main strengths is its ambition to keep the ground time of each passenger as short as possible. It takes them just a few minutes from parking their car next to the FBO's entrance, to boarding the aircraft. Passengers can even choose to make use of the uniquely direct apron access, allowing limousines or taxis to drive right up to their aircraft, which is normally positioned on the ramp right in front of ASB's terminal.

"Our particularly effective processes are not only highly appreciated by our business and corporate aircraft passengers, but also by providers of special services such as ambulance and medevac flights, which are increasingly taking advantage of our unique service setup," says Lasagni.

Having recently finalized extensive modification works on its hangar facilities, ASB is now capable of accommodating aircraft up to the size of a Boeing BBJ1 or Airbus A319, on more than 4,500m<sup>2</sup> of secure and private hangar space – be it on an ad-hoc basis for home-based operations, or for long-term parking.

The company also has its own maintenance and repair station for business jets, which is authorized for various models of Hawker 700 and 800, Cessna Citation, Learjet, and Beechcraft King Air. Fully authorized in compliance with FAA and EASA regulations, ASB provides base and line maintenance services performed by highly professional and licensed engineers.

ASB is dedicated to sustained growth by providing innovative, cost efficient, and flexible professional services to its growing customer base. For the company, this means that in particular the demands of a dynamic and shifting international market must be taken into account, and this will no longer be focused just on the central European region.

"We are ready to face these new challenges with our pro-active approach, in order to meet the changing needs of our clients. This will be reflected in the near future, for example, by adding new aircraft type ratings to our maintenance portfolio, and soon we will also launch a newly designed internet presence that will include a site in Russian," concludes Lasagni. ☺

[www.airservicebasel.com](http://www.airservicebasel.com)



# Ground control



Customers are guaranteed to find all the services they need under one roof at Keflavik International Airport

 Keflavik International Airport, built in 1950 as a NATO base, is only about 30 miles (45km) from the center of Reykjavik. It is described as a gateway into Europe, as Iceland is part of the Schengen Agreement between all countries in western Europe except the UK, Ireland, and Switzerland. The airport has long runways, which are always in very good condition and kept as clear and dry as possible. Keflavik is open 24 hours a day, 365 days a year, and only rarely closes due to poor weather conditions.

IGS Ground Services is the leading provider of ground services at Keflavik International Airport, and has been providing services for all civilian aircraft, and even some military aircraft, since 1964. IGS became an independent company on January 1, 2001; until then it was a part of Icelandair and its roots go all the way back to 1937.

The company has four units: aircraft handling, inflight catering, cargo warehouse, and restaurant service. IGS aims to provide the best possible service at Keflavik Airport using the necessary infrastructure, equipment, and facilities, as well as its decades of experience. It is the only handling company that can provide all these services under one roof at the airport. IGS has been ISO-9001-certified since 2008 and works hard to provide consistent services in all aspects of handling. It hopes to have ISO-14001 Environmental Management in place by the end of 2015.

## Service packages


IGS's FBO guarantees short turnaround times, and with more than 35 years of experience servicing countless private aircraft, the company is ready to meet any requirements quickly and

reliably. IGS offers three service packages for VIP and private aircraft:

1. Quick turnaround (basic fuel stop);
2. Overnight stop (including fuel stop plus hotel arrangement, transportation);
3. Luxury stop (including hotel arrangements, limousine, visit to the Blue Lagoon, and Reykjavik VIP tour).

IGS also offers all other general ground-handling services including: flight plan filing; weather briefing; VIP and crew lounge; liaison

with customs, immigration, and security; liaison with fuel suppliers; transportation within the airport area and to and from hotels; and escort of crew and passengers.

IGS Ground Services can plan for all other services on request, including hotel arrangements, transportation, catering requirements, hangar space, cargo handling and warehouse service, and arrangement of trips to the nearby Blue Lagoon. 

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The provision of all flight operation processes in one package offers customers an efficient service at a competitive price



Based in Lisbon, Portugal, Primeslot Aviation Support was founded in January 2009 by aviation professional Sandra Cardoso. Before its establishment, there were no companies in Portugal offering all the services needed for a successful trip (overflight, landing, and block permits, as well as handling and HOTAC services), so Cardoso decided to gather experienced aviation professionals and offer the complete package.

The company began to grow in 2011 when it entered the foreign market and it continues to have the trust of some of the biggest business aviation clients from across the globe. It offers a 'quality not quantity' approach, which is reflected in the service provided by staff at the company.

The organization's main goal is to satisfy its final customer – the cockpit crew – in all respects. The aim is to develop long-term relationships with each of its customers by offering them the very best prices and quality of service.

Primeslot offers full flight operation services and its flight dispatch department works 24/7.

The company provides the flight crew with all data necessary to safely perform the flights and supervise the progress of the flight.

Once customers start working with Primeslot, they will have access to a complete selection of services that can help save time and money, including: flight operations; flight watch/monitoring; and coordination (overflight/landing clearances, handling, HOTAC, airport slots, fuel).

#### Training partnership

Primeslot Aviation Support has formed a partnership with AWA, which is comprised of AWA Aeronautical Web Academy and AWA Engineering, also based in Portugal.

