

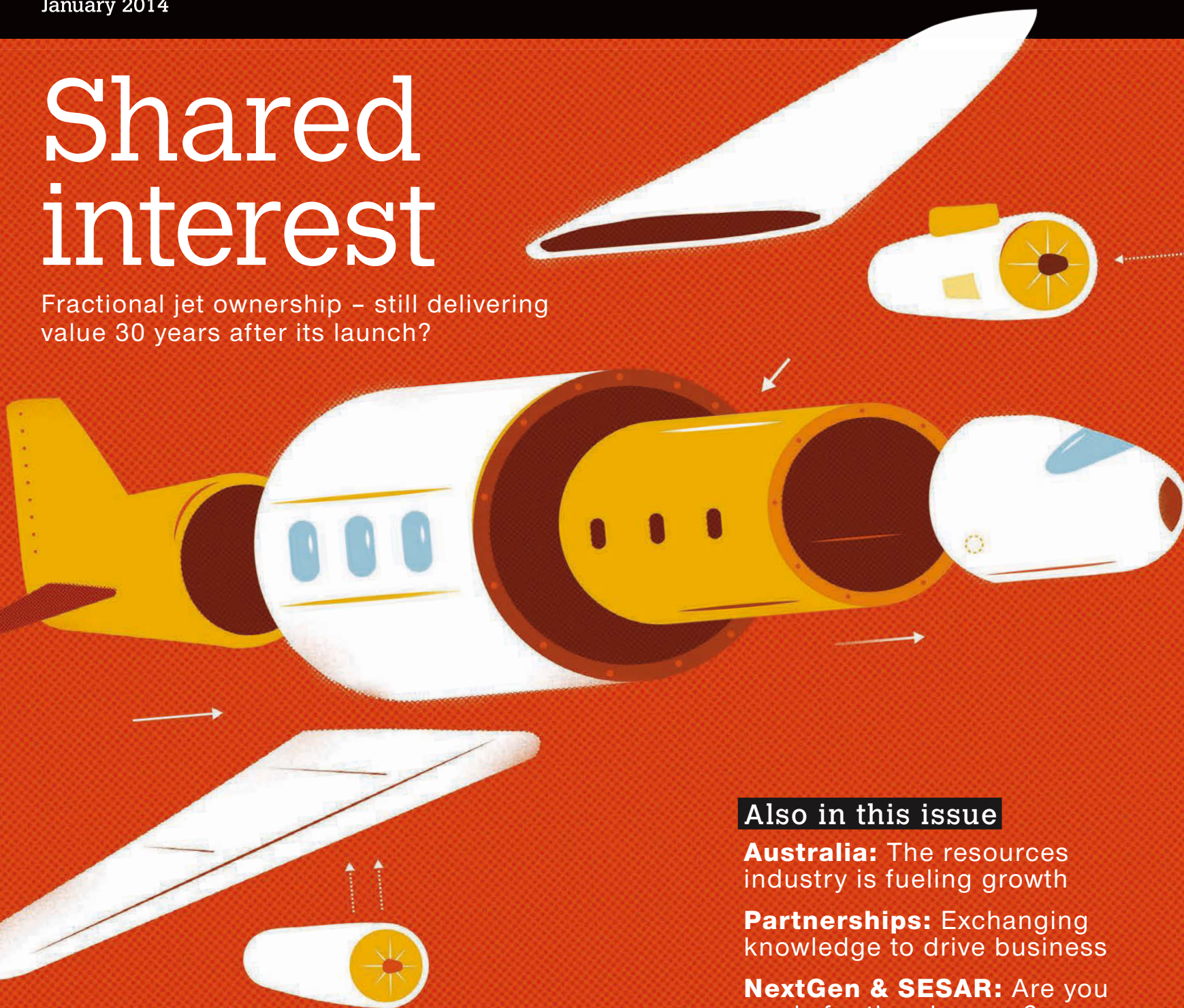
Business Airport

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

January 2014

Shared interest

Fractional jet ownership – still delivering value 30 years after its launch?



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32

FEATURES

14 Golden opportunity

Business aviation services are changing across Australia

20 Sister act

What are the benefits of airport sister partnerships?

26 Ready for business

Business jet operators need to be prepared for NextGen and SESAR changes

32 Fare share

Does fractional jet ownership still offer value for money?

38 High tech

Mobile apps and websites are making operations run smoothly

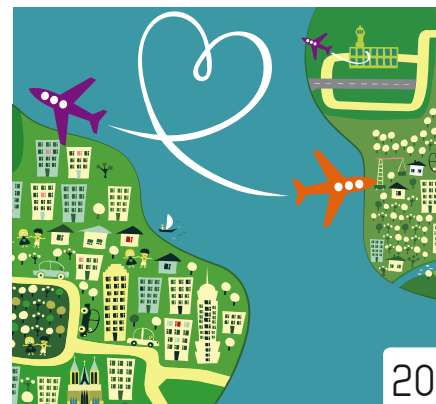
44 Past meets present

Erik Lindbergh talks about his grandfather's legacy and the future of electric flight

SHOW PREVIEW

48 Business Airport World Expo 2014

All the information you need on this year's must-attend event in Farnborough, UK, March 26-27



20

14



38



44



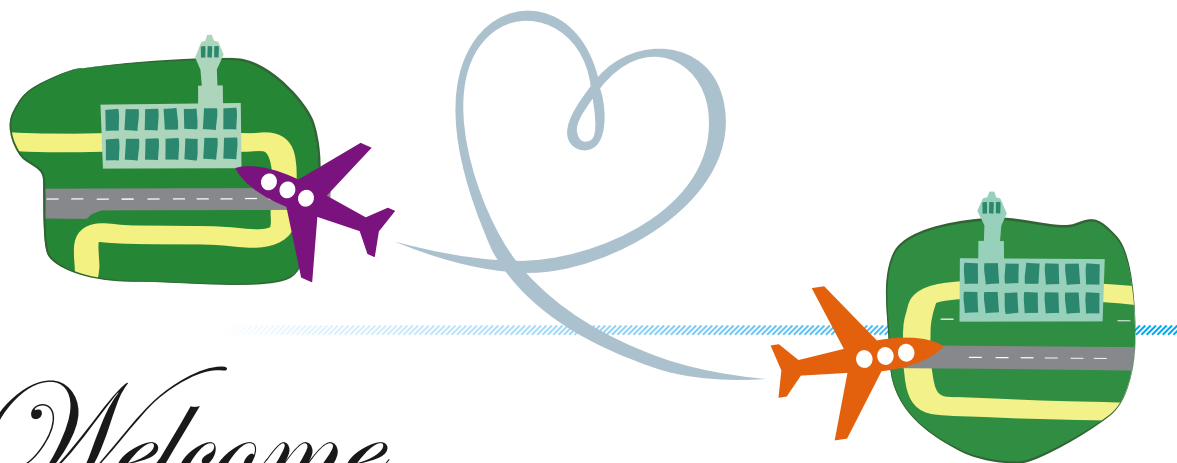
REGULARS

- 4 Arrivals lounge**
The latest news and developments in the industry
- 10 Bud time**
What are the benefits of fractional schemes?
- 64 Back chat**
LinkedIn members discuss the pros and cons of shared ownership and jet cards



PROFILES

- 56 Global masterpiece**
RUAG completes complex aircraft exterior design project
- 61 Warm welcome**
Sundt Air provides expert handling in Norway
- 58 Growth plan**
CBAS discusses the developments in Indian business aviation
- 63 Russian pioneer**
Business aircraft operators are in safe hands with Streamline OPS



Welcome

I recently read an article in *The Guardian* newspaper about twinned towns. Started just after World War II with the aim of rebuilding relationships between the UK, France and Germany, the tradition has continued ever since. In fact, my home town of Wokingham in Berkshire, UK, is twinned with Erfstadt in Germany and Viry-Châtillon in France.

But in a modern era when we can contact friends – and strangers – via the internet, do these partnerships still have a purpose? Apparently not, according to a report by the BBC, which stated that Bishop's Stortford in Hertfordshire voted to end local authority support for the town's 46-year twinning arrangements with Friedberg in Germany and Villiers-sur Marne in France on the basis that it "didn't have as much relevance in today's society". And Wallingford, Oxfordshire, broke its ties with Luxeuil-les-Bains in eastern France amid complaints that the latter had not put any effort into the relationship. A number of other UK towns and cities have since followed suit, suggesting town twinning has had its day.

The same cannot be said for partnerships in the aviation industry. In June 2002, during the ACI-Pacific Small Airports Seminar, it was unanimously agreed to create the Sister Airports Program. This program aimed to bring together large and small airports from around the world to share their knowledge and experience in a bid to improve each other's operations. Now called the Small and

Emerging Airports Network, the program has continued to grow, with 10 airport pairings including Narita/Phoney and Gold Coast/Vanuatu airports.

In August 2013, the concept of sister partnerships was extended to the business aviation sector, with the announcement that Teterboro Airport in New Jersey and London Biggin Hill in the UK would be joining forces to support business air transportation between New York and London (see *Sister Act* on page 20). The partnership is already proving fruitful – Biggin Hill is drawing up a list of priority issues it will discuss with Teterboro in order to improve its own operations: "The broad headings are customer service, communications, neighborhood relationships, facilitation, safety and security. This will enable grounding for topical working agendas and will be a catalyst for joint business initiatives," says Robert Walters, business development director at the UK airport. It will be interesting to see how this partnership grows over the coming months and years, and what the results will be.

This year's Business Airport World Expo in Farnborough, UK, March 26-27, also provides the ideal platform for strong business relationships to be formed, so make sure you're there! Incidentally, Farnborough is twinned with Meudon in France, Oberursel in Germany and Sulechów in Poland.

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Printed by William Gibbons & Sons Ltd,
26 Planetary Road, Willenhall,
West Midlands, WV13 3XT, UK

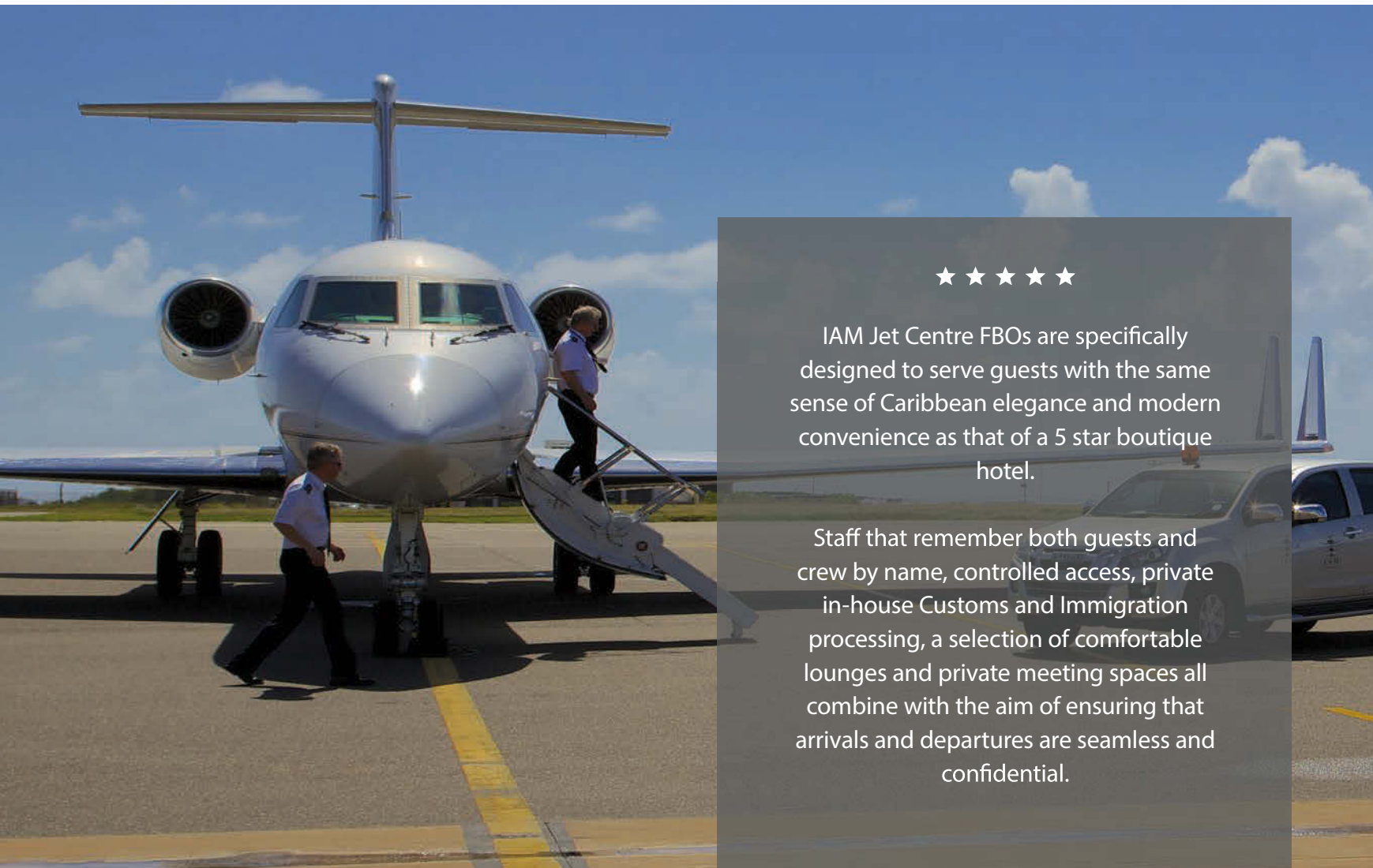
Business Airport International is published quarterly. Annual subscription price is £42/ US\$75. Airfreight and mailing in the USA by agent Air Business Ltd, c/o Worldwide Shipping USA Inc, 155-11 146th Street, Jamaica, New York 11434. Periodical postage paid at Jamaica, New York 11434. US postmaster: send address changes to *Business Airport International*, c/o Air Business Ltd, c/o Worldwide Shipping USA Inc, 155-11 146th Street, Jamaica, New York 11434. Subscription records are maintained at: UKIP Media & Events Ltd, Abinger House, Church Street, Dorking, Surrey, RH4 1DF, UK. Air Business is acting as our mailing agent. USPS Permit Number: 4930

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Gama Aviation inaugurates £3.8m facility at Glasgow Airport

 Gama Aviation has inaugurated a £3.8m (US\$6.1m) maintenance hangar, offices and executive aircraft handling facility in Glasgow, Scotland, that will create a number of flight crew, engineering, operations and customer service jobs.

Designed by The Kerr Practice, the new 2,480m² facility provides a modern and convenient aircraft charter base for the company's Scotland-based customers. The Gama Aviation Executive Terminal (FBO) is currently operational, but will be enhanced further with dedicated work and rest areas in time for the Ryder Cup and Commonwealth Games in the summer when Glasgow, the host city for both events, expects to handle a large volume of business and VIP visitors.

"Gama Aviation has enjoyed a long history in Scotland and Glasgow, especially since

starting a fixed wing contract with the Scottish Air Ambulance 20 years ago," said Andy Patsalides, director of marketing, Gama Aviation. "We had a choice – to either build a facility fit for the Scottish Air Ambulance's needs or go one better and fully expand our activity in Scotland with a fully integrated executive handling facility and MRO to support the Beech King Air and other business aviation types we support too. Our investors supported us in the decision to create a one stop facility here in Glasgow with a new build and a commitment – of £3.8m – in the first phase. Business aviation in Scotland doesn't always enjoy the best infrastructure and we are proud to have addressed this with our new center."

The second phase of the project will be completed in 2014, and will see a doubling of the

hangar facility for MRO and handling – to a total of over 5,000m². This will include a dedicated MRO service center for the Beech King Air, enabling Gama Aviation to complement the services currently offered in the south of England. Coinciding with this, the company intends to create some 40 new jobs, in addition to the 20 created during the first phase.

Gama Aviation will provide full base and line maintenance in the new hangar to support the Beechcraft King Air 200s operating an essential service for the Scottish Air Ambulance. In addition, Gama Aviation anticipates significant third-party aircraft maintenance activity coming to Glasgow.

Gama Aviation CEO Marwan Khalek said, "We are delighted to complete the first phase

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"This new facility is a fantastic vote of confidence in the city of Glasgow and the airport"

Amanda McMillan, managing director, Glasgow Airport



Left: The new facility at Glasgow Airport opened on November 14, 2013

Below: Amanda McMillan, managing director of Glasgow Airport, and Marwan Khalek, CEO of Gama Aviation



of this significant investment project, which is a great showcase for our wide ranging aviation capabilities – all under one roof. We are extremely proud to have been here in Scotland for over two decades and this new facility underlines our long-term commitment to this region."

Amanda McMillan, managing director of Glasgow Airport, added, "This new facility is a fantastic vote of confidence in the city of Glasgow and the airport. Gama Aviation is making a considerable investment, creating jobs and new business, and the announcement of a second phase of investment underlines this commitment. By using local suppliers right through the design and construction process, it has also ensured the economy in this area benefits even further."

Beechcraft King Air 350C available for charter


Gama Aviation has also presented a newly delivered Beechcraft King Air 350C multi-role business turboprop aircraft at its Glasgow base, which will be available for charter from Scotland. The aircraft will be popular with local executives seeking easy, reliable access to the more remote parts of Scotland, along with offering a cost effective and efficient mode of transport for trips to the UK and Europe. It will also serve as an ad-hoc additional aircraft to support the Scottish Air Ambulance. The King Air 350C features a large cargo door, making it suitable for rapid response cargo missions servicing the need of the oil and gas industries in particular.

"Glasgow Airport has always been home to a wide range of aviation services and this new facility is a fantastic addition, which provides more scope for dedicated business flights as well as the hugely important Scottish Air Ambulance service. The airport is investing heavily to improve our facilities ahead of the Commonwealth Games in 2014 and this new state-of-the-art aviation center is a hugely welcome addition."

Gama Aviation has some 80 business aircraft in its fleet throughout its global network. During the time of the Commonwealth Games and Ryder Cup especially, it expects to handle all manner of aircraft including large cabin sized jets, such as Global Express and Gulfstream types, and it will be working closely with its US subsidiary Gama Charters to handle the needs of clients coming over from the USA for the Ryder Cup. [↗](#)

Air Center One to open Queenstown FBO



 Air Center One has announced it will open a full-service FBO at Queenstown Airport, New Zealand, that will be used to better serve the growing number of corporate and private jet customers at the airport.

The facility, which will be situated adjacent to the main terminal building, will offer the same services as Air Center One's main FBOs in Auckland and Wellington, including a private lounge with customs, immigration and quarantine facilities. The design will be modular and functional with a cedar timber finish, providing views of the corporate ramp and adjacent Remarkables Mountains from the lounge.

"We have been providing handling services for Queenstown for some years, but corporate/private jet traffic at this destination has been increasing every year," explained Robin Leach, CEO of Air Center One. "Auckland, Wellington and Queenstown are the main corporate/private jet destinations in New Zealand as far as traffic numbers go. The growth at Queenstown has been stretching facilities and it is opportune to

offer the same FBO facilities here as we have in Auckland, Taupo, Napier and Wellington. This development completes our New Zealand wide full-service FBO network."

The facility will be run in partnership with Capital Jet Services, with the lease commencing on January 1, 2014; and the FBO facility opening on March 31, 2014, subject to the usual building and environmental consent processes that apply. The budget for the project is "substantial", according to Leach, although he was not prepared to elaborate.


