

SPECIAL ISSUE: NBAA SCHEDULERS & DISPATCHERS, JANUARY 19-22, TAMPA, FLORIDA, USA

Business Airport

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

January 2016



Larger jets,
increased
regulation
and Asian
market growth

Your guide to surviving
the next five years

Also in this issue

Part-NCC compliance:

How to ensure you are
ready for August 2016

Helicopter transfers:

Introduce shuttle services
to increase business

LOCATION FOCUS: **FLORIDA'S GULF COAST** ♦ CUSTOMS FACILITIES
CASE STUDY: **THE AEROSPACE CENTRE** ♦ KUALA LUMPUR CITY GUIDE

BARBADOS | TBPB

MONTEGO BAY | MKJS

GRENADA | TGPY

TORTOLA | TUPJ



Serving Business Aviation Since 1989.

With more than two decades experience providing dedicated handling and fuel services to visiting and domiciled business aviation customers throughout the region, IAM Jet Centres of the Caribbean has established its presence across the island chain with four flagship FBOs & a network of over 24

airports region wide. Our service philosophy is based on the simple notion that premium passengers travelling on luxurious aircraft to visit exclusive island hotels and villas should experience an equally elegant standard of service and facility at the FBO... Learn more at - www.iamjetcentre.com



40

ARRIVALS LOUNGE

- 4 Center of excellence**
Aligned Aviation to transform business aviation in Toronto with US\$114m FBO complex
- 8 Irish charm**
Weston Aviation opens its fifth European FBO at Cork Airport
- 10 Market growth**
Middle Eastern private aviation will be worth US\$10bn by 2025
- 12 Superior handling**
ExecuJet achieves first IS-BAH certification in Africa
- 14 Modern facility**
Westjet Air Center completes US\$1m FBO upgrade

FEATURES

- 20 Game changer**
Operators need to make sure they are fully up-to-date to comply with the new Part-NCC regulations
- 26 Good times**
Florida's Gulf Coast is well equipped to handle a rise in business aviation flights
- 34 Blades of glory**
A helicopter shuttle service can help airports increase traffic and improve customer services
- 40 Bright sparks**
Five leading aviation consultants share their predictions for the future of the industry



34

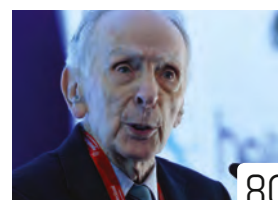


48



56

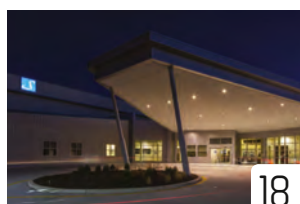
- 48 Entry to market**
Business aviation users in the USA are benefiting from a rise in FBO-based customs facilities
- 56 Rising star**
Economic growth in Malaysia is increasing the demand for business aviation services in Kuala Lumpur
- 80 Aviation pioneer**
Industry veteran Captain Eric Brown shares his advice for those wanting a successful career in aviation



80

REGULARS

- 16 Manager profile**
Jet Aviation Singapore's new FBO manager Faizal Khan shares his vision for the future of the company
- 18 Industry comment**
Is brand important when it comes to choosing an FBO?
- 75 Spotlight**
New destinations, routes and partners
- 78 Media stats**
The latest facts and figures on *Business Airport International*



PROFILES

- 64 Ready for business**
KaiserAir is preparing to welcome visitors to Oakland Airport for Super Bowl 50
- 67 Sweet success**
Visitors to Sugar Land Regional Airport in Texas can rely on great service from Global Select
- 68 Sunny outlook**
Travelers to Miami choose on Fontainebleau Aviation's superior service and facilities
- 69 Flying high**
DC Aviation Al-Futtaim predicts another busy year at Dubai's Al Maktoum International Airport
- 71 Gateway to Texas**
McKinney National Airport is finalizing a multimillion-dollar development project
- 72 Island retreat**
Skylink Services offers first-class amenities at Cyprus's Larnaca and Paphos airports
- 73 Reliable connection**
Jet Aviation is expanding its network of FBOs in the USA and Germany



Welcome

On the whole, 2015 was a positive year for business aviation in terms of growth. According to business aviation service provider JSSI