Established in 2008 by pilot Miguel Cardoso and Renato Pinheiro, an air traffic controller, AWA originally began offering training courses for flight operations dispatchers (FOD), which proved to be a great success. The company then launched the Pilot ATPL course in 2009 and this was critically acclaimed by aviation magazines, which described it as the best in Portugal. Following this

success, AWA then launched AWA Engineering, which provides a number of services to airlines, from airport studies, to the implementation of electronic flight bags. The company has also developed its own software to provide airport runway analysis.

AWA Aeronautical Web Academy offers FOD and ATPL courses to both Portuguese and foreign students. The company has formed partnerships with schools and airlines outside of Portugal and offers full courses and refresher sessions specific to the student's country of origin. The company also arranges accommodation and transportation for foreign students attending either course.

The FOD course is composed of 410 hours; the ATPL (A) course is made up of 190 flight hours, 15 airplane simulator MCC hours, and 832 theory hours (1,037 hours in total). The practical part of the course is held at the Cascais Aerodrome near Tires and the theoretical sessions take place in Figo Maduro, Lisbon. <

[www.prime-slot.com](http://www.prime-slot.com)

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The Full Wax Ltd directors  
Amadeo and Zoe Varzi

Providing the highest standard of care and attention is paramount when looking after an aircraft owner's most prized possession

The Full Wax is a family-run business established in 1994 that has been working on corporate jets since 2001. Directors Zoe and Amadeo Varzi are a husband and wife team who originate from a motor trade valeting background, which allows them to appreciate the care and attention owners wish to show their prized possessions. The company has carried this same respect through to the aviation industry to ensure that the customer's most valued asset is given the attention it deserves.

The Full Wax currently details for the majority of VIP clients coming into Farnborough Airport; the company is fortunate to be the TAG preferred detailers. Although based at Farnborough Airport, The Full Wax also operates according to client preference and flight patterns from other UK airports, predominantly in the southeast of England. As the company prides itself on its flexibility, location is rarely a problem.

The Full Wax provides its clients with a menu of services, but prides itself on providing a bespoke service to each client; the company likes to get to know its clients and understand their individual needs and requirements with regard to the exterior and interior of their aircraft. The Full Wax's range of services covers the areas most people would not think to look at, but they are what can most let the aircraft down. The team recognize this and ensure all areas are given the same attention to detail.

Through its attention to detail and brightwork (polishing) field of expertise, The Full Wax has cornered this niche market to become the market leaders in aviation detailing.

By exhibiting at the Business Airport World Expo 2013 in Farnborough, London from 19-21 March 2013, The Full Wax hopes to inform prospective clients of what they should be expecting from an aircraft detailer as opposed to an aircraft cleaner – the difference is vast.

Attention to detail covers every aspect of the exterior and interior of an aircraft, from the nose to the tip of the tail. It is for this reason that The Full Wax is the proud bearer of the internationally recognized ISO 9001 for Quality Control and Quality Management, establishing it as a leader in this field. This Independent assessment was conducted by the British Assessment Bureau and demonstrates The Full Wax's ability and commitment to customer service and quality in delivery of service.

By the end of a full exterior clean, the customer's aircraft will have had its landing gear, service hatches and full body cleaned and waxed, and its leading edges wiped or polished. The company's full interior service covers all areas starting from the cockpit and working through to the back luggage compartment.

Be it on land or in the air, The Full Wax prides itself on creating a finished prestigious product for its customers. Amadeo and Zoe believe the thing their clients like the most about The Full Wax is not just the quality and continuity of service they receive, but the fact that it is personalized and clients always know who they are speaking with, thus enabling the company to develop a good business relationship. <

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# African support

The general aviation community can be sure of high-class service when flying into Nigeria with Base Aviation Systems Limited

Base Aviation Systems Limited was established in 2000 and is a leading aviation service company operating in Nigeria. It is acknowledged and accredited by the Nigerian Civil Aviation Authority (NCAA), the aviation regulatory body promoting professionalism, innovation, and excellent customer service.

The company primarily provides aviation ground support services and foreign airline representation in Nigeria. Its staff members are handpicked, alert, and highly motivated individuals who understand the dynamics of the business and are able to handle a range of services that meet all the requirements of the aircraft and airport operations.

Base Aviation Systems Limited serves corporate aircraft operators and general aviation community companies for domestic and international airports, in accordance with the standards set by the international aviation organizations. It supports international clients flying into any of the major airports in Nigeria through its robust expertise in flight planning and management, aircraft ramp refueling facilitation, passenger handling services, crew assistance, customs and immigration facilitation, international landing and overflight permits, catering and hotel management, and services for airlines and ad-hoc operators. To provide these operations it has affiliations with the relevant airport authorities and government agencies with authentic licenses and permits.

Teamwork, safety, and environmental consciousness, as well as outstanding human resource development, are the main driving forces behind the company. Base Aviation Systems Limited is committed to helping airlines reduce cost and manage time responsiveness with satisfactory service delivery.