Commenting on the partnership with Capital Jet Service, Leach said, "We have had a very close working relationship with Capital Jet Services for the past 14 years. We provide services for them in Auckland, Taupo and Napier, and they provide services for us in Wellington and Christchurch. We have each been providing handling services at Queenstown for some years now and it made economic sense for us to jointly develop the Queenstown facility and pool our resources there."

According to Leach, the new facility will help Air Center One provide a better experience for its corporate visitors and bring services to the premium travel sector into line with those provided at the Auckland and Wellington FBOs.

Queenstown Airport Corporation CEO Scott Paterson welcomed the new building, saying it is a big step forward in positioning the airport as a key New Zealand gateway for premium visitors.

"The owners and operators of these aircraft are making a valued economic contribution to the airport and the local economy, and it's important

for us to ensure that we're delivering the best possible customer experience," he said.

"The new facility is the first step in enhancing our corporate jet facilities. It will provide a dedicated space for our passengers to be welcomed, hosted and processed, creating a better first impression of Queenstown and a seamless transition from air to land." 

What's on offer?

Air Center One offers a full range of services at its FBOs, including:

- Customs, immigration and quarantine priority clearance
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Ali Al Naqbi announces MEBAA's 'Fly and Feed' program at the Dubai Airshow

The Middle East Business Aviation Association (MEBAA) has signed an agreement with the United Nations World Food Programme (WFP) to donate US\$20 for every Middle East and North Africa (MENA) private flight. The announcement was made at the Dubai Airshow on November 19, where MEBAA founding chairman Ali Ahmed Al Naqbi predicted the MENA industry would be worth US\$1bn by 2018 and have 1,375 registered aircraft by 2020, up from 500 today.


Al Naqbi said, "Our new 'Fly and Feed' program is a commitment from MEBAA to support this most worthy cause. The idea might have come out of this region, but it will become global, through our association with the International Business Aviation Council.

"While the industry is often perceived as one of luxury and high powered corporations, the less advertised but equally effective aspect of business aviation is its use in humanitarian efforts. The industry has for a long time been at the forefront of humanitarian efforts across the globe. For example, in the aftermath of the 2010 Haiti earthquake, the first aircraft to land and deliver aid, food and assistance was a business aviation aircraft. This gave us the inspiration to setup the 'Fly and Feed' initiative as it is our way

of supporting WFP's efforts in fighting hunger across the globe.

"MEBAA is currently making the donation procedure very simple and efficient so as to facilitate companies and clients alike in giving back to the community. The aviation industry can support the program by participating in it, encouraging contributions from their clients, matching these contributions and spreading the word about the program," Al Naqbi concluded.

Set up in 1961, the WFP is the world's largest humanitarian agency addressing hunger and the UN's frontline agency in the fight against global hunger. It uses its food supplies to meet emergency needs and support social and economic development in the world's most vulnerable communities. To augment this function, the agency introduced WFP Aviation, which charts aircraft from around the globe for safe and reliable transportation of food, non-food items and humanitarian personnel.

Last year, WFP Aviation transported more than 350,000 people and 6,000 metric tonnes of light humanitarian cargo in countries including Afghanistan, Chad, the DRC, South Sudan and Mali. Registered carriers on behalf of WFP Aviation operate more than 100 aircraft. 

ADCOM makes US\$54.5m UAV donation

Abu Dhabi-based ADCOM also made a charitable announcement at the Dubai Airshow – it has donated a US\$54.5m unmanned aerial vehicle (UAV) system to the United Nations Environment Organisation for humanitarian and environmental purposes. The system, invented, designed and manufactured in the UAE, is designed as a multifunctional, remotely piloted flying platform.

Dr Ali M Al Dhaheri, CEO of ADCOM, said, "The civilian version of the Global UAV can carry up to 18 air-drop containers for search and rescue survival equipment. Two extra heavy load pods can carry bulky and extra heavy air-drop containers, while one cargo hold can be used for humanitarian and environmental missions. If the flight operation of Global UAV saves one human life, it was worth developing such a highly sophisticated and extraordinary UAV system."

Dr Dhaheri said the UAV can travel for up to 40 hours, with an operational speed of between 200km/h and 650km/h, and a maximum altitude of 16,764ft. The UAV will be used for search and rescue, and eco-imaging missions.

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Who wants to be a millionaire?

“If you want to be a part-time millionaire, you have to be able to live with the benefits and the disadvantages of it”

“Invest in a winning horse... at a fraction of the cost,” I read on *The Fractional Journal* website. I thought it was the catchline of a story about fractional ownership of an aircraft and that it would describe how one is able to be part of the ‘high life’ at a fraction of the cost. But the feature continued that going to the races is a pretty fun way to spend a day. I agree. I also admit that it was the wrong article, but I continued reading it nevertheless. Can you imagine, shared ownership of a racehorse? Just like an aircraft, you own a share of the noble animal and all of the running costs like trainer, jockey, transport and race entry fee are handled by the fractional ownership company.

There are even more benefits such as stable visits, paddock tours on race days, and invitations to owner enclosures. When was the last time you got a tour of the airport and the maintenance hangars? To top it all off, you may have a chance to visit the winner’s enclosure if you are lucky. It is as if you are signing up for a shared jet ownership and with the contract you will get a lottery ticket. But as the old saying goes: “One should only bet what they are willing to lose.”

Is the shared ownership of a jet a wise decision? It definitely has pros and cons. The positive side is that the fractional owner suffers only a fraction of what the full owner suffers, and the negative side is that the fractional owner only enjoys a fraction of what the full owner enjoys. This principle may help you make your decision. What more is there to say anyway? If you want to be a part-time millionaire, you have to be able to live with the benefits and the disadvantages of it.

The shared jet ownership is a concept that is developed by Richard Santulli, who has a Bachelor’s and a Master’s degree in mathematics, and therefore knows that the word ‘fraction’ originates from the Latin ‘fractus’, which represents ‘part of a whole’. You know?

Like a slice of pizza. What was considered as an innovative idea when setting up Netjets in 1986 was based on the text in the chapter ‘Kalasavarna’ (fractions) of the ‘Sthananga Sutra’ mathematics, believed to be written in 300 BC in India. As can be expected from an academically educated mathematician, Richard Santulli mastered the art of adding one and one, and getting three as a result. Bringing mathematics and jet ownership together was the dynamic that innovators often use by bringing two matters from different angles, industry or expertise, together to create a win-win situation that has not been thought of before. If in 300 BC India they would have had a vehicle to go to the skies, they might have become the inventors of fractional ownership of such flying bodies. I can assure you that what I’m saying here is based on pure mathematical logic.

Warren Buffet, the investor behind Berkshire Hathaway, the company that owns Netjets, wrote to the shareholders that he had sold the Berkshire airplane and would go for shared ownership only. “Warren Buffett is currently the third-richest person in the world. And he still doesn’t own a private jet,” the Netjets promotions proudly state. So, what’s the big deal here? I don’t own one either and I’m not even listed among the super-rich.

However, Warren has what I don’t have; he is known to have a reputation for prudence, integrity and a relentless focus on value. Therefore it would not surprise me that the real and simple reason for his buying Netjets in 1998 was that he recognized the value of living like a millionaire – even if it is only part-time. <

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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The boom in the resources industry is driving change in business aviation services across Australia

Words | **Selwyn Parker**

When passengers fly with Revesco Aviation, a Western Australia-based charter operator out of Perth, they have the option of a Gulfstream IV-SP once owned by Oprah Winfrey. Rated six-star luxury, this beautifully appointed, two-cabin aircraft comfortably links Australia with Hong Kong, Hyderabad, Malé, South Korea, Europe and the USA. Revesco's fleet also includes another Gulfstream IV; a 10-seat Bombardier Challenger that flies non-stop from Perth to most destinations in South East Asia and New Zealand; a Cessna Citation; and a Phenom 100. For good measure, the Challenger's interior is the work of New York-based Eric Roth, who has styled the aircraft of several Fortune 100 companies.

Clearly, things have changed in charter aviation in Australia since I flew Bush Pilot Airway's Douglas Dakota C-47, a legendary military transport aircraft, across the Gulf of Carpentaria from Gove to Brisbane 30 years ago.

The boom in the resources industry has ignited a demand for corporate charters within Australia and to destinations far beyond the country. And the industry has risen to the challenge as operators offer increasingly sophisticated services in terms of the quality of

their fleets, their fixed-base operations, on-ground assistance, maintenance and 24/7 availability.

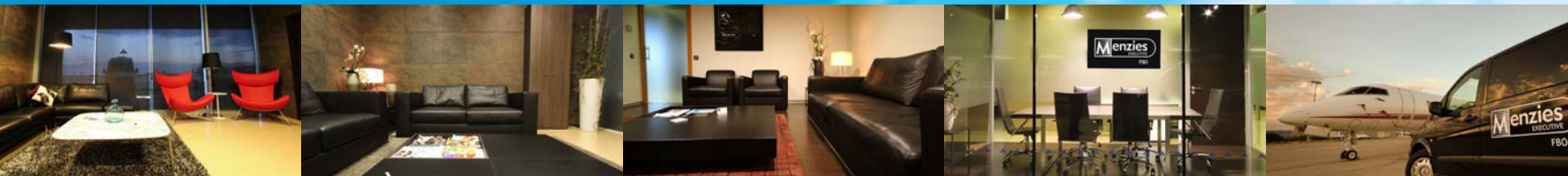
Years ago, very few operators would have advertised catering, chauffeured transport, luggage forwarding, ground transportation and hotel, resort and spa luxury accommodation – as charter operator Edwards Aviation does. In the 1970s and 1980s, only the prime minister's jet would have attracted that level of service, but Australia's captains of industry now see corporate jets as the most efficient and flexible way of traversing the continent's vast spaces. Average flying time from Sydney on the Pacific Ocean to Perth on the Indian Ocean, for instance, is around 5-7 hours.

FBOs everywhere

The number of fixed-base operations is expanding across the country. For instance, Hawker Pacific has bases at Cairns and Townsville (both in northern Queensland), Brisbane, Sydney, Canberra, Melbourne, Perth and Pearce, just above the Western Australian capital. Hawker Pacific has also linked up with other operators such as Revesco to greatly extend the network for corporate jets. ExecuJet



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Congestion

Based in Perth and Adelaide, Cobham Aviation, with its fleet of Bombardier Dash 8 turbo props and British Aerospace BAE 146 regional jets, specializes in serving the mining sector. Its charter operations fly from four to 100 passengers to the most remote locations. Although Cobham does charters for government businesses and sports groups, it is famous for its fly-in, fly-out services for blue-chip companies such as Santos, Rio Tinto, BHP Billiton, Chevron and Minara Resources. Cobham is so busy that its terminal in Perth has a capacity of 250 passengers – so it's hardly a typical FBO.

But with Cobham and other Perth-based operators competing for slots, there is a lot of competition. As Universal Australia's



Hawker Pacific has the largest network of FBOs across Asia and Australia, including Kuala Lumpur (above left) and Sydney (above)

Brendon Sadler points out, "Pilots often overlook the pressure on Perth's slot requirements." Arrival slots into Perth must be arranged between 8:30am and 10:00pm Monday to Friday, while departure slots are between 5:30am and 8:30am. Man-in-the-middle Sadler is busy managing slot requests on an as-required basis mainly for international crews. "This is due to the increased volume of fly-in, fly-out flights for the mining sector," he says. Customs is also under pressure to cope with off-terminal clearances for business jets. Universal Aviation is working with the new government to find funding for extra customs services at its FBO. Like much else in the industry, everybody is playing catch-up.

is following suit with three FBOs in Perth, Melbourne and Sydney, where it parks a versatile fleet of narrow- and wide-bodied aircraft. Not to be outdone, Perth-based AVWest, just 7.5 miles from the central business district, recently added four ultra-long-range Global Express XRS aircraft to its fleet, which already included a wide-body business jet. AVWest's headquarters is the Perth Jet Centre, which it owns and operates.

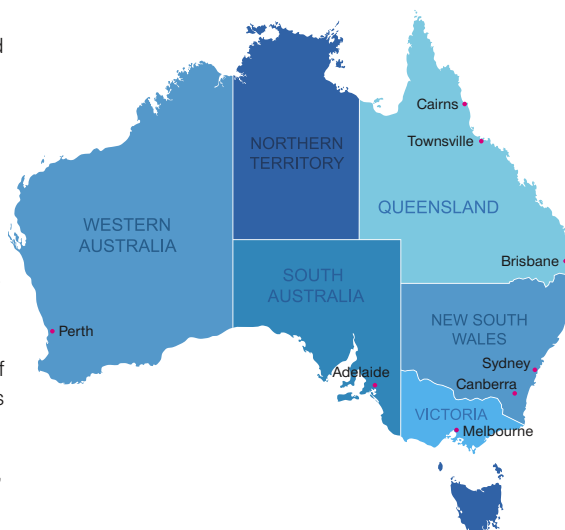
Because of its size, the mining sector has an important influence on the corporate aviation industry, especially at locations like Perth, which is a departure point for many of the major sites. Congestion at the busy and fast-expanding airport is often high.

Perth International is always in a race to catch up with demand. "Pilots are often unaware of the volume of airfield and international terminal works underway," says Brendon Sadler, ground manager at Universal Australia. "Perth has had a few new taxiway links constructed or rebuilt for drainage purposes to accommodate larger aircraft. We also have a new Virgin Australia domestic terminal under construction at the international terminal. All of these works have affected business jets and reduced the number of international stand-off bays available for parking."

The result is that nearly all business jets are relocated to the general aviation (GA) terminal if they are in Perth for longer than six hours. "This affects handlers and crews, who are required to tow aircraft or taxi across to the GA and back again if it's for an international departure," explains Sadler.

Regulatory overhaul

As the entire infrastructure for the corporate jet industry is in a state of more or less permanent development, it is also navigating a major regulatory overhaul by the Civil Aviation Safety Authority (CASA) that is arousing considerable controversy. Essentially, CASA says it is trying to knock somewhat piecemeal regulations into a coherent and internationally compatible shape. As the authority explains, the purpose is to "update and streamline the rules to reflect aviation industry best practice and ICAO's safety standards and recommended practices". CASA is also anxious to harmonize the industry's operations with other countries under the umbrella of "interoperability".



According to director of aviation safety John McCormick, there are simply too many exemptions and permissions in the system for it to cope with a fast-modernizing aviation industry. "The issues have to reflect the reality," he said recently in an endorsement of a single manual covering all issues.

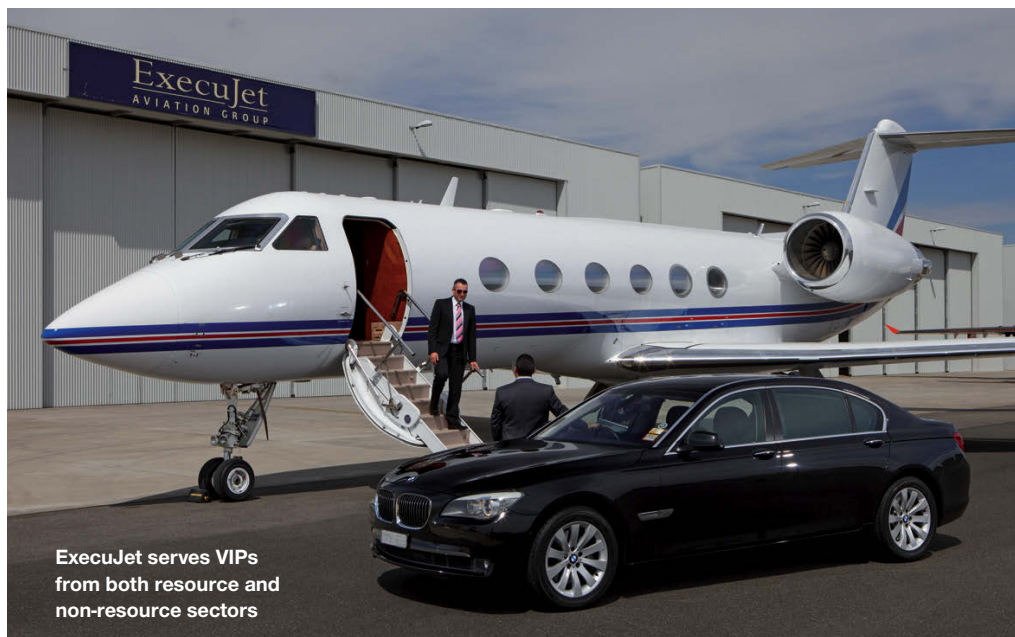
Although some of the changes are relatively minor and have aroused little or no opposition, others will radically alter the way the industry is approaching things. Nothing if not comprehensive, the new rules cover engineering; pilot licensing; flight training and operations; maintenance; fatigue risk management; and standards for navigation, sport aviation and aerial work.

The main sticking point is regulations that closely affect the industry's operations, notably those relating to the licensing for operators and crew, and maintenance. And opposition has come to a head recently, particularly for the GA industry. Indeed so much so that McCormick felt obliged to write a soothing letter headed 'Dear Australian pilot' (see page 18).

Foreign operators

The main change in the regulations affecting foreign operators comes under Part 129 and concerns air operators' certificates. The authority has concluded that the current requirements for obtaining a certificate are deficient in a number of areas and will propose changes to the law as a safety measure. Also Australia is anxious to harmonize its Part 129 regulations with those of other jurisdictions so that – among other reasons – it is easier to attract foreign pilots.

For instance, CASA will require a common language for flight crew and all communications with air traffic control to be conducted in English, the *lingua franca* of aviation. There are also what it calls "refinements" to the rules for maintenance and airworthiness; restrictions on inexperienced pilots being crewed together; and consolidation of requirements relating to radio, navigation and other equipment.



ExecuJet serves VIPs from both resource and non-resource sectors

Angry AOPA

The overhaul of Part 129 and the regulations in general are clearly designed to integrate Australia with systems prevailing elsewhere. However, Australia's Aircraft Owners and Pilots Association (AOPA) fears a Brussels-type system when they would much prefer a USA-style one on the grounds that it is much less bureaucratic and prescriptive, costs less for operators to implement, and is also said to be safer.

As AOPA's president Andrew Anderson, a Cessna pilot, warned in an open letter in October 2013: "General aviation faces challenges like never before. Through CASA, the government is accelerating major regulatory change that would affect every private or commercial pilot aircraft



"Part 61 makes our pilots more competitive across the world, and makes it easier to attract foreign pilots to train in Australia"

John McCormick, director of aviation safety, Civil Aviation Safety Authority

Dear Australian pilot

With the December 4 deadline looming for Australia's new pilot licensing regulations, the government's man in charge of aviation safety felt obliged to try and calm some very disturbed waters. In an open letter headed 'Dear Australian Pilot', John McCormick from the Civil Aviation Safety Authority (CASA) tried to clear up what the civil aviation authority says are widespread misconceptions about the Part 61 rules.

- It is "most definitely not the case", McCormick wrote, that Part 61 could force pilots to hand in their licenses. Most pilots would not notice any change, although some will face new or alternative requirements.
- While there will be changes to flight review requirements, most pilots (but not all pilots) "will be able to operate the same aircraft in the same way after your new license is issued".
- It will not always be necessary, as feared, to undertake separate flight review exercises for each rating and endorsement being checked.
- Proficiency checks will be more flexible than before, the letter claims. For example

commercial pilots who fly multi-engine airplanes under instrument flight rules can cover all the proficiency checks and flight reviews in one annual exercise conducted with the operator that employs them.

- Despite concerns to the contrary, there will be no extra proficiency-check requirements beyond the current regulations for most current license holders.
- The letter does not, however, make any apologies for numerous reforms to improved safety. These include stiffer requirements for multicrew training and flight testing, tougher standards for co-pilots, and new tests for low-level flying, among others.
- CASA's main aim with Part 61 is to bring Australia's pilot-license standards into line with those of the International Civil Aviation Authority. "It makes our pilots more competitive across the world, and makes it easier to attract foreign pilots to train in Australia," McCormick says. And although many pilots beg to differ, he insists the new rules serve to reduce red tape and hand more licensing functions over to the industry itself.

owner and maintenance business." As it is, general aviation is reeling from a comprehensive privatization of airports that has indirectly been paid for by higher charges on it.

So concerned is AOPA that the incoming regulations will reflect those applied by the European Aviation Safety Agency (EASA) that it invited its representatives, and those of other European aviation organizations, to a standing-room-only seminar in Australia in September 2013. In a running battle between AOPA and CASA, the former is fighting principally for regulations applying to operations and maintenance that reflect those of the US FAA and not those of EASA. Its main objection is that CASA is too influenced by Europe and is following what the organization describes as a "one-size-fits-all" format.

"EASA maintenance regulations stand out as a burning issue," the seminar was told. "General aviation in Europe has suffered immense damage from the imposition of airline-style EASA regulations," one speaker said.

One thing that will never change in Australia is its historically stringent quarantine regulations that are often overlooked by corporate passengers. Australia's six states and two territories – the Australian Capital and Northern Territory – all retain their own highly specific rules. Border controls apply the rules politely and mercilessly – and corporate carriers bend over backward to oblige. For example, Cobham Airlines, which services the mining regions, will not permit passengers to bring aboard "odorous fruits" such as durian or jackfruit.

Intercontinental aircraft

In the past decade, Australia's 180-strong fleet of business jets has seen the arrival of some of the cream of intercontinental aircraft, such as the Dassault Falcon, Gulfstream, Global Express and Boeing business jets. The trigger was the need to fly to and fro between the major customers of the mining giants in China, Latin America and the Middle East. In the past year or so, the boom in resources has slowed but David Bell, chief executive of the Australian Business Aviation Association, points out that the industry's recent growth has a broader foundation. "Australia is so far from anywhere, quite a few of our members now fly their planes around the world, and that trend is increasing," he says.

By way of proof, ExecuJet's clients include VIPs from non-resource sectors, such as healthcare and retail. Westfield, one of the world's biggest owners of shopping malls, has its own private fleet.

The recent investment in business-jet infrastructure looks good for the future. For instance Ausjet's FBO in Essendon, Melbourne, boasts private conference rooms, flight planning areas, spacious hangars, and the kind of concierge services that European and North American clients have come to expect. The quality of Ausjet's on-ground services reflects a fleet that includes a Gulfstream G450, an Embraer Legacy 600, a Hawker 800/900SP and a Citation, plus twin-engine piston, turbo-prop and single-engine piston aircraft for shorter hops. <

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Sister act

Airport sister partnerships and their non-binding nature are largely symbolic, and the real benefits are yet to be proved. However, a recent signing between two business airports on opposite sides of the Atlantic seems promising

Words | **Keith Mwanalushi**



Since 2002, small commercial airports have been partnering with their larger counterparts to exchange knowledge and expertise in a bid to improve operations (see *Sister Airport strategic partnership* on page 24). This trend has now spread to the business aviation industry, with London Biggin Hill Airport becoming the first business aviation airport in the UK to form a relationship with an overseas equivalent – in August 2013 it signed a Memorandum of Understanding with Teterboro Airport in New Jersey, the busiest business aviation airport in the USA, that aims to support and develop business air transportation between New York and London.

Airport sister partnerships normally involve an exchange of knowledge, allowing each airport to understand the challenges faced by the other as well as learning from their different, and sometimes similar, strengths. Richard Koe, managing director at business aviation specialist WINGX Advance, sees some obvious similarities between Biggin Hill and Teterboro – both being gateways for international traffic and satellites to major international financial centers.

“They have similar opportunities, also comparable challenges, and more importantly they are at either end of one of the densest intercontinental routes, so share a good deal of traffic,” Koe notes. “So their association makes sense. In our view, this move is part of a general trend away from the traditional fragmentation of

“The relatively advanced state of business aviation in the USA provides a platform for examining progressive customer service”

Robert Walters, business development director, London Biggin Hill



business aviation suppliers and providers, toward more open cooperation and partnership.”

Koe further observes that this trend includes not just airports, but also operators, fuel providers, brokers and other business aviation specialists. “Initially we would comment that the Biggin-Teterboro initiative is PR-focused, but there are undoubtedly mutual operational benefits that could accrue.” He gives examples such as preferred rates, some joint procurement and shared MRO. “If these materialize, no doubt other airports will look for similar tie-ups,” says Koe.

Leading by example

“The Teterboro template for handling higher density corporate aviation on an exclusive basis provides a leading-edge example for those like Biggin Hill who hold similar aspirations,” comments Robert Walters, business development director at London Biggin Hill. “The relatively advanced state of business aviation in the USA provides a platform for examining progressive customer service and an evolving best-practice program.”

Walters says Biggin Hill has already established a mutual interest with Teterboro management and is currently drawing up a range of priority issues for open discussion with its five experienced FBOs. “The broad headings are customer service, communications, neighborhood relationships, facilitation, safety and security. This will enable grounding for



Left: **Sharing knowledge and expertise may help business airports increase traffic**



Comparing facts

	Teterboro	Biggin Hill
Location	New Jersey, USA	London, UK
Start of operations	1919	1920s
Number of FBOs	5	3
Maximum aircraft size	Up to 100,000 lb	Up to 737 size
Operating times	6:00am-11:00pm daily	6:30am-10:00pm Mon-Fri; 9:00am-8:00pm weekends
Fueling	Two fuel farms	Fuel bowser and self-refuel farm
Number of general aviation flights	61,447 (12 months ending August 2013)	42,249 (September 2012-August 2013)



L-R: **Ralph Tragale, assistant director of the aviation department of the Port Authority of New York & New Jersey, and Andrew Walters, chairman, Biggin Hill Airport Ltd, at the signing of the Memorandum of Understanding at Teterboro Airport on August 13, 2013**

topical working agendas and will be a catalyst for joint business initiatives.”

Assessing the benefits

Some aviation experts doubt that sister agreements bring substantial synergies, cost reductions or route development. The most important aspect of this form of partnership is in consulting about business or investment deals that evolve against the background of the airports’ partnership agreement. Walters is confident that consultation leading to mutual gain in the customer-service field is certainly likely to provide a win-win situation. “There is no role predicted for any joint-investment programs, but nothing can be ruled out in the longer term,” stresses Walters.

Koe observes that the Biggin-Teterboro announcement is first and foremost a PR initiative. “This is especially useful for Biggin Hill,

in the context of its current lobbying efforts to get preferred status as a dedicated business aviation London reliever airport. Other synergies will be more challenging.”

For example, Koe states that cost reductions could be difficult to justify, and in any case the decision on which airport to use is more likely to be based on customer convenience than small cost discounts. But certainly Biggin Hill will hope to attract some extra transatlantic traffic from Teterboro. In fact, Biggin Hill is currently investing in improving its accessibility to large aircraft with transatlantic range, a market it believes it has fallen short on in the past.

“After all, Teterboro handles more than 10 times the movements at Biggin Hill,” says Koe. “To that extent, it is not really a partnership of equals. All the same, it also gives Teterboro good kudos to be advertised as a London airport’s preferred hub. Also, this association comes in the

context of some major investment opportunities for Biggin Hill, and it may support the airport’s capital raising to give the impression it has a strong transatlantic feeder,” Koe adds.

Sharing best practices and optimizing airport processes can only be advantageous for operators and passengers. Walters notes, “70% of our business traffic is international, and for the end user, time is money. All customers rightfully expect an efficient service from both the airport and the chosen FBO for the aircraft and crews throughout operational hours. Similarly, business travelers require minimum time dealing with security and other airport formalities, so infrastructure is key and pre-planning is an essential component. It’s important to remember that at Biggin Hill we do not handle airline traffic.”

Koe assesses that for the airports, potential synergies – at least on paper – include marketing, shared traffic, shared best practice,



Airport safety will be one of London Biggin Hill’s working agendas with Teterboro Airport



Le Bourget is part of a multilateral partnership between five French business airports

slot coordination and route development. Then there are the opportunities to collaborate with the same third-party providers: fuel companies, FBO managers and MRO centers. "These could bring benefits to operators. In this particular partnership, the customers could also gain from streamlined customs [visa arrangements], and onward ground handling and transport services."

Clearly the motives of airport partners cannot be compared with those of airlines and the exchange of knowledge and best practice can take place without founding a partnership. "It is evident that the public announcement of the intent to work together gained both airports good publicity, even if the way they operate goes on much as before," says Koe.

Knowledge exchange

Beyond the PR, Koe believes a formal partnership is probably necessary to discipline both parties to extract real synergies from working together. "But even airports without such an obvious shared network could and should benefit from knowledge exchange. Then again, there are forums for this, so it may not require special partnerships. There is also the risk that by announcing specific partnerships, such airports preclude close relationships with others in the same area."

Interestingly, forums for the exchange of knowledge have been around for some time. Paris-Le Bourget Airport, for instance, is part of a cluster of French business airports with Lyon-Bron, Cannes, Avignon and Le Vastellet. This multilateral partnership allows the airports to share reflections on various aspects of their business.

Even though Aéroports de Paris welcomes colleagues, mainly European, Le Bourget has made "no formal alliance" with other European business airports and has no plans to do so, according to a spokesman.

In the UK, Biggin Hill is the first to establish a relationship of this type with an overseas counterpart and Walters is adamant that the potential is considerable. "We believe that the approach taken by the New York Port Authority in operating its network of airports as an overall system and providing better choices for operators is a very interesting model for the problems now faced by London in meeting its capacity challenge. We have made our representations to the Airports Commission in London that Biggin Hill should be considered a reliever airport, specializing in the business and general aviation sector – just as Teterboro does," Walters says.

Sister Airport strategic partnership

During the third ACI Pacific Small Airports Seminar, held in the Cook Islands in June 2002, the small airports agreed unanimously to create the Sister Airports Program.

The objective of the program was to pair up large and small airports so that they could each benefit from the exchange of information and expertise on an airport-to-airport basis.

"Participants in the program will be addressed on a case-by-case basis following an assessment of each participating airport's needs and expectations for the program," says Patti Chau, ACI Asia-Pacific's regional director. "The degree of cooperation and nature of the relationship between the small and large airports will be established by the airports themselves. This includes – but is not limited to – information and training exchanges, sharing technical expertise, general advice and consultation."

The ACI Asia-Pacific Regional Office acts as the program facilitator and assesses the needs of the airports and provides suggestions on match-making. ACI then helps the two airports in forming a sister airport partnership. Chau says 10 airport

pairs have been established to date and there have been fruitful collaborations between them. She mentions a few successful pairings such as Narita/Phoney and Gold Coast/Vanuatu airports.

After a 10-year success story, the program was transformed into the Small and Emerging Airports Network in 2012. "The Sister Airports Program has gradually evolved and it is believed that the newly formed network can better facilitate cooperation among airports. The mission of the Small and Emerging Airports Network is to foster fraternity among small airports and to improve operations through knowledge and best-practice sharing," Chau explains.

"I believe partnerships are the foundation of success. Partnerships enable both parties to make continuous improvements and, through the trust built, achieve synergies. ACI will continue to maximize cooperation among its members and together I believe we can make a difference and become a stronger community," Chau adds.



"Even airports without such an obvious shared network could and should benefit from knowledge exchange"

Richard Koe, managing director, WINGX Advance



Japan's Narita International Airport is twinned with Denver International Airport in the USA

Despite their unproven track record, sister partnership agreements continue across the wider airport spectrum. Narita International and Denver International signed a similar agreement on June 12, 2013, with the objective of collaborating on advanced initiatives that will help both airports achieve sustainable growth and offer a higher quality of service.

In terms of where likely successful sister partnerships can occur, Koe says similar circumstances might lend synergies to partnerships between airports on the east and west coasts of the USA, or one of the leading European airports and the busiest airports in adjoining regions such as the CIS (Moscow, Kiev), North Africa (Marrakech), or the Middle East (Dubai, Riyadh).

"It could also make sense for airports to team up in emerging markets, where the air traffic management complexities could be alleviated by open and direct airport coordination, for example Hong Kong and Bangkok, or Lagos and Nairobi. We could develop these suggestions based on our analysis of shared regional business aviation movements and addressable airport revenues," Koe concludes. ✈



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Ready for business

Business jets will need to be fitted with the latest technologies to comply with new aircraft communication regulations. Are operators suitably prepared?

Words | **Helen Massy-Beresford**



"The absolute objective is to have global interoperability"

Steven Brown, chief operating officer, NBAA

With increasingly busy skies, and major changes to the way aircraft communicate with air traffic controllers being implemented in European and North American airspace, business jet operators know they must be ready or risk losing their advantages of speed and flexibility over commercial flights.

Cost-conscious business aviation operators want to make sure any avionics upgrades they make will have an immediate positive impact on their operations and that authorities implementing the changes consider their specific needs.

Through Europe's Single European Sky ATM Research (SESAR) program and the USA's Next Generation Air Transportation System (NextGen), both of which have ambitious plans to overhaul airspace and air traffic management in the regions, the aim is to gradually bring air traffic management into the digital age, moving from a ground-based to a satellite-based system.

For business aviation, NextGen and SESAR should mean less time on the tarmac or awaiting a landing slot, saving time and money. Pilots and air traffic controllers could benefit from real-time data about weather conditions and the location of aircraft, while environmental advantages include cleaner, quieter, more fuel-efficient flights.

"The absolute objective is to have global interoperability. Keeping that alignment over

decades of funding, political and technical pressures can be a challenge but I'm optimistic we'll be able to maintain that interoperability," comments Steven Brown, chief operating officer of the US NBAA.

Pedro Vicente Azua, chief operating officer of EBAA, agrees: "Because one aircraft can go to every continent, you can't have a different box for each one in the cockpit. The box needs to be interoperable."

George Galanopoulos, managing director of London Executive Aviation, continues, "We would naturally hope that in specifying the two systems, regulators will be mindful of the physical and financial constraints faced by business aviation operators, who fly smaller aircraft than airlines and are less able to support major capital outlays."

The EBAA and NBAA say they have plenty of input on how new rules that should help their flexibility and reactivity are conceived and implemented.

"Business aviation today is greatly affected by inefficiencies in ATM systems – as a business aviation operator, it affects your business if you cannot offer a number of services because of the weakness of the underlying technologies," says Alain Siebert, SESAR's chief of economics and



Dear Colleague,

The event taking place in March 2014 is a great opportunity for the BBGA's members to engage with a slightly different community from our previous conferences. Because it is focused on the airports and their support services, it is an opportunity for members to place the operator firmly in their sights. Whether this is as owner operators, or as part of an MRO client base, or through a major operator, the airports still have to provide services for all.

We have an excellent conference facility at Farnborough, which is integrated into the hall overlooking the main display arena. We will be taking our breaks in a purpose-built facility at the centre of the arena, so there will be many opportunities to network with new and old contacts.

The conference will be held over two days and will be a mixture of training sessions, presentations on current topics, and open forums to capture and debate issues of concern.

The themes being considered are:

Human factors

- Ground operations and the development of common standards to save organisations from suffering due to human factors issues
- HF engineering and what we can learn from that approach to adopting HF in a maintenance context
- CRM and how it is developing

Ground operations and what we can learn from the US approach to dispatch

- Dispatch training
- Aircraft performance

SMS and how you should consider using it in your organisation

- Don't view SMS as a requirement, use it as a business improvement tool
- What does 'good' look like?

Security and Customs

- How can we meet the requirements?
- Delivering customer service
- Maintaining a safe and secure environment
- Permits and access

IT and how it can support us in a modern operation

- Working with the regulator and how that can look in an environment focused on risk-based oversight
- Keynote business speaker from a major airport, to put things in context
- Hot-topic briefing sessions

Marc Bailey
Chief executive
British Business & General Aviation Association

REGISTER NOW



"CPDLC is an automated and reliable way of communicating without error"

David Coiley, vice president of aviation, Inmarsat

environment. "It's important for them to realize that at a European level there's a sense of priority to address this – that's one of the main reasons this ambitious project was started."

For example, under SESAR, business jet operators that may not know very far in advance where their passengers will want to fly will have access to more dynamic information about available capacity at airports, enabling a much more flexible and predictable operation.

Key mandates

As part of NextGen and SESAR, authorities in Europe and the USA are issuing upgrade mandates to ensure aircraft operators are ready to be part of the new systems. For the business aviation community, often made up of small operators, the prospect of the necessary avionics investment can seem daunting.

One of these mandates is Link 2000, which refers to the SESAR requirement for aircraft to have the right equipment to send and receive CPDLC (Controller-Pilot Datalink Communication) messages. CPDLC is technology that enables two-way communication between the cockpit and air traffic control and contains the set of predefined text messages for clearances, requests and routine message traffic. It can improve the way pilots communicate with controllers on the ground, removes the risk that overloaded frequencies lead to missed radio messages or several attempts to convey the same information, and eliminates the possibility of confusion inherent in communication by voice.

David Coiley, vice president of aviation at Inmarsat, explains, "CPDLC is an automated and reliable way of communicating without error or the vagaries of atmospheric conditions."

Future Air Navigation System

The Future Air Navigation System (FANS) is a datalink technology that enables text messaging between the flight deck and air traffic control, and position reporting through a high frequency or satellite communications system.

It was developed by ICAO in partnership with Boeing, Airbus, Honeywell and others in the air transport industry to allow more aircraft to make safe and efficient use of a given volume of airspace and is a key element of airspace modernization efforts. It is used primarily in oceanic airspace to effectively create a virtual radar environment for the safe passage of aircraft.

FANS-1 is the standard used on Boeing aircraft, while the Airbus standard is known as FANS-A. FANS plays a key role in supporting many evolving communication, navigation, surveillance and air traffic management strategies and mandates including CPDLC. FANS routes give airlines and long-range business jets the option to choose direct routes over many of the busy oceanic regions. Polar routes have also been established that maintain FANS continuity when out of radar coverage. FANS – as opposed to traditional voice reporting – allows more aircraft to be safely managed in the same airspace. With FANS, air traffic controllers can greatly reduce separation distances and allow more flexibility for FANS-equipped aircraft while maintaining safety.

"[With voice reporting] sometimes a pilot will have to give his position five or six times before success because someone else is using that frequency. If the pilot could just send a text message when he wants to change altitude that would be much easier. That's the premise of FANS," comments Duncan Aviation's Gary Harpster. There is potential for business aviation operators – which by definition need to offer the best options in terms of flexibility, reliability, speed and comfort – to take advantage of FANS through reduced fuel burn and flight time because of the more efficient routings and altitudes, reduced separation between aircraft and more efficient communications.

In Europe as part of SESAR, through Link 2000, all European Air Navigation Service Providers are to be CPDLC operational by February 5, 2015 and all existing aircraft operating above FL 295 are to be retrofitted by the same date, unless exempt. The system is also required in some parts of North Atlantic airspace. It is cited as a major part of NextGen improvements but there is no fixed mandate for this so far.