## Company values

Base Aviation Systems Limited has three main values that form the basis of its work:

- Achieving mutual success by forming long-term partnerships with clients that are based on the principles of trust and commitment to common goals;
- Conducting business in an open, flexible, and amicable way;
- Adapting the company's business model to reflect the changing needs of its clients.

The culture of Base Aviation Systems Limited influences individual employees, customers, and clients in the same way it drives the company's



operational philosophies. This culture makes it unique in the aviation industry.

The company radiates the corporate and professional culture of discipline, knowledge-drive, responsibility, ethics, friendliness, free flow of information, and empathy. It prides itself on achieving five key aspects:

- Knowledge: promoting the knowledge-drive that facilitates high-quality service;
- Responsibility: having the spirit to accept responsibilities at all times, rather than hiding any faults;
- Friendliness: the company's unique corporate identity radiates professionalism through a culture that is friendly, warm, and ambient;
- Information dissemination: Base Aviation Systems Limited ensures a free flow of information across the board, which focuses on issues, not sentiments. It encourages everyone to speak his/her mind and contribute to decision making;

- Discipline: this virtue projects the company's authority and corporate philosophies; it eschews injustice and unfairness. The company is confident in the way it conducts its business operations, displaying expertise and elegance of approach.

Base Aviation Systems Limited makes a number of guarantees to its clients, including: offering a strategic long-term partnership; a sharp focus on customers' business and local market support; a network of travel industry contacts and expertise; financial accountability and security; a strong track record of commercial success; ensuring the client's fixed costs become variable costs; and providing a stable work environment for all employees.

The corporate head office of Base Aviation Systems Limited is located in Lagos, Nigeria, with its operational offices in four major international airports in Lagos, Port Harcourt, Kano, and Abuja. ✈

[www.baseaviations.com](http://www.baseaviations.com)

# Safe and sound?



Above: **A Safety Management Toolkit** was developed as part of the **International Standard for Business Aircraft Operations (IS-BAO)**

The first in a regular slot that looks at a popular discussion posted by *Business Airport International* on LinkedIn. This issue: Safety Management Systems

In this month's issue of *Business Airport International* we have been looking at Safety Management Systems (SMS) and what they entail (see *March to the same beat* on page 34), which made us ponder what the industry's reaction to another piece of legislation really is. What are the common elements and pitfalls of implementing

an SMS system? Is it better to create and develop your own internal document or purchase a generic manual that covers the basics? Are they a truly necessary requirement in an already safety-conscious industry? *Business Airport International* took to social networking site LinkedIn to find out what those in the know really think about SMS. <

## Your views



**Mark Jones**, director of maintenance at Cozzens & Cudahy Air, believes that companies should

produce their own SMS. "Our company wrote its own manual so as to reflect a 20-year culture of no incidents. Any SMS is only as good as the culture involved in working it. Our SMS reflects that and allows input not only from pilots but also from the maintenance department. We feel that the SMS is a team effort and we are also audited independently for safety every two years. In closing, any time you have to buy a manual you are cheating yourself and your company of using the resources of the professionals that have been hired." 👍



**Mike Woeckener**, business development director at Aero Vision Technologies, said:

"Documentation is important as you have to have a 'flight plan' on what you include in your SMS and how you want your SMS

to operate. Culture is the most important aspect of SMS as it is a system. Your senior management or responsible executive must support your efforts 100% and encourage participation. With regard to purchasing a program as part of your SMS implementation, realize that a computer-based program or system is a tool that, when used correctly, will make collecting data and then managing it more efficient. You want to make sure whatever system you are considering is customizable for your organization and type of operations. The bottom line is to integrate all the ingredients of a 21st century SMS into your plan and fully evaluate all options, selecting which pieces make sense for your organization." 👍



**Donovan Rosenberg**, Tech-HSEQ and quality manager at Aviation HSEQ and technical

specialist, thinks an SMS should be tailored to individual companies' needs: "Although I accept the use of prepared systems, it is vital that the company must participate in

the development of an SMS for its operations. I have seen companies fail because they bought or installed systems that were developed overseas and were not conducive to their organization. It is the same where a consultant uses templates of, for example, a Flight Ops Manual from one company that operates 70-plus aircraft and tell the next client with five aircraft that it will work for them." 👍



**Peter Hopkins**, airport manager at Haverfordwest Airport, wrote: "Off the shelf

solutions should be avoided. Auditors have seen them all before and can recognize them quite easily. If you buy one then it is not going to fit your company and you have no control over the quality. I audited a UK airport a couple of years ago and it did not take long to see that the SMS was padded out with material and details that had no place being there. That detail also bore no resemblance to the actual operation. Establishing an SMS to ICAO standards is not

difficult; but it does take time. The ICAO document is Doc 9859 (Second Edition 2009) and you can download that for free. Chapter 8 details the four components and 12 elements that make up an SMS. If you are going to have to write one, don't get too tied down in the detail and try to remember that it's an overarching document." 👍

## Your comments

**What do you think?** Are Safety Management Systems an important requirement to running a successful, safe business? Or are they just another form of time-consuming red tape? We'd love to hear your thoughts on this or any other topic affecting the business aviation industry, so visit [www.linkedin.com](http://www.linkedin.com) and search *Business Airport International* to join in with the debate.

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