Broadcasting information

The use of Automatic Dependent Surveillance – Broadcast (ADS-B), a key element of improvements to airspace management in Europe and the USA, is also growing. It relies on aircraft broadcasting their identity, position and other information using a signal that can be captured for surveillance on the ground (ADS-B out) or on board other aircraft (ADS-B in). The latter will enable airborne traffic situational

awareness (ATSAW), spacing, separation and self-separation applications.

In the USA, aircraft flying in designated airspace will be required to be equipped to broadcast their position to the ADS-B network by January 1, 2020.

Europe plans to mandate ADS-B out equipment on aircraft entering European airspace in 2015, and for retrofit aircraft by 2017.

Chris Benich, Honeywell's vice president of aerospace regulatory affairs, comments: "ADS-B is useful in enabling business jet operators to see commercial aircraft and operate within the same structure."

Inmarsat's Coiley says that better communications through the use of ADS-B would help by providing more dynamic routings and more up-to-date weather information. "For business aviation operators, it's a lot about 'time is money' – getting higher preferred routings and better fuel efficiency are important to everyone these days. An inability to go above FL 295 is going to hurt you in terms of time and in the wallet," he says.

NBAA's Brown adds, "ADS-B services represent a more attractive investment opportunity for business aircraft than CPDLC," adding that the latter comes into its own for



"Because one aircraft can go to every continent, you can't have a different box for each one in the cockpit"

Pedro Vicente Azua, chief operating officer, EBAA



Communication systems in the cockpit must be interoperable to comply with the new mandates

long-range operators flying in oceanic airspace, which most NBAA members do not do.

From a “single-digit percentage” of members so far ADS-B equipped, Brown predicts the rate of adoption would speed up but shrugs off concerns that non-ADS-B equipped aircraft would suffer. “Initially, and for the foreseeable future, none of the regulators are talking about putting non-equipped operators at a disadvantage. Regulators are much more focused on incentives for early equipage.”

Better routing

RNP – or required navigation performance – an element of NextGen that allows aircraft to fly more direct routes to their destinations – is also “useful when flying to a hub airport,” Benich says. “It allows them to merge in with flows of commercial aircraft.” Although there is no specific mandate for this currently, some operators are using it already.

Better routing that goes along with RNP capability is vital for a business jet operator, not least for the time factor. “Shaving time off a flight is important and there is also more certainty – being there when you say you’re going to be there,” Benich adds.

The combination of the new communication and navigation tools would also allow business jets to operate at more advantageous altitudes. “Business jets can fly higher than airliners but often get stuck below other traffic – these tools to allow aircraft to fly closer together enable you to pass and burn less fuel, and get there quicker and with less turbulence, which is important if someone is trying to sleep,” Benich says.

Inmarsat’s Coiley says that business aviation operators by their very nature had an advantage when it came to upgrading communications technologies, because of their owners’ need to stay connected while on board.

“Larger aircraft, such as Gulfstreams, have always had our systems – more for the guy in the back of the aircraft,” he says, joking that the flight decks could sometimes be the least well-equipped part of the aircraft.

US-based maintenance, repair and overhaul specialist Duncan Aviation, which sources equipment from manufacturers before coming up with tailored solutions for retrofitting aircraft already in operation, has seen an upsurge in enquiries about how operators can make sure their aircraft comply with the new rules, with pilots leading the call for technology upgrades. But Gary Harpster, senior sales representative for avionics adds, “In terms of awareness, there’s still work to do – the pilots understand but they don’t know what the options are.”

Big investment

Getting the avionics of an aircraft already in service ready for the new systems – many new aircraft are already equipped – represents no small cost. “As a percentage of aircraft value, in the worst-case scenario, for an old, smaller aircraft, that operates pretty much domestically, making the necessary upgrades to avionics to support a comprehensive NextGen suite [GPS-based communications, ADS-B, the digital communications to support CPDLC] could be 15-30% of the aircraft value,” says NBAA’s Brown, noting that the upper end of that range could represent the tipping point at which an operator would consider investing in a new aircraft instead.

Honeywell’s Benich agrees, “The cost range can be enormous – in some cases prohibitive – so the operator will think about upgrading to a new aircraft,” he says.

But the investment would be worth it, Brown says: “I would say broadly the fastest growing area in business aviation is long-range international operations – that’s why in the market place we see such demand for larger, longer range Bombardier, Gulfstream and Embraer aircraft. Traversing oceans efficiently with the best operating costs will require these avionics capabilities.”

If the investments needed to get up to date may seem daunting to a smaller operator, its greater reactivity could prove an advantage, Inmarsat’s Coiley says. “One advantage with business aviation is that the operator is able to visualize what it means to the owner,” he explains. “Often the guy benefiting from fuel savings or time savings is the guy paying – the decision is quite tangible. They tend to have a need for something, pay fair value for it and get on and start reaping the benefits straight away.”

But operators want to be sure they are not investing for no reason. “We want to configure




“The cost range can be enormous – in some cases prohibitive – so the operator will think about upgrading to a new aircraft”

Chris Benich, vice president of aerospace regulatory affairs, Honeywell

aircraft in such a way as to allow a growth path in an economical way for customers,” says Honeywell’s Benich. “We absolutely care about what’s coming down the road but customers are careful not to want to pay for things that are only being talked about. They are not ready to part with their money until they see that it’s real.”

He cited ADS-B as an example: “There are airplanes using it but the specific benefit is not tangible. It’s not required. There are few obvious examples of operational benefits – there’s just no real advantage to having it yet. Only when it allows an operator to get into a busy airport at a busy time will it provide an advantage – and that doesn’t exist yet.”

In the longer-term, however, the benefits of new avionics can go beyond getting the best out of existing routes: as emerging markets increasingly become important business destinations, their limited infrastructure also means that aircraft equipped with the latest navigation and communication equipment that can operate more easily in those regions will have the edge. 

“We would naturally hope that in specifying the two systems, regulators will be mindful of the physical and financial constraints faced by business aviation operators”

George Galanopoulos, managing director, London Executive Aviation





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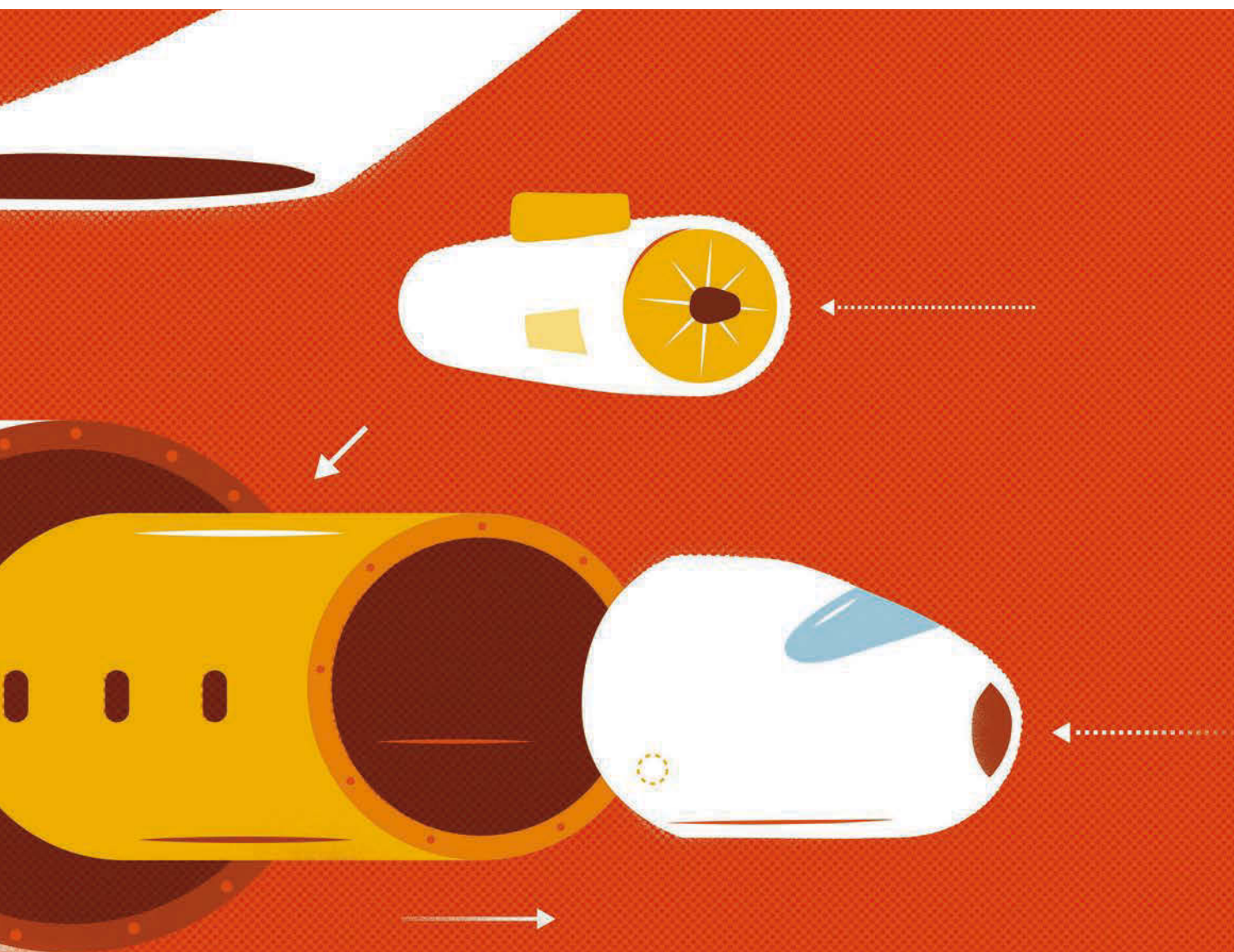
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Shared ownership of executive jets has changed significantly in the past 30 years, with a wide variety of options now available to those wanting a piece of the action

Words | **Selwyn Parker**





Fare share

US operator Wheels Up put the cat among the pigeons in fractional aviation when, in November 2013, it launched a crowd-sourcing model based on the sturdy King Air turbo prop. The biggest breakthrough in years in part-ownership of business aircraft, Wheels Up has not only dramatically lowered the average cost of flight time, but has also built the operation around its own entertainment club, known as Wheels Down, which gives members extra reasons for hopping on one of its aircraft. Wheels Down will organize one-off jaunts for the Masters Golf, Super Bowl, plus other sports events, concerts, evenings with top chefs, and briefings by the world's best-known speakers.

Pun intended, a Wheels Up spokesman told *Business Airport International* that membership was "taking off".

Wheels Up and other operators are developing what NetJets started off some 30 years ago. In

the 1980s, NetJets launched an ingenious means of access to bespoke transport in executive jets – to which it gave the name 'fractional jet ownership'. Essentially, it meant that fractional owners were just that – they had a claim on some of the seats of the aircraft at certain times, but not all of them as with outright ownership. The big attraction was that fractional ownership shared the cost of flying, maintenance, charges, insurance, administration and the other expenses of owning and running a high-quality aircraft.

Since then, and especially recently, the industry has seen the introduction of numerous variations on the fractional ownership theme that have created a much wider pool of clients and kept the world's fleet of business jets much busier. They range from the aforementioned Wheels Up, jet cards, individually tailor-made schemes, programs developed by fixed-based operators, and a UK scheme called Non-equity

Sharers (NES). Along the way, these differing models have been described as joint ownership, shared ownership, co-ownership and group ownership, to name a few.

Pilot schemes

Catching on fast is fractional ownership for pilots. US company Airshares Elite has come up with a successful model that allows certificated pilots to buy a share of a late-model aircraft, but without the burden of owning it. They can then fly point-to-point on aircraft that are similar in type and avionics. A year ago, the concept landed in Australia, where Avia Aircraft introduced the country's first fractional ownership scheme for pilots starting with one, single-engined Cirrus SR22 based at Moorabbin Airport in Melbourne.

Avia's chief executive Chris Butchers believes the time is ripe. "Essentially we take the costs of, say, a A\$500,000 (US\$473,215) Cirrus and we break it down into shares," he explains. "If full utilization is going to be 600 hours, then a half-share for A\$250,000 (US\$236,607) will get you 300 hours, or A\$125,000 (US\$118,303) quarter share will give you 150 hours. It's taking the economic sense of time share and applying it to aircraft." And that is as neat an explanation as any of fractional ownership.

New adopters

Much slower than Europe or the USA to adopt fractional ownership, Latin America is starting to catch up. In Brazil, Vesta Jets, which owns three aircraft and manages four others, has established partnerships that work its airplanes more profitably, especially outside its own country.

Fractional ownership is also taking root in Asia – if slowly. According to the industry there, brokers are jealous of the client pools they have



Flight Options'
Nextant 400XT
can accommodate
up to seven
passengers

built up and are unwilling to make them available for other operators under fractional ownership schemes. But barriers are said to be breaking down as they have elsewhere.

The new wave of fixed-base fractional ownership schemes are much the same as the big boys' programs – but in miniature. Take Gorge Aviation, an FBO at Dalles, Columbia River Gorge in Oregon, USA. This long-established FBO sells shares down to a 1/16th interest, which buys the owner about 50 hours of flight time a year. The aircraft may be a single prop, but it still delivers the flexibility and responsiveness of private aviation because of access to a flight-ready aircraft and, if required, crew (for an additional fee).

Not many FBOs run their own fleet, but Stockholm-based Grafair does from its full-service jet center at Bromma. A subsidiary company, Grafair Flight Management, runs a pool of business jets for its clients in a way that lightens the burden of ownership while increasing the rewards. "We take care of everything from flight planning, catering, permits, ground services, hangarage and flight mechanics," says owner Bengt Graftstrom. "And of course we have pilots and stewardesses on standby."



Left: Flight Options offers a mix of private jet aircraft types and programs to align with users' travel requirements

A rather special debit card

Perhaps the most flexible of fractional ownership packages, jet cards are designed for the fancy-free flyer who is reluctant to make a binding financial commitment to a firm contract. Basically, they are debit cards for a chartered aircraft. The pioneer of this option was the Marquis JetCard, costing around US\$8,000 an hour, for a 25-hour share of an executive jet. Seeing its success, other companies soon imitated it, with Flexjet 25 Jet Card, Flight Options' JetPass and Air Partner's JetCard all coming on the scene.

The main attraction of a jet card is its relatively low capital outlay compared with investing in a fraction of an aircraft. And since they are issued by the larger operators, they provide access to a wide variety of aircraft. However there are no free lunches and the lower fixed costs of a jet card are offset by a higher cost per flight hour. Additionally, as Sherpa Report, a guide to the luxury industry, has pointed out, they have become just a bit too popular and operators often limit the days when they can be used. "Peak days always require more notice," the guide points out. As with fractional ownership in general, the fine print is important. For example, Air Partner makes much of the fact that its JetCard embodies one of the operator's guiding principles: "We don't spend one cent of our clients' money until they choose to fly," says Simon Wheatley, manager for private jets. However wealthy a client may be, that kind of economy always goes down well.



Non-equity sharers

Another interesting variation on the original theme of fractional ownership is Jet Connections' NES scheme, which was launched at the UK's Oxford Airport, a facility owned by the publicity-shy Reuben brothers. In principal, the NES scheme creates a mini charter group around one individual. It works like this: the individual buys a share in an aircraft that allows him to bring along up to three extra people who are registered in the scheme. Thus the equity owner is able to offset the fixed costs of ownership because the non-equity sharers contribute to their use of the aircraft plus administrative fees. Under this arrangement, the costs are split into fixed and variable, with the former paid by all users equally, including the non-equity sharers, and the latter payable by the individuals according to usage.

The main advantage for fractional owners is that it reduces costs and creates a regular income. And, as Jet Connections promises, for the non-equity sharers it guarantees a lower rate than the prevailing market one. Jet Connections does what it says on the tin – it can connect with more than a hundred aircraft, ranging from a 6-seater Cessna Citation to a 42-seater Boeing Business jet at 12-24 hours' notice.

Fractional costs

The general consensus from aviation consultants is that fractional or shared ownership schemes with access to large and far-flung fleets dominate the market, especially as around 70% of clients fly outside their home country. The big operators, such as Flexjet and Jet Solutions, tap into a live, 24/7 database that links up with other fleets. Between them, these operators are pretty much assured of having an aircraft on the spot. Thus clients pay a one-way charge rather than the normal two-way charge with the return flight empty.

The main principles of fractional ownership have not changed much in 30 years. The more hours you want to fly, the more it will cost. Ditto for the higher quality of the aircraft. An undivided interest in an aircraft will obviously cost more than a shared one. Share sizes continue to range

from 25 to 800 hours a year. And on top of actual flying hours, there are significant variations in monthly management fees that can baffle potential owners looking for transparency.

Still, surprisingly few operators are willing to put their scale of charges out front. One that does is Ohio-based Flight Options, a market leader. At Flight Options, fractional ownership starts at US\$325,000 per year for a five-year 1/16th share of a light-cabin Nextant 400XT, a 'remanufactured' jet. On top comes a management fee of US\$8,800 and an hourly rate of US\$1,566. Fuel and tax are extra. As can be expected, prices move up the scale according to the quality of the aircraft, although management fees and hourly rates remain broadly the same until we get to the large-cabin Embraer Legacy 600, the flagship of the

The Wheels Up program includes hourly pricing on light, mid-, and super mid-sized jets



fleet. Thus a 1/16th share of a Phenom 300 is US\$562,500; and for a CitationX US\$456,250. A 1/16th share in the Legacy 600 is US\$700,000, with commensurately higher management fees of US\$13,135 and an hourly rate of US\$3,542.

The variations on the original NetJets scheme are so variable that it requires an aviation consultant to unravel them and identify the best options. For very wealthy individuals, pricing may be of less importance than the quality and availability of the operator's fleet. That is why US-based independent consultant Conklin & de Decker compares operators on six key findings: accessibility of service areas; advance notice required; choice of aircraft; pricing; flexibility; and overall quality control including safety.

As the consultant's president, David Wyndham, explains, the selection of any aircraft should be based on service levels, choice of equipment and price. But in fractional ownership, the prime factor in choosing the jet is that the operator has the types of aircraft appropriate to your mission needs. An Embraer Phenom 100, for example, may be suitable for European hops, but not for long-distance flights. Obviously bespoke travel by beautifully appointed aircraft manned by some of the world's most able pilots will be more expensive than commercial airlines. But as the consultant points out, clients still expect the most travel for their buck. As Conklin & de Decker explains in a comparison of two jet cards offered by Air Partner and NetJets (see *A rather special debit card* on page 35), all customers value tight management of on-ground costs because, vital though it is, they have joined the program for time in the air rather than time on terra firma.

Latest innovation

But back to Wheels Up. The brainchild of aviation entrepreneur Kenny Dichter, the operator will

charge around US\$4,000 an hour for a 25-hour share of the aircraft, roughly half the prevailing rate. (Prices are coming down across the USA.)

Breaking with tradition in fractional ownership, the Wheels Up fleet, eventually numbering 105, is entirely composed of King Air 350i turbo props configured for eight seats. With a range of over 1,700 nautical miles, they can pretty much match the smaller jets, but the big advantage of the King Airs is that they can land on much smaller airfields, including gravel strips. At a stroke, this brings thousands of extra locations within reach of fractional owners in the USA alone.

Dichter, who believes the King Airs will bring fractional ownership accessible to small to medium business, has devised a whole new nomenclature. Under the 'Hitch' program, clients can access seats at a fixed price. Under 'Split', they can partner with other members to share the cost of a flight pro-rata rather than per seat. Under 'Flash', members can use crowd-sourcing to share a flight. And through 'Private Shuttle', members can fly to preselected special events on a per-seat bases.

And still the variations keep coming. In late October 2013, North American operator AirSprint unveiled a two-tier program for its Citation jets – Infinity Access for clients flying over 75 hours a year, and Club Access for those who fly around 50 hours a year. The top-tier Infinity Access comes at an effective hourly rate of US\$3,618, while Club Access is chargeable at a slightly higher US\$3,805. The interesting wrinkle in

AirSprint's model is a zero-capital option, which doesn't tie up any money up-front. The downside is that for the privilege of buying now, paying later, these fractional owners will pay a higher annual maintenance. Also, the effective hourly rate is about US\$800 more in each case.

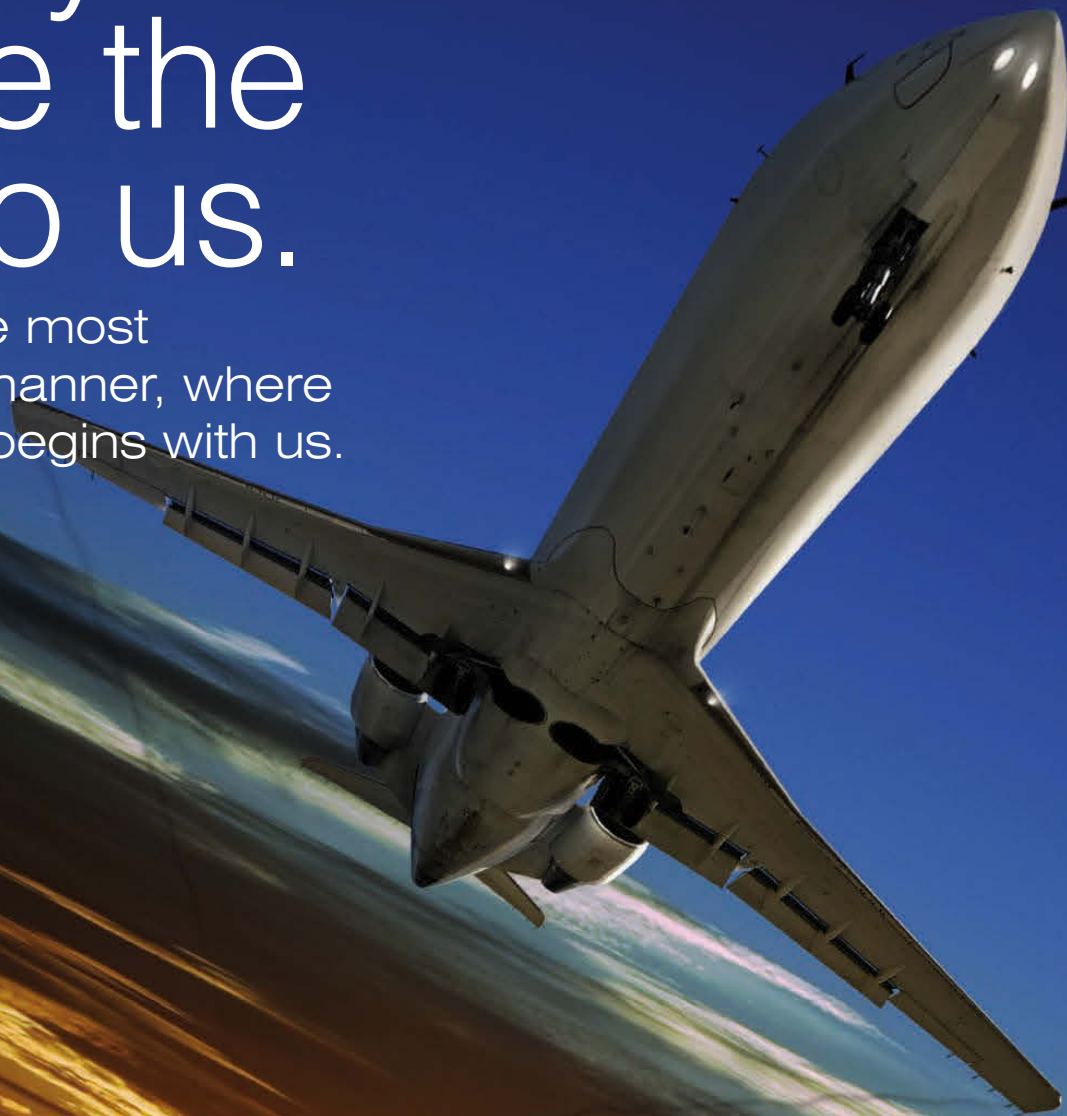
Even so, in real after-inflation terms, these prices show how the latest variations on the original fractional-ownership model have made flying around in executive jets much more democratic than it was in the 1980s.

To conclude with a word of warning, even as the cost of a fractional share continues to come down in real terms compared with the 1980s and 1990s, it may still look expensive compared with other options such as buying an early-generation jet outright or simply chartering a jet on an ad-hoc basis. At current prices, it is possible to snap up a pre-owned Learjet 25D for what may seem like a bargain-basement US\$240,000, explains Conklin and de Decker's Wyndham. The downside is that first-generation jet engines are extremely thirsty and prone to sudden breakdown. "Some spare parts may be next to impossible to buy new or come at high prices," he points out. Even before the cost of pilots, hangarage, insurance and training, among other financial burdens, Wyndham estimates it would cost around US\$1.02m a year to run such a Learjet 25D.

An owner could end up paying five and a half times the purchase cost to keep the aircraft in the air for 300 hours a year, but without the peace of mind of a stake in a modern aircraft. ☞

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High tech

A look at eight of the latest mobile apps and websites that are helping business aviation operations to run smoothly and efficiently

Words | Hazel King



App: Experience on Call

Developer: Marketing Alternatives for West Star Aviation

Price: Free

Platform: iPad/iPhone



West Star Aviation, a business aircraft maintenance and refurbishment company, has launched a new and improved version of its Experience on Call app, which is designed to provide direct contact with a full directory of professionals at West Star, whenever assistance is required.

Specifically designed for iPhone and iPad users, the free app allows customers to select and directly contact the West Star team member who best fits their needs based on aircraft type, service needed, and location. The new version of the app makes it easier than ever for users to

get all the information they need from West Star. In addition to being reformatted for the iPad, the app has major enhancements to the navigation functions and photo galleries.

The app enables users to gain access to: full contact information for West Star team members; specific location information; quick-loading photo galleries; the latest news from West Star; and the option to request more information. In order to access the app, users can simply run the 'update' on their existing Experience on Call app. To download the app for the first time, users should head to the iTunes Store for a free download.



App: Fuelbidder.com

Developer: Fuel Bidder

Price: Free

Platform: PC/Android

Fuel Bidder LLC, a Delaware-based company, has launched a free jet fuel marketplace application, Fuelbidder.com, which will enable aircraft operators to find the lowest possible jet fuel price at virtually any airport in the world. "Fuelbidder.com is ideal for air charter or executive jet flight departments wishing to save time and money when shopping for jet fuel for their regional or worldwide operations," says Paula Gruber, marketing manager for the new app.

It takes about 10 seconds to initiate a fuel price request on the app. Operators simply input uplift date, airport, preferred FBO (if any) and estimated fuel volume, and then set a deadline for when they would like to receive all final price offers.

The app then automatically sends the price request to every registered fuel supplier at the destination airport. Suppliers submit their competing price offers, which are ranked from lowest to highest, until the user deadline is reached. The operator then just clicks on the supplier they wish to purchase fuel from and communicates directly with them through the app's messaging system to conclude the transaction.

"Many aircraft operators are only requesting prices from a handful of large suppliers," explains Gruber. "I think they would be surprised at how many local or regional jet fuel suppliers can actually compete with the larger global suppliers."

Fuelbidder.com is totally free for operators and enables users to request pricing from hundreds of suppliers, both regional and worldwide. "We are signing up jet fuel suppliers every day from airports all over the world who are eager to expand their client base," adds Gruber. "And due to the app's competitive environment, suppliers are more willing to make special offers below their normal prices."

The app is currently available on PC and Android, and will be available at the iTunes store for free download to iPhone and iPad in the near future.



App: DeliSky VIP Inflight Catering

Developer: DeliSky

Price: Free

Platform: iPad/iPhone

DeliSky, the Swiss international inflight catering service provider, has launched an iPad and iPhone app to maximize the efficiency of its unique catering order system. It is based on the company's web-based catering order system and allows users to access the menus and prices of its carefully selected VIP inflight catering providers from around the world.

With the app users can select locations and caterers, create a catering order based on the available menus, request special menu items and dietary requirements, view the total price for the order, and provide further useful information for the caterer (such as onboard heating equipment, packaging options and exact handover location).

When connected to wi-fi, the order can be sent from the iPhone or iPad. When offline, the order can be saved and sent later with a single click when the user has connected to wi-fi. When an order is sent through the app, the selected caterer, the customer and DeliSky receive the

order via email in an automatically created PDF file, where all information entered in the app is displayed neatly formatted.

Sascha Gassmann, managing director of DeliSky, comments, "This simple-to-use app enables our clients to easily manage their inflight catering orders with a clear overview of costs. All the menu prices and total order amounts are indicated. You can create, save and send catering orders, check on availability, and also add useful information such as packaging instructions that help catering partners deliver exactly what is desired. It makes life considerably easier for busy flight attendants and operations departments."

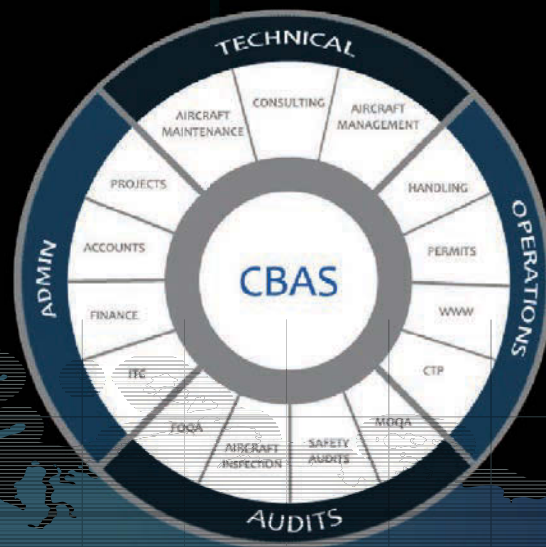
Clients can access the service 24/7 by simply downloading the app from the Apple Store at no cost and by registering at www.delisky.com to obtain a personal login.

Since the launch of the app, DeliSky has seen around 50-70 downloads per month, and currently 30% of customers are using the app to order catering. The company plans to further develop the app using customer feedback and will add new locations, catering providers and features in the future. It will also optimize the app for the new iOS 7 platform and is looking to make it available for other platforms such as Android.

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App: PrivateFly.com

Developer: PrivateFly

Price: Free

Platform: iPhone/iPad/Android

PrivateFly launched its app in early 2010 and it was the world's first phone app to provide instant, global business jet charter pricing, according to CEO Adam Twidell. Users can find their nearest private jet airports, access the company's market of over 7,000 accredited aircraft, and use its exclusive 'jet me home' tool, which uses GPS to provide pricing from the user's current location to their pre-set home address. This has proved popular with airline travelers stuck at the airport following delays or cancellations.

"The holy grail of selling empty sectors is also being realized through the app," says Twidell. "We are working with charter operators to encourage more of them to upload their empty sectors for worldwide partnership distribution. And following customer feedback, we have recently launched post-booking services, which have proved popular. Clients can use the app to view itineraries, make changes such as passenger details, and upload passport information."

According to Twidell, the company now sees 6% of its sales originating from the app and there



have been over 100,000 downloads globally since it was launched nearly four years ago. The company also reached a big milestone in July 2013 with the booking of a US\$500,000 multi-leg trip, which was operated by Royal Jet.

"This proves that confidence in app technology has soared to the extent that such a major purchase is being made this way," comments Twidell. "A few years ago many industry experts said that private jet customers wouldn't book online, never mind through an app – but we are delighted to be proving them wrong. Of course, in addition to the customers using the app to book, there are many thousands more who are using it to window shop. But this means the business aviation industry becomes accessible to a much wider traveling public."

"The traditional private jet market is changing and we believe client confidence will continue to grow in using new technologies. We will continue to look at how we can develop the PrivateFly app, to provide the most personalized and convenient service to our clients," Twidell concludes.



App: JetCharters.com

Developer: Lee Tankersley for JetCharters

Price: Free

Platform: iPhone/Android

JetCharters.com has launched a web-based private jet service for mobile devices enabling private flyers to connect with the ideal aircraft and operators for any trip. The new app, available for iPhone and Android devices, allows users to arrange private aviation in just one click using the 'View Planes Near Me' feature, which provides information on available aircraft near their current location.

"With one tap of the screen, executives can locate and contact flight options after their meeting in New York, or just use this feature from home to bypass the need to fill out trip details, which can be time consuming from smartphones," project manager for JetCharters.com, Robert Hart, says.

Using the same GPS technology, consumers also have instant access to discount one-way flight availability and the latest in industry news on JetCharters.com. Unlike other private jet applications, the JetCharters.com app connects retail charter consumers and charter operators.

"We've seen a lot of broker apps out there, but nothing that pairs consumers with operators," Hart adds. "It makes no sense for individual operators to build their own apps, so we hope to fill their needs with the JetCharters.com app."



App: Universal Mobile

Developer: Universal Weather and Aviation

Price: Free

Platform: iPad

In October 2013, Universal Weather and Aviation enhanced its free Apple iPad app, Universal Mobile, by integrating its popular trip reference tool UVTripPlanner, which provides information on 23,000 airports, FBOs, ground handlers, inflight caterers, ground transport providers and hotels, worldwide.

The information in UVTripPlanner is the same data used

and audited daily by Universal Weather and Aviation in facilitating business aviation trips worldwide, and it is licensed by nearly every major scheduling software application in the business aviation industry.

"Our clients are demanding real-time updates and integration among all services, from scheduling software to trip support, fuel, flight planning and more," explains Randy Stephens, division vice president, product management,

Universal Weather and Aviation.

"They don't want to have to switch back and forth between multiple applications or companies for different services – they want it all in one place and available wherever they are, and that's what we're committed to delivering.

Universal Mobile is a unique integration of business-aviation applications not found in any other iPad app. It provides the full functionality of familiar tools and services our clients have used for years on their desktops into a mobile app they can use anywhere."

Through Universal Mobile, clients receiving online weather services will also now have access to expanded weather capabilities such as radar, satellite, TAFs and METARs, which were also introduced with this latest release.

Since launching in 2012, adoption of Universal Mobile has grown rapidly. The app has over 17,000 active users and has delivered more than 250,000 Trip Briefings as of September 2013.

Looking to the future, Louis Smyth, operations communication manager at Universal Weather and Aviation, says, "There will be many more enhancements to come, as we are fully committed to continually improving the app. We are actively working with our clients to find out directly from them what functionality they want and how we can improve. I can't give any specifics at the moment other than to say we're not stopping here."

6



App: Direct Access: Business Aviation

Developer: Honeywell International

Price: Free

Platform: iPhone/Android

Launched in October 2013, Honeywell's Direct Access: Business Aviation app provides pilots and flight departments with direct access to Honeywell's aircraft on ground support, nearest tech support staff, dealers, service centers, and other vital Honeywell customer resources.

The app uses GPS data to make it easy for customers to find someone who can help them, with just a few touches on their smartphone or tablet. It gives Honeywell the ability to respond to its customers' needs and solve their problems more quickly and efficiently.

The new app was designed with extensive input from Honeywell's Global Customer Committee, which acted as a beta tester at every step in the process to ensure that the app meets the real needs of the customers.



7

Aviation PassengerDuty™ home page



8

Program: Aviation PassengerDuty

Developer: ETS Aviation

Price: US\$639-US\$1,538

Platform: Online

ETS Aviation has launched a website that will simplify the process of paying air passenger duty (APD) fees. APD was extended on April 1, 2013, to include aircraft weighing 5.7 metric tons or more, taking off from a UK airport.

Aviation PassengerDuty is a 24/7 web-based solution that enables users to easily calculate tax and complete the HMRC forms.

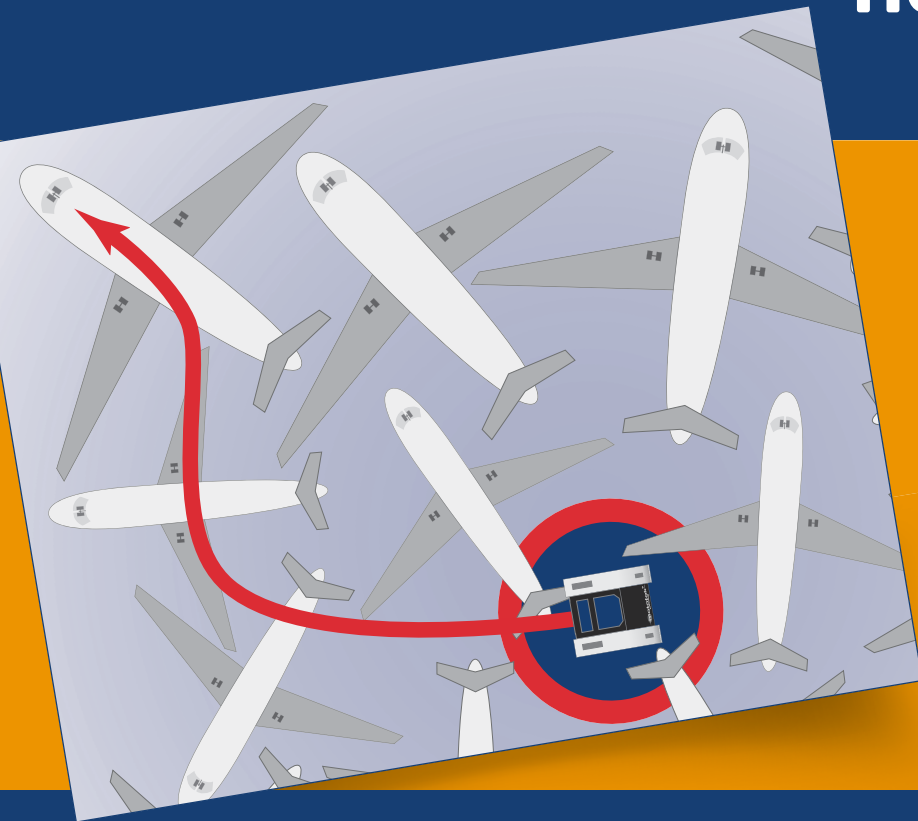
The service provides auto-completion of HMRC APD2 and APD6 forms; sends auto

reminders of due payments to ensure users avoid penalties; avoids errors in band or aircraft type calculation; provides SSL access and a dedicated database for each operator; and includes a remote audit facility that complies with HMRC specifications.

Annual subscriptions for the service cost £395 (US\$639) for occasional reporters and £950 (US\$1,538) for regular reporters.



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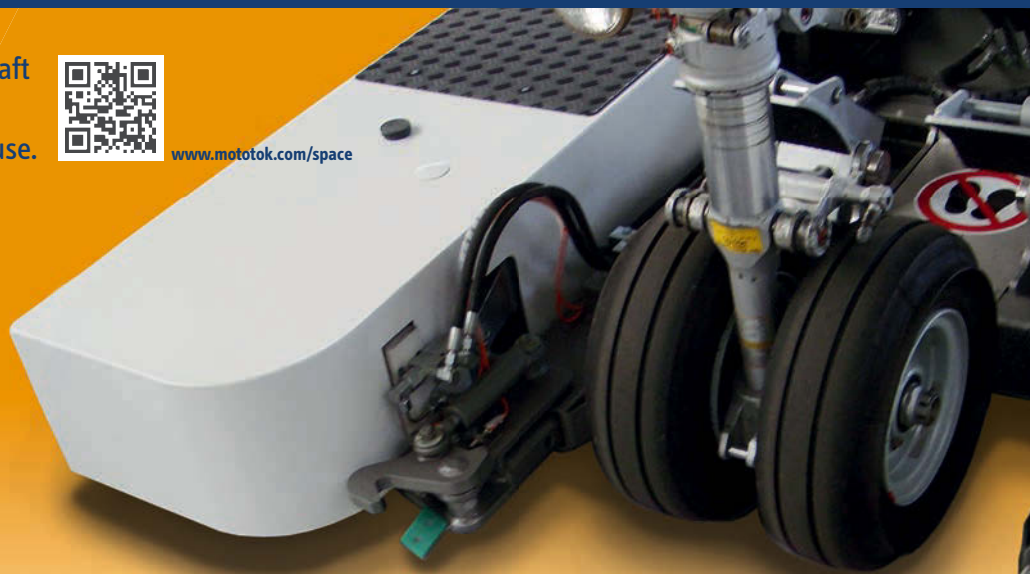
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Past meets present

Erik Lindbergh is continuing his grandfather's aviation legacy with the development of electric aircraft and prize philanthropy

Words | **Hazel King**



With such a strong aviation heritage, it would seem that a role in the industry for Erik Lindbergh, grandson of famous aviator Charles, was inevitable. However, despite his grandfather becoming the first person to complete a solo non-stop transatlantic flight in 1927 (see *Grandfather of aviation* on page 46), Erik was never encouraged to take up flying and did not have much of an interest in his early life.

"It wasn't until a friend of mine kept bugging me to go up on a flight, and eventually I got fed up and agreed to do it, that I realized how much fun flying is," explains Lindbergh. "After that first flight I went and got my private license and then I realized I wanted to do what my flight instructor was doing and start teaching, before working my way into commercial aviation. My entry into the world of aviation was kind of an accident, but once I got into it I realized I could use my grandfather's legacy for a greater purpose."

Electric aircraft

That purpose is the promotion of aviation and the development of more efficient, environmentally friendly aircraft. This includes research into electric aircraft, and Lindbergh took his first flight in one such vehicle in May 2013. "It was simply a flight around the airport, but I could hear a door slam and a dog bark down on the runway because the aircraft was so quiet," he says.

Lindbergh's involvement in the electric aircraft industry began with the creation of the Electric Aircraft Development Alliance (EADA) in 2011, which is now managed by the Lindbergh Foundation. EADA aims to advance the development of electric flight by promoting and facilitating the safety, interests and activities of the industry. "We work on regulations, safety and rules, and bring together EASA [the European Aviation Safety Agency], the FAA and government to make sure that the industry's growth isn't hampered by having to wait for rules and regulations to be developed," comments Lindbergh. EADA holds regular meetings such as the Electric Flight Symposium and is also involved in the Lindbergh Prize. Now in its 10th year, the prize is part of the LEAP Electric Flight Program that is accelerating the development of the electric aircraft industry through a range of activities, from prizes to advocacy.

Lindbergh is confident the electric aviation industry will grow, with big companies such as GE Aviation and Boeing working to develop quiet, more fuel-efficient aircraft. "Addressing fuel burn and noise is our biggest challenge in aviation," Lindbergh comments. "We need to figure out how to fly our aircraft more quietly and more efficiently if we are to continue to have a vibrant industry in the future."

According to Lindbergh, electric aircraft are almost viable for commercial use, and the first will be used for primary (or basic) flight training. However, he thinks that they could be used to

change the way we move around and could have a big impact on the general aviation industry. "If I had the ability to take off from my house and fly to Seattle-Tacoma Airport, for example, and then get on a jet and fly to my final destination, I could save a couple of hours. If we could achieve vertical take-off and landing using quiet, renewable electric flight, we could bypass road infrastructure and the associated costs, and really change the future," he enthuses.

Retracing steps

Although Lindbergh is clearly focused on the future of the aviation industry, in 2002 he took a step back into the past to retrace his grandfather's journey across the Atlantic. Piloting a small, single engine, four-seat aircraft, Lindbergh set off from Roosevelt Field Airport in New York on the 75th anniversary and arrived at Le Bourget Airport in Paris 17 hours later – almost half the time it took his grandfather. "At one point I lost my satellite communication with mission control at the St. Louis Science Center and I had about 45 minutes of silence. At that time the sun was starting to go down and I started to see the icebergs off the coast of Newfoundland, and I started to really think about my grandfather and what it was like to be cradled in the same sky. It was incredibly special for me to be able to connect with that legacy and understand it further."

The flight wasn't only for nostalgic purposes; Lindbergh used the trip to raise US\$2m for the X PRIZE Foundation (see *Prize philanthropy*, right). "US\$1m of that was in kind," he says, "and it really helped keep X PRIZE afloat."

The Lindbergh Card

Aside from the electric aviation work and his involvement in the X PRIZE Foundation,



"If we're smart and use prize philanthropy and other entrepreneurial strategies, we can build on a thriving industry and make it work for everyone"



Prize philanthropy

Launched in 1995, the X PRIZE Foundation was inspired by Charles Lindbergh's Atlantic flight and the effect the US\$25,000 Orteig Prize had on the aviation industry. "A friend of mine read my grandfather's book *The Spirit of St. Louis*," says Erik Lindbergh, "and realized that the prize was the main inspiration for completing the flight. Raymond Orteig put up the US\$25,000 and seven teams spent US\$400,000 trying to win it, so Orteig leveraged his money by a factor of 16, and all that research went into developing long-distance air travel. We realized that a prize had the potential not only to create R&D, but also to jumpstart an industry. We applied that method successfully to jumpstart the private spaceflight industry and have since branched out to work on other challenges."

The X PRIZE Foundation is a leading non-profit organization that aims to

solve the world's challenges by creating and managing large-scale, high-profile, incentivized prize competitions that stimulate investment in research and development. The Foundation conducts competitions in four prize groups: Education & Global Development; Energy & Environment; Life Sciences; and Exploration (ocean and deep space). Prizes won include the US\$10m Ansari X PRIZE for private, suborbital space flight; the US\$10m Progressive Insurance Automotive X PRIZE for creating safe, affordable, production-capable vehicles that exceed 100mpg energy equivalent (MPGe); and the US\$2m Northrop Grumman Lunar Lander X PRIZE CHALLENGE for advanced rocket development. Active prizes include the US\$30m Google Lunar X PRIZE; the US\$10m Archon Genomics X PRIZE; and the US\$1.4m Wendy Schmidt Oil Cleanup X CHALLENGE.

Lindbergh has also collaborated with Air Charter Service to create The Lindbergh Card. Launched in 2012, the jet card offers customers a new type of service. "We looked at all the other jet cards on the market and tried to understand what our customers wanted and how we could service the market in a better way," Lindbergh explains. "We asked customers what they didn't like about the other cards and addressed those problems to develop the Lindbergh Card. We are very different from fractional ownership models, as when you put money down on this card you can charter anything available on the market; you are not restricted by aircraft class, type or geography.

Also different is that with the Lindbergh Card, the money you invest is refundable – it offers the flexibility to quit at any time and have a full refund."

As a user of business jets, Lindbergh understands the importance of flexibility and convenience for customers. "I use business jets a few times a year and find them a great way to travel when I am constrained by time," he says. "For example, if I've got a business meeting somewhere off the main hub-and-spoke systems covered by the airlines, and then I have a speaking engagement in New York, I cannot physically get from one airport to the other in time. Business jets can do that and do it well, and I'm delighted when I can make that happen." Although not a regular user of business jets, Lindbergh has an obvious passion for them, reeling off a number of models that he secretly covets. When pushed as to which he would buy, he opts for the Embraer Phenom 300 as it "seems like it would be the right profile for me".

Lindbergh's love of aviation seems to know no bounds, and his positive attitude toward the future is infectious. "I am very optimistic for the future. We face a lot of problems in our world today and certainly business aviation faces some really intense challenges, but I think they are addressable and if we're smart and use prize philanthropy and other entrepreneurial strategies, we can absolutely build on a thriving industry and make it work for everyone," he concludes. ☺

Grandfather of aviation

On May 20-21, 1927, Charles Lindbergh made history. Aged just 25, the American born aviator became the first person to fly solo non-stop from New York to Paris and was the recipient of the US\$25,000 Orteig Prize.

The prize was set up by French-born New York hotelier Raymond Orteig in May 1919, challenging aviators to fly solo non-stop across the Atlantic by 1924. Despite this not being achieved by the deadline, developments in the industry persuaded Orteig to extend the prize time-limit for another five years, which attracted a number of contenders, including Lindbergh. He financed his efforts by gathering a group of nine (10 including Lindbergh) St. Louis civic promoters to invest in the flight and also used his own savings. Numerous pilots had tried and failed to complete the mission before Lindbergh, with six losing their lives in the process. Lindbergh's monoplane aircraft, the Spirit of St. Louis, was purpose-built for his record-breaking flight by Ryan Airlines of San Diego, California. Lindbergh took off from Roosevelt Field Airport in the early morning of May 20, 1927, landing at Le Bourget Airport in Paris 33 hours later to be greeted by 150,000 spectators.



Regional and City Airports Management is a market leading company, operating four first class Executive Jet Centres.

Coventry

The Coventry Airport Jet Centre is the newest dedicated Corporate Aviation Facility in the Group. The fully functional FBO provides an excellent set of lounges designed to give passengers maximum comfort, and to provide crews with state of the art briefing and planning facilities and waiting and rest areas which include showers. There is a security area within the lounge enabling chartered aircraft over 10T to access a Critical Part Apron fully compliant with DfT and CAA security regulations.

Exeter

Regional and City Airports Management's Jet Centre in Exeter is an extremely successful operation that capitalises on the regional demographic and high propensity of business travel to the region. Exeter Corporate Aviation has developed from a small operation in 2007 to a more extensive facility with dedicated full time staff and a significant market reach. In 2012 Exeter handled 140 jets flying to worldwide destinations – with over 1500 passengers from outside of the UK.

City of Derry

City of Derry Airport's Jet Centre was set up towards the end of 2012 in readiness for the 2013 City of Culture title. Significant investment has been made to develop this corporate aviation facility with a new fully operational FBO, crew and passenger lounges and new Critical Part apron. High quality hangarage has recently been completely re-clad to provide a high standard of parking for corporate and general aviation use.

Blackpool

The Executive Jet Centre at Blackpool primarily looks after aircraft that require full security. The Airport has excellent security procedures in place to allow chartered aircraft, over 10T to use the Airports facilities; a new lounge has been developed in 2013 for passengers and crew. Due to the Airports fast track processes, corporate customers can now choose to arrive by car, clear security and board their aircraft without delay.



For more information, please contact our Group Corporate Aviation Manager:
Exeter International Airport
Exeter | Devon | EX5 2BD | 01392 354 939
chris.beer@exeter-airport.co.uk

www.rcam.aero



DISCOVER NEW FBO AND MRO PARTNERS!

The international exhibition and training exposition



Business Airport World Expo will be co-hosted with the British Business and General Aviation Association (BBGA) – which will be running a not-to-be-missed Training Convention featuring

educational training sessions, presentations and open forums throughout the two-day event. Entry to the BBGA Training Convention costs £250 but if you book before January 10, 2014 the price will be £150. Group bookings of more than three will receive a 25% discount. To book your BBGA training pass, visit www.BusinessAirportWorldExpo.com

TO REGISTER FOR YOUR FREE VISITOR PASS OR TO BOOK YOUR

OPENING TIMES: Wednesday March 26, 2014 10am – 5.30pm* | Thursday March 27, 2014 10am – 5.00pm

The must-attend exhibition for business aviation professionals around the globe

Business Airport World Expo will open its doors from March 26-27 in London Farnborough, UK, showcasing the industry's leading FBOs, business and general aviation airports, MROs, handling agents, and refueling companies from around the world. Over 60 exhibitors will be showcasing their latest developments to an expected 2,000 attendees, including executive and private jet owners and operators, operations directors, CEOs and managing directors. The event will also include the not-to-be-missed Training Convention organized by the British Business and General Aviation Association (BBGA), offering insightful discussions on the biggest challenges and developments in the industry.

The BBGA Convention will be held over two days in the middle of the exhibition floor and will be a mixture of training sessions, presentations on current topics and open forums to capture and debate issues of concern. The themes will be human factors; ground operations and what we can learn from the US approach to dispatch; SMS and how you should consider using it in your organization; security and customs; and IT and how it can support us in a modern operation.

Launched in 2011, Business Airport World Expo has cemented its place in the industry as one of the must-attend events for anyone working in the business aviation sector, including executive jet, corporate fleet, private charter and private owners and operators' chief pilots, operations directors, scheduling directors, CEOs and managing directors, as well as brokers.



Siegerland Airport GERMANY

NEW EXHIBITOR

Siegerland Airport will be a first-time participant at Business Airport World Expo. Situated in the heart of Germany, the airport is an excellent alternative to larger facilities, especially for business customers who wish to save time or avoid high traffic areas. With a runway length of 5,315ft and a CAT 1 ILS, the airport is ideal for aircraft such as Learjets, Citation jets and Embraer regional jets. The airport's management hopes that many visitors at Business Airport World Expo 2014 will discover the value of this regional airport in Germany.
Stand 1120



NEW FACILITIES

Euro Jet UK

As it celebrates its fifth anniversary, Euro Jet will be at Business Airport World Expo 2014 to highlight its non-stop development, expansion and innovation.

The company will be promoting its two newly opened complimentary crew lounges in Tivat, Montenegro and Prague, Czech Republic. The Tivat lounge reaffirms Euro Jet's commitment to being the leading provider of ground support in the Balkan region. In Prague, Euro Jet is the only FBO facility, with two lounges – one ramp side and the other street side. Euro Jet also has a 1,500m² (16,146ft²) hangar in Prague with the capability to store multiple heavy jets.

Euro Jet will also be promoting its newly opened operation in Turkey that is a joint partnership with Bee Jet. Euro Jet now has branded stations throughout Turkey that will provide the same VIP service offered at all its stations.

Lastly, Euro Jet will be able to provide a demonstration of its brand-new smartphone application designed for all agents to monitor real-time aircraft movements as they happen on the ground. The data is sent to customers so that they can track their flights instantly. **Stand 3085**

The Full Wax UK

The Full Wax – one of the UK's market leaders in aircraft detailing – will be opening its doors to clients at Business Airport World Expo 2014 to demonstrate the benefits of quality aircraft detailing.

The Full Wax's director and detailers will be available to answer your questions and there will also be a video showing the company's more specialized services.

The company's ISO9001 quality mark assures clients that they are receiving the very best possible service on all levels, being fully compliant with manufacturers' procedures and aviation regulations.

If you own or operate a private jet, regular use of The Full Wax's services will enhance your aircraft, increase paintwork longevity and keep brightwork corrosion at bay. Also, luxurious interiors require specialist detailing and a team with an intimate knowledge of service and aftercare. The Full Wax can provide all this and much more. **Stand 1110**

BBGA TRAINING PASS VISIT www.BusinessAirportWorldExpo.com

*Free exhibition hall drinks party from 5.30pm to 6.30pm for all attendees

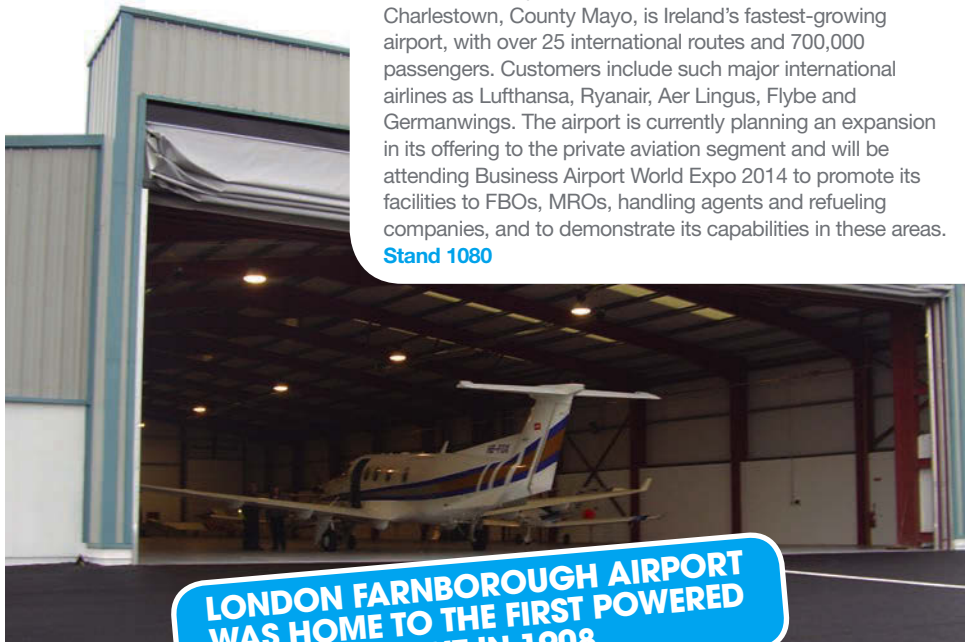
Business Airport

WORLD EXPO 2014

Ireland West Airport Knock IRELAND

Ireland West Airport Knock, 3.5 miles southwest of Charlestown, County Mayo, is Ireland's fastest-growing airport, with over 25 international routes and 700,000 passengers. Customers include such major international airlines as Lufthansa, Ryanair, Aer Lingus, Flybe and Germanwings. The airport is currently planning an expansion in its offering to the private aviation segment and will be attending Business Airport World Expo 2014 to promote its facilities to FBOs, MROs, handling agents and refueling companies, and to demonstrate its capabilities in these areas.

Stand 1080



**LONDON FARNBOROUGH AIRPORT
WAS HOME TO THE FIRST POWERED
FLIGHT IN 1908**



**LIVE
DEMONSTRATION**

Aviation Spares & Repairs UK

Aviation Spares & Repairs (ASR) is a specialist aviation supply contractor with extensive experience in the supply of spares and systems for aircraft and airport support activities. The company has a proven track record in the prompt and cost-effective supply of high-quality products and services for a range of aircraft and power plants.

At Business Airport World Expo, ASR will be showcasing its broad range of ground support equipment including a full range of aircraft tow tractors and tow bars and ramp equipment (ground power units, oxygen and nitrogen carts, lavatory and water carts, aircraft jacks, electric utility vehicles, stairs/stands, ramp chocks, marshalling wands, wing mats, etc).

ASR is the exclusive reseller in the UK and Europe for Eagle Tugs, and visitors to the Expo in Farnborough will see the Eagle TT-12D Aircraft Tow Tractor and will be able to arrange for a demonstration at their own facility to see the superiority of the Eagle product at first hand.

ASR has also recently been appointed as the exclusive reseller for Goupil in the UK aviation sector and will have its G3-2L Electric Utility Tipper Vehicle demonstration unit on display at the exhibition; the unit is also available for facility demonstrations. **Stand 3000**

BELGIUM

EXHIBITOR Q&A

**Guy Putman, general manager,
Flanders International Airport**



What does Flanders International Airport offer the business aviation industry?

We provide fast handling at a Schengen airport situated in a Belgian/European business environment using

our Fast In Fast Out (FIFO) service. The target is to have customers driving on a Belgian motorway within 15 minutes of touchdown. We offer 100% flexibility, day and night.

What is the most challenging aspect?

Adapting to varying arrival and departure schedules is always a challenge, as well as getting the business community worldwide to understand the many advantages of business aviation.

What are your plans for BAWE 2014?

We hope to increase the visibility of our services and airport; we are situated in the heart of Europe, close to the key industrial areas in Belgium and France, and we have a runway measuring almost 2,000m (6,560ft). We want to use the exhibition to meet customers and find new ones, and we hope to build up a network of contacts. We will also compare our airport with others and learn how we can improve the attractiveness of our services and airport.

What does the future hold for the company?

We will continue to find and meet our customers' expectations. We will work on our PR and marketing communications to fully promote the airport. We also plan to integrate the airport and our services into the Eurometropole network and we will cooperate with other regional airports to promote the advantages of business aviation. **Stand 1075**

To find out more information on
Business Airport World Expo 2014
and to register or book your
BBGA training pass, visit:
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**PARTNERSHIP
OPPORTUNITY**

Cagliari Airport ITALY

Cagliari Airport's executive aviation terminal is an exclusive infrastructure designed to offer top-level facilities and services to clients from arrival to departure. The brand-new terminal, just four miles from the city center of Cagliari, Sardinia, is the ideal starting point for discovering the beauty of the island of Sardinia, famous worldwide for its mild climate, white sandy beaches, and crystal-clear blue sea.

Cagliari Airport is looking forward to participating at the Business Airport World Expo 2014 to showcase its dedicated executive aviation terminal, improved facilities and new competitive prices. It will offer some very interesting business proposals to its current clients and discuss business opportunities with potential new customers. **Stand 2015**

Morristown Municipal Airport USA

Morristown Municipal Airport (KMMU) is exhibiting at Business Airport World Expo 2014 to continue its 'Why Wait?' campaign. Maria Sheridan, senior director of business development, states, "We recognize that your time is valuable. We think Business Airport World Expo is the ideal opportunity to show Europe that when arriving into New York City's Metro-Plex, 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 clients are looking for, with a beautiful country-club-like setting. Visit Morristown Municipal Airport at Stand 4025 to meet its representatives. **Stand 4025**



**VISITORS FROM MORE THAN 50
COUNTRIES ATTENDED BUSINESS
AIRPORT WORLD EXPO 2013!**

Kerry Airport IRELAND

Kerry Executive Handling is the sole executive handling agent at Kerry Airport, in the southwest of Ireland. It provides all ground handling and customer services to the business and corporate jets operating into and out of Kerry Airport. Its office is in the main concourse of the airport, where dedicated staff are on hand to assist crews and their clients on their arrival and departure from the airport.

At Business Airport World Expo 2014, representatives from the company will be able to tell you more about Kerry Airport, its services, facilities and rates.

The size of Kerry Airport affords flight crew and their clients quick and easy access to all services and facilities in all areas. Kerry Executive Handling understands that all aircraft operators require quick turnarounds and a professional service at all times, and the company provides these services in a safe, punctual, professional and reliable manner.

As with all travel arrangements, plans can change at the last minute for flight crews as well as their clients. To accommodate these last-minute changes, the company aims to be flexible and assist with any alternative arrangements. Kerry Executive Handling guarantees a first-class service at a very competitive rate. **Stand 3090**

EXHIBITOR Q&A

Daniel Bull, Avfuel district manager - European sales



What does Avfuel offer the business aviation industry?

Avfuel combines global access with personalized service throughout a fueling network of over 3,000 locations worldwide and 600+

Avfuel branded dealers, and offers business solutions such as AVTRIP, an established, recognized pilot incentive program; the jet fuel savings program Avfuel Contract Fuel; and Avplan, a flight-support and trip planning company for domestic and international customers.

Avfuel supplies its branded FBOs and airports with complete systems designed to improve safety, increase operational efficiency, enhance visibility and ultimately facilitate new and returning business. These systems improve experiences for pilots and flight departments in numerous ways: more efficient transactions result in less time at the counter; Avfuel's ramp training program ensures that the line staff handling your

aircraft has been professionally trained and certified; and more.

What will you be exhibiting at BAWE 2014 and what do you hope to achieve?

BAWE provides an excellent opportunity for Avfuel to meet owners, operators and brokers face-to-face and show them how our fully-integrated network and systems work to make business aviation more accessible and enjoyable.

What is the future of the company?

Avfuel's plans for the immediate future include continuing to grow our network both domestically and internationally. We're in the final stages of talks regarding more key branding opportunities in Europe and Canada, and we've just added the prestigious Sheltair network of 14 FBOs to our branded dealer network in the USA. Avfuel also continues to add Avfuel Contract Fuel locations and explore how our integrated network can provide new and enhanced services for pilots and flight departments. **Stand 2090**

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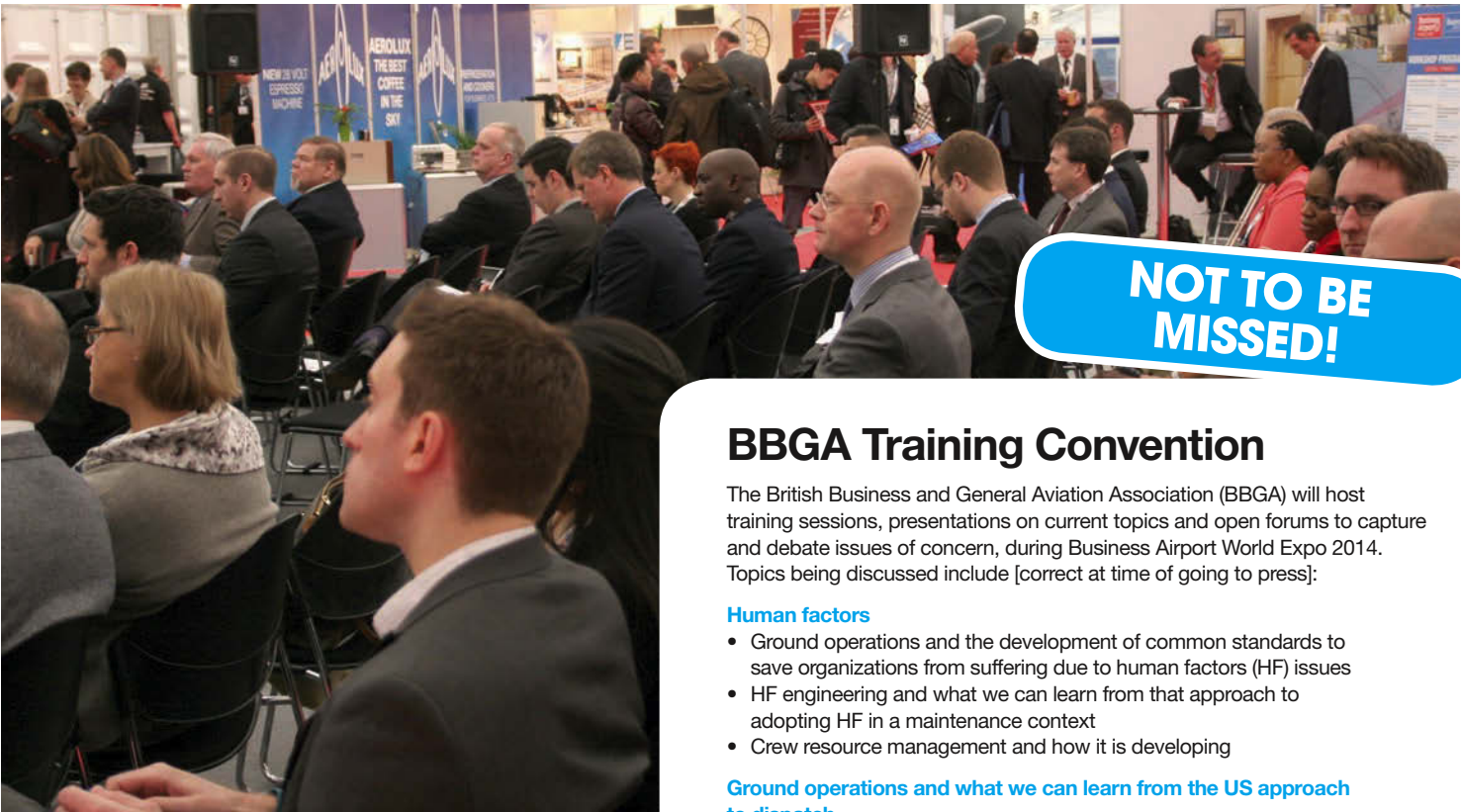
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About the BBGA

BBGA is the UK's national trade body representing companies operating and trading in the general and business aviation industry. Members include manufacturers, operators, maintenance organizations, repair and overhaul organizations, training organizations, aircraft and helicopter sales organizations, spares stockists and other supporting organizations including finance, insurance and publications companies.

BBGA represents the interests of member companies and overseas affiliates at local, national, European and international levels. Active and enthusiastic participation in BBGA's affairs by respected chairpersons, managing directors and senior executives of major general aviation companies assures that BBGA is fully attuned at all times to the industry's needs and problems.

The association also supports and promotes the growth and well-being of a profitable general aviation industry in Britain. BBGA believes that growth is essential for the industry's future welfare and to the future economy of this country. General aviation provides services both to industry and private individuals that are vitally important to local and national economies. BBGA's task is to ensure that general aviation's importance is fully understood and appreciated by the public and by local and central government.



BBGA Training Convention

The British Business and General Aviation Association (BBGA) will host training sessions, presentations on current topics and open forums to capture and debate issues of concern, during Business Airport World Expo 2014. Topics being discussed include [correct at time of going to press]:

Human factors

- Ground operations and the development of common standards to save organizations from suffering due to human factors (HF) issues
- HF engineering and what we can learn from that approach to adopting HF in a maintenance context
- Crew resource management and how it is developing

Ground operations and what we can learn from the US approach to dispatch

- Dispatch training
- Aircraft performance

Security management systems (SMS) and how you should consider using it in your organization

- Don't view SMS as a requirement, use it as a business improvement tool
- What does 'good' look like?

Security and customs

- How can we meet the requirements?
- Delivering customer service
- Maintaining a safe and secure environment
- Permits and access

IT and how it can support us in a modern operation

- Working with the regulator and how that can look in an environment focused on risk-based oversight
- Keynote business speaker from a major airport, to put things in context
- Hot-topic briefing sessions

Entry to the BBGA Training Convention costs £250 but if you book before January 10, 2014 the price will be £150. Group bookings of more than three will receive a 25% discount.

To find out more information on
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Talking business

Mark Bailey, CEO, Business and General Aviation Association, explains why the training sessions are not to be missed

What are the main topics you'll be looking at over the two-day event?

We'll have many of the big players speaking at the event, including Jeppesen and Sologic (see *Quality and SMS training* and *FAA dispatcher training*, right), and will cover a variety of topics that affect business airports and operators. We will be looking at dispatcher training, particularly in the USA, and how this can be translated to the UK. IT and operations systems will also be a focus for discussion, looking at what is available in the industry and how they can be used to schedule what you're doing on the aircraft.

Other topics up for discussion will be IS-BAO and how these approvals could be simplified; an update on the legal world and the latest twists and turns – these types of sessions are always extremely useful and well attended; the red tape challenge in aviation, which will provide an opportunity for a keynote speaker; the new CAA general aviation organization; and changes to aviation security and border force, and how this will affect business aviation. The sessions will cover the changes happening in the industry and will promote a lot of debate and discussion.

What will attendees get out of the event?

I don't think we've had this type of ops training event in the UK – it is typical of what you would do in the USA. So the idea is to really push training and get the operations people from organizations at a middle management level to come along and share their experience with attendees. Hopefully people will get a better understanding

of what's available and what other people are doing in operations training at this point in time. They may actually get some understanding of what people do in the USA and whether there's any benefit that we can cross over and take from that. While they might not be subject to the same regulations, people still have to do the same things – make the onboard changes, schedule onboard crew, consider flight-time limitations, and go through the permitting process – so it is still useful to learn about what is happening in the USA and apply it to our industry in the UK.

There will also be discussion sessions toward the end of each day that will see some very different and interesting topics brought up depending on what's going on, which will be very useful.

What are the benefits of running the sessions at Business Airport World Expo?

I think that Business Airport World Expo is very professional and is a very good fit for our members. My main reason for doing this is to ensure we can get consistent messages out to important events throughout the year. The attendees at Business Airport World Expo aren't normally at our events and so it is a good opportunity to try and mix those people together.

There will be a thoroughfare between the conference and exhibition, and there will be plenty of time between sessions for networking; there will be a real buzz and people won't be able to resist visiting the stands at the show. We expect around 150 people coming through at a time to the sessions and hope to grow this in the future.



SAFETY MANAGEMENT

Quality and SMS training

Sologic, which delivers quality and SMS training, will present material associated with RCA (root cause analysis) during the BBGA Training Convention. The session will be beneficial for any part of an organization wishing to learn about quality and SMS training, and will provide information on good practice to stop people jumping to conclusions without evidence. Sologic's root cause analysis solution suite is built on more than 20 years of field experience with clients around the globe. The company provides training, software and services to help clients solve challenging, costly problems and prevent them from recurring. Sologic uses logical analysis to identify and correct the systemic causes of significant events. The company helps its clients reach their business goals by improving processes; enhancing customer service and supply chains; avoiding downtime, penalties and interruptions; and promoting more cohesive teamwork. The method is scalable and universal, so it's appropriate for problems big and small, in every field of business.

GROUND OPS BEST PRACTICE

FAA dispatcher training

Navigational solutions provider Jeppesen will deliver best practice training in-line with the scope of dispatcher practices under FAA approval. A qualified FAA dispatcher will discuss effective ground operations activities that support aircraft on the ramp. Jeppesen delivers innovative products that integrate navigation, operations and logistics information into one end-to-end solution. The company helps flight departments, aircraft management and charter operations providers improve the safety and efficiency of their transportation operations by providing custom-tailored products and services engineered to specific needs and robust information solutions to access the right data when and where it is needed most.

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Iceland

A fully licensed FBO station and a leading ground handling company which has been at Keflavik International Airport for over ten years.

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Global masterpiece

RUAG Aviation, Happy Design Studio and AkzoNobel came together to successfully complete a complex personalized aircraft exterior design project

Designed to push the boundaries of personalised aircraft exteriors, the complexity of a pioneering project – the redesign of the entire fuselage, empennage and engines of a Bombardier Global 5000 – required dedication, precision, and creativity in extraordinary measures. In a collaborative demonstration of their respective capabilities, RUAG Aviation, Happy Design Studio and AkzoNobel came together to meet this unprecedented challenge – and made it a success.

Performed at RUAG Aviation's facility at Munich-Oberpfaffenhofen Airport, Germany, the highly delicate project required a fastidious painting partner that could be relied on to produce the unique design – a combination of vertical and horizontal stripes accentuated by three distinct fading effects.

RUAG Aviation became involved in the project through an open invitation to tender by Happy Design Studio, which created the design in cooperation with the aircraft's owner. RUAG Aviation's proven quality and paint expertise,

combined with its adherence to short turnaround times and competitive prices, resulted in its selection from a final shortlist of three highly capable paint shops.

Technical preparation

Working closely with Happy Design Studio, RUAG Aviation was able to convert the original 3D rendering of the design into a functional technical drawing. This enabled the company to establish the most efficient and effective approach to managing the complex project, and allowed the practical and logistical preparation work to begin. Conscious of the uncertainties in such projects, RUAG Aviation prepared 1:1 scale panels for its paint specialists to test the required striping and fading effects, thereby mitigating risks.

"More than five weeks were invested in preparing for the application of this design," says Carsten Matthiesen, director of exterior services at RUAG Aviation. "The level of detail and the precision required to transpose it onto the aircraft far exceeded industry norms.

"Overcoming the distinct challenges this presented imbued our team of paint specialists with a distinct sense of ownership of the project – each individual took personal pride in bringing this design to life."

With the customer's stipulated deadline competing with the need for meticulousness, RUAG Aviation's team of 28 paint specialists dedicated themselves to performing three eight-hour shifts daily for 2.5 weeks. Under the supervision of Happy Design Studio's owner and designer, Didier Wolff, RUAG Aviation's specialists undertook the challenge of transforming the exterior of the Global 5000.

Detailed work

The initial stages of the repainting process comprised the standard stripping, sanding and inspection procedures. The aircraft's fuselage was given a base coat of white paint, which was then overlaid with a gray color that gradually fades to white as it approaches the nose from the tail, applied by two of the industry's foremost

Vital statistics

Location: Munich, Germany

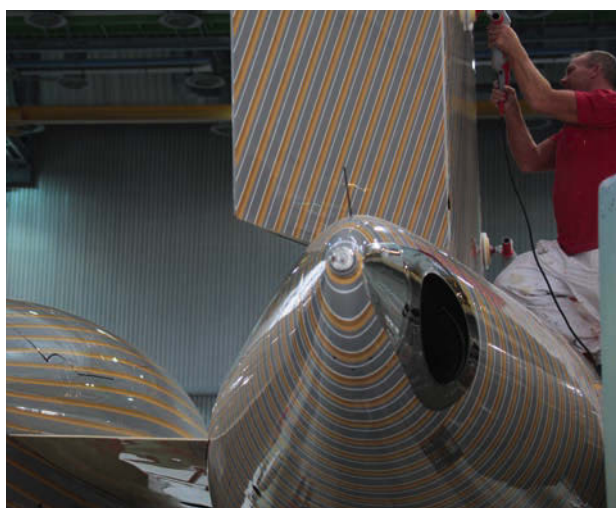
Operating hours: 24 hours

Runway length: 7,500ft

Authorized service center: Bombardier, Cessna, Dassault Falcon, Embraer, Piaggio and Pilatus



The Bombardier Global 5000 paint project took a team of 28 specialists 420 hours to complete



paint-fading experts, Walter Maurer and Martin Dippel, using colors created by AkzoNobel.

Once this was completed, the surface from the forward door to the engine boom section was masked using transfers. Changes in the shape of the fuselage behind the engine boom section, however, required further measurement of the lines to be done by eye. Even more delicate to deal with was the final 1m of the rear cone section – reference measurements had to be taken from lines traced out on the tail section of the aircraft, and then extended using a plumb line for calibration purposes.

Once the aircraft was completely masked up, the process of painting the stripes began. A second shade, sienna, was added to the gray, and a third color – a yellow ochre – was added on top. Completing this is a layer of white stripes, each measuring just 6mm in thickness, a minute detail pivotal to the overall effect of the design.

The exactitude required meant that the paint specialists had to perform a few finishing touches by hand, using a fine brush. As Wolff puts it:

“The creation of the shades was absolutely vital to soften the progression from light to dark, so that the complete work appears natural to the eye. Completing it by hand gives the finished product a human touch, which is what brings out its beauty.”

The sheer scale of the project can be demonstrated through a simple piece of trivia: in total, the work carried out on the aircraft's exterior required a total of 700 liters of paint and over 5km of adhesive materials.

Happy Design Studio owner Wolff has been with the project from the very first step through to the final handover. Reflecting on his decision to choose RUAG Aviation for the implementation of his complex design, he explains, “The real challenge, as far as the designer is concerned, is

to source a team that matches genuine expertise with the passion for creating something truly unique. With this in mind, and based on its partnership in Brabus Private Aviation, I was confident that RUAG Aviation was the correct choice – and it was.”

In addition to fulfilling all safety and quality standards, the ultimate measure of a project's success is the satisfaction of the customer. Following the handover at the end of the project, the owner of this newly repainted Global 5000 expressed his appreciation, saying: “The design is impeccable. The exactness of the workmanship is clear down to the smallest detail – truly impressive, especially when factoring in the complex nature of the livery and the short turnaround time available for completing the project.”

www.ruag.com

Reader enquiry number 101

Growth plan

A M Ganapathy, managing partner and director of CBAS, explains the challenges and opportunities in the emerging Indian business aviation market

What is the history of Commercial & Business Aviation Services (CBAS)?

CBAS was established on February 24, 1999. The ISO 9001:2008 certified company employs approximately 25 staff working in the corporate office in Bangalore and the branch office in New Delhi, and has additional representatives in Mumbai and Kolkata.

What services do you offer?

CBAS provides aircraft operators with a variety of aircraft management services to meet the exacting standards of their flight departments, including coordination of worldwide landing and over-flight permits, parking slots, aircraft handling, route planning, flight planning, ATC flight plan filing, fueling coordination and flight following.

CBAS delivers comprehensive aircraft management support to clients who need to acquire, maintain and operate aircraft assets and maximize returns. It includes support in management consulting and business transformation services for aircraft operators and investors looking to generate revenue and control costs. Our consulting capabilities include evaluating business plans, organizational strategies, operations control, optimizing aircraft maintenance, third-party support, organizational restructuring, change management and start-up, and implementation of projects.

CBAS also assists corporate aircraft operators in taking a proactive approach to meet regulatory requirements, performance objectives, and quality goals related to safety and security. Our aviation specialists work with aviation clients to conduct independent safety reviews to identify and mitigate hazards in areas such as flight operations, ground operations and aircraft maintenance. It assesses latent conditions, gaps in standardization, and misunderstandings that could start a chain of events leading to an incident or accident.

In addition, the company delivers safety solutions to clients in all aspects of aircraft operations. For corporate aircraft operators, we conduct audits, develop manuals and facilitate emergency response plans. For aircraft leasing and insurance companies, we offer guidance in helping their aviation customers operate with greater safety and security. Our team includes accredited auditors for the International Standard

for Business Aircraft Operators (IS-BAO). Our audit team is led by industry professionals with extensive management and leadership credentials, thereby ensuring that a thorough, fair, effective and timely audit is conducted. Proprietary software products and back-office support staff help our clients to simplify the implementation of safety management systems (SMS) in their flight departments.

What is a Support Services Affiliate and how does this benefit CBAS and the client?

CBAS has been recognized by the International Business Aviation Council (IBAC) as a Support Services Affiliate (SSA). CBAS is one of the few aviation organizations in Asia that have qualified as an SSA. Organizations with SSA certification have to demonstrate their capabilities and competencies with regard to IS-BAO to show that they are able to provide the most qualified implementation services to aircraft operators who wish to become IS-BAO registered.

What are the biggest issues facing the business aviation industry and what are the most challenging aspects of operating in India?

The business aviation/general aviation (BA/GA) market in India is yet to mature. In its current state and form, it lacks the international benchmarks and the appropriate regulatory policy and oversight that characterize the GA market in

developed countries such as the USA and the UK. The Indian GA market is shaped by the following market dynamics:

Demand and supply: Market conditions are the result of many factors; however, demand and supply set the trend, while the conduct of suppliers and users dictates the relative maturity of the market. In this context, India is an immature market, as it lacks a GA manufacturing capability, and all GA aircraft are presently imported into the country. The current GA fleet size is too small to merit the introduction of support facilities such as MROs, spares support, and assembly facilities. Products and services relating to the GA market are in their infancy. The lack of such capability results in a market that may, at best, be described as immature.

Professionalism and competition: The Indian BA/GA market is characterized by aircraft owners who, in the majority of cases, fall into the category 'high-net-worth individuals'. Aviation companies set up with the intent to conduct pure charter operations (Part 135) are few in number, and it could be argued that professional charter companies are yet to make their presence felt. Hence, professional competition in the GA market relating to movement of goods and people, linked to the business travel and tourism industry for example, is minimal.

GA infrastructure: The concept of GA airports is yet to be introduced in India. The emerging market dynamics would, in all probability, result





in a GA market model that is likely to be unique to India. In this regard, the newly introduced Public Private Partnership model of airport infrastructure is a precursor to the future development of the aviation sector as a whole. Companies seeking to exploit emerging business aviation opportunities would have to change rapidly to take advantage of such change. Companies that fail to adjust to market change would simply disappear.

Growth: Notwithstanding the state of the GA market, there are firm indications of long-term growth prospects for India, underscored by media reports of significant imports of GA aircraft over the next 10 years. Most aircraft owners would appear to be going in for small

fleet numbers; ownership of large GA fleets is yet to occur. However, the relatively large-scale induction of GA aircraft into the market has thrown up many opportunities, including that of outsourcing aircraft management. Large numbers of helicopters are expected to be inducted into India to compensate for the shortcomings in surface transport and road infrastructure. This is an emerging market, where first mover advantage will go to dynamic companies with appropriate strategy along with an ability to effectively execute that strategy.

Market location: In general, most of the GA aircraft are located in the western part of the Indian subcontinent and focused around the economic hubs of Delhi, Mumbai, Chennai and Bangalore. The hinterland of India is largely inaccessible to GA aircraft, mainly due to a lack of aviation infrastructure and wealth concentrated around major metros of India. Approximately 55% of GA operations are centered on the hubs of Delhi and Mumbai.

Aviation services sector: The major services being rendered to Indian registered aircraft owners focuses mostly on trip-planning services. These services were at one time provided as a single window service, by the big four, namely Universal Weather & Aviation Services, Jeppesen, Air Routing and BaseOps. However, lately a number of new players have entered the market from the hubs of Dubai and Singapore, such as Lido, ASM, HADID, JetEx, Skyplan, ARINC and Honeywell, and a host of Indian companies have ventured into segments such as permits and handling. The result of multiple agencies vying for the limited GA services market has meant fragmentation of the market. Fragmentation can at best be described as an inability to consolidate the aviation services market; its direct effect is an inability to capture economies of scale.

Analysis of GA market dynamics: If each of the factors mentioned above were to be compared with GA market conditions in developed economies, the inevitable conclusion is that the GA market in India is yet to mature. However, an analysis of market potential would indicate that long-term growth forecast is positive and that GA aircraft imports are on the rise. Coupled with market awareness and the need for international benchmarking such as IS-BAO, a slow but steady shift toward market maturity is discernible. These facts make for business opportunities



CBAS's headquarters in Bangalore

awaiting exploitation. The question is, just how is business to be won – in other words, how is one expected to compete? In well-developed markets, it is relatively easy to identify product and customer segments. However, in an emerging market like India, with limited pre-existing value chain, the challenge is to decide which activities to control, and how vertically and horizontally integrated to be.

Why is it important to partner with industry bodies such as CII and NBAA, and what work do you do with them?

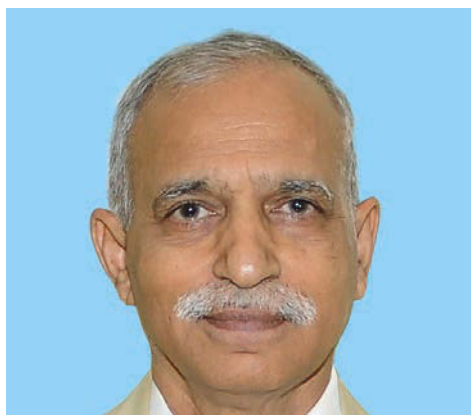
There is a need for the industry as a whole to consolidate under a single umbrella and engage with the regulator to promote GA-industry-specific policies that encourage and foster growth. For too long, the BA/GA industry (as a poor cousin to the airline industry) has been ignored and neglected. Interaction with international aviation organizations such as NBAA, IBAC and EBACE, and international regulators such as FAA, CAA, JAR, EASA, CASA and ICAO, is critical to harmonize international best practices and standards. The Business Aircraft Operators Association of India has taken the lead to mobilize GA operators through its membership program. Significant concessions have been obtained through a healthy dialog with the regulator, spurred in part by the affiliation with international aviation organizations and industrial bodies. In a networked world, the two key stakeholders of the regulator and the GA industry have no other option but to combine forces to grow the industry. Safety is an issue that is driving international cooperation for a universal standard, and organizations such as the IBAC with the IS-BAO program is setting the safety bar as a universal standard to aspire across geographies.

What lies ahead for CBAS?

We will continue to stay focused on our core competency of providing quality operational services to aircraft operators. However, in keeping with international trends we are working to implement SMS, through the IS-BAO program, into every aspect of our service delivery. The SSA qualification is an assurance to our customers of the highest levels of service support, where safety and standards are inextricably intertwined as a key value proposition in delivery of services. <

www.cbasingia.com

Reader enquiry number 102



"In an emerging market like India, the challenge is to decide which activities to control, and how vertically and horizontally integrated to be"

A M Ganapathy, managing partner and director, CBAS



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Vital statistics

Location: Gardermoen and Stavanger

Operating hours: 6:00am-midnight Mon-Fri;
8:00am-8:00pm Sat; 10:00am-10:00pm Sun

Fuel: JET A1 and 100LL



Warm welcome

Visitors to Norway can enjoy expert handling and state-of-the-art facilities at Oslo and Stavanger airports

Sundt Air was originally founded in 1997 under the name of Nor Aviation before being acquired by Petter C G Sundt in 1998. The company is now run by his children, Christan and Else Sundt, and has expanded to include Sundt Air Executive Handling.

The company's main location is at Oslo Airport in Gardermoen, Norway, where Sundt Air Executive Handling's state-of-the-art facility offers world-class business aviation facilities and professional line service teams to provide unparalleled services to both visiting passengers and crew members.

Sundt Air Executive Handling's brand-new location in Stavanger is now offering the same world-class business aviation facilities and services. The company's aim is to make your experience at the Sola Airport facility seamless, whether you are arriving or departing.

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- Concierge services for all passengers and crew members;

- An elegant conference room;
- Crew transportation and rental arrangements;
- A crew lounge with entertainment, comfy chairs and workspace;
- Aircraft maintenance support;
- On-demand aircraft charter support;
- Complimentary coffee, tea, water and soft drinks;
- Complimentary fresh fruit, snacks and ice cream;
- Disabled facilities and wheelchairs available;
- Pet friendly.

The FBO in Oslo also offers a VIP lounge with a meeting area for up to 14 people, modern communication and audiovisual equipment, washrooms and shower facilities, and overnight accommodation for three people.

In addition, the Oslo facility has a heated hangar, which is always in high demand owing to the Norwegian climate. Sundt Air Executive Handling can take care of all your servicing needs such as water tank filling, oxygen and nitrogen filling and lavatory service, and arrange to have the plane cleaned inside and outside.

All activities at both Oslo Airport and Stavanger Airport are subject to rigorous



environmental regulations, and Sundt Air's top-of-the-line facility and specially trained team members all meet and exceed requirements for carrying out these services.

Sundt Air Executive Handling has handpicked its catering services and offers some of the tastiest selections with an international appeal, and the cordon bleu-rated chef will delight your taste buds. Sundt Air also has its very own wine enthusiast on hand to help you create the perfect food and wine pairing for your VIP guests. In addition, the company works with the most reliable, safe and professional chauffeur services available, providing VIPs the utmost discretion and privacy, and crews an on-time delivery. <

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Reader enquiry number 103



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Vital statistics

Location: Russia, CIS and Baltic States

Operating hours: 24 hours

Services: Permits, airport slots, ground handling, catering, transfers, fueling, VIP lounge and navigation services



Russian pioneer

Business jet operators are in safe hands with Russia's first private flight-support company

Streamline OPS was the first Russian private flight-support company. Established in 1991, its operations started during the disintegration of the Soviet Union when Aeroflot, the only existing aviation authority, responsible for all airport activities as well as for the only civil aircraft operator, was divided into 15 civil aviation bodies comprising sovereign countries, hundreds of airports, and independent air operators of different sizes, fleets and geographical regions.

In the early 1990s, following the need for better handling procedures at state-owned airports, Streamline was requested by its first foreign customer – business aviation services provider Jet Aviation – to set up supervisory handling services at Moscow's Sheremetyevo Airport and other major airports throughout Russia. By the mid-1990s, the company handled around 50% of business jet traffic in Moscow, had set up facilities at all capital airports of the CIS countries, and had become the first flight-support provider to arrange the landing of a business jet at Moscow's Vnukovo Airport.

Over the past two decades, Streamline has developed a unique agent network covering all international airports, and is one of the most experienced flight dispatch services in Russia. Many customers who have enjoyed the quality of the company's services have confirmed this. Streamline now pays more attention to regional airports, where the traffic tends to increase each

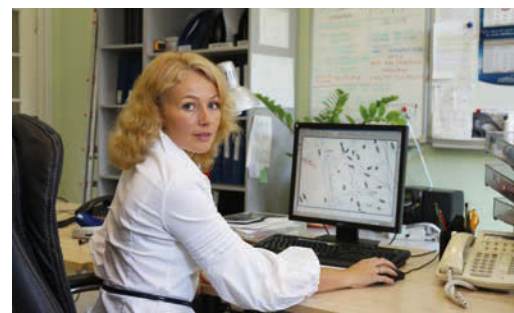
year, and where agent services are still in high demand. In Moscow, which still accommodates the highest business jet traffic among Russian airports, Streamline has reopened its station at Sheremetyevo, which is gradually gaining back its leading position among capital destinations. The company believes that with the launch of a brand-new highway connecting the airport to the center of Moscow, business jet traffic will increase considerably within a couple of years.

In the near future, Streamline will concentrate its efforts on the main event of 2014 in Russia – the Sochi Winter Olympics. Arrangements for the event are already in place and the company will send additional personnel to handle flights at this location during the peak period.

Easy access

From the start, Streamline's policy was aimed at creating a better environment for international business aviation operations in Russia. Therefore the company welcomed new procedures that simplified access to Russian airspace for foreign business jet operators. These new procedures made it possible for Streamline to better serve its clientele in obtaining landing and overflight permits for Russia. Under the new regulations, the amount of traffic operated with permits obtained by Streamline has increased at least twofold.

Streamline was among the first flight support companies to set up its own arrangements in



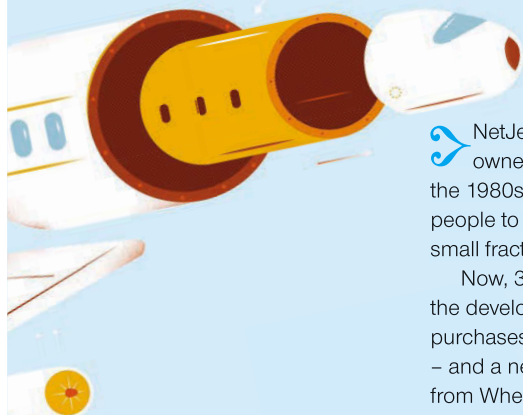
all the countries that emerged from the Soviet Union. At many locations, Streamline still maintains its own stations, while at others it uses the services provided by local companies.

All these factors enable the company to serve as a reliable regional flight-support department for many foreign operators and other flight support centers all around the globe. ☞

www.streamline-ops.com

Reader enquiry number 104

Majority share



How do you decide between buying a fraction of a business aircraft and purchasing a jet card?



NetJets was the pioneer of the fractional jet ownership scheme, launching the concept in the 1980s. The program was aimed at allowing more people to gain access to private jets by purchasing a small fraction of a plane and share the associated costs.

Now, 30 years on, the sector has changed with the development of jet cards – whereby the user purchases flight hours rather than a specific aircraft – and a new crowd-sourcing model of ownership from Wheels Up. FBOs have also launched their own plans, and pilots can now get in on the action. As Chris

Butchers, chief executive of Avia Aircraft, explains in *Fare share* on page 32 of this issue, the various schemes available are “taking the economic sense of timeshare and applying it to aircraft”.

But with so many options to choose from, how do you decide which is best for you? Should regular users who don't want to be solely responsible for the aircraft choose shared ownership? Are jet cards more flexible? And what should operators of these schemes bear in mind? *Business Airport International* took to LinkedIn to find out what the experts think. <

Your views



Seth Conner, Max Aviation LLC, wrote, “There are many things to be considered. First, while companies such as NetJets, XO Jet and others may seem expensive, I think consideration must be given to what you expect from your travel company. It costs a lot of money to maintain a certain level of service and safety. With that in mind, jet cards are perfect for many customers. They get the use of a multimillion dollar jet that is professionally flown and maintained and they can choose the plane that fits their mission needs, speed, location they arrive and leave from, and all on their timetable. The best part is that when they step off the plane it is off their watch/checkbook. Yes, money is tied up in a jet card for a given amount of time until those hours are flown, but if that is your major concern then you do not fully understand what a good deal most jet cards

are. Of course some are overpriced so check with different companies. But for people who really need to travel – and in some cases millions of dollars are on the line – then a 25-hour jet card is the least of your worries. I have a friend who flies a Falcon 50 overseas. The plane went in for what was supposed to be a US\$15,000 dollar inspection and US\$80,000 later the inspection was finished. This is not unheard of and that is why they are called inspections. You do not have to worry about this with a jet card. You pay your money and it is the company's problem – or if it is a true fractional, you will split the cost of the inspection with the other owners.”



Rick Montenegro, aviation professional, Texas, commented, “For operators, your fleet needs to be big enough and new enough to handle the customer demand. You will need a reserve of aircraft (at least 25%

of your fleet) to keep up with the flight schedule and account for down aircraft. You want to stick to a maximum of three aircraft types for your fleet (new models). This will keep down operational costs, such as for maintenance and crew training. Then you will need an army of support staff – customer reps, schedulers, mechanics, pilots, parts suppliers, quality control, marketing, catering, cleaners, etc. This is just the tip of the iceberg; there is so much more to consider with a 135 ops or fractional service.”



Greg Leischner, owner, E-Media Group, posted, “As a regular charter user, I have two thoughts on the subject. I understand how jet cards could be viewed as a ‘try before you buy’ tool. Myself, I would never consider buying a jet card. It would tie up a large amount of capital that would not only cost me lost interest but also ‘opportunity cost’, because I could use that capital elsewhere

to make more money. Plus, with a typical jet card, I'd be paying far higher hourly rates than my local charter provider charges. I just don't get them. Second, I would spend a lot of time studying the case history of Avantair to learn what not to do when it comes to setting up a fractional program. Learn from their mistakes so you don't repeat them.”

Your comments

What do you think? Does buying a share of a jet make more economic sense? Are jet cards an easier way to access business aviation services? We'd love to hear your thoughts on this or any other topic affecting the business aviation industry, so visit www.linkedin.com and search *Business Airport International* to join in with the debate.

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Index to advertisers

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Air Service Basel GmbH.....	62	Finavia Business Flight Center.....	60	Saudia Private Aviation.....	Outside Back Cover
Bangor International Airport.....	62	IAM Jet Centre.....	3	Signature Flight Support.....	Inside Back Cover
BBGA Training Convention.....	28	Manny Aviation Services.....	25	Southair Iceland.....	55
Business Airport International		Menzies Aviation Ibérica.....	16	Streamline Ops.....	31
Online Reader Enquiry Service.....	2	Mototok International GmbH.....	43	Sundt Air Executive Handling.....	60
Business Airport World Expo 2014.....	9, 11, 12	Regional & City Airports Management.....	47		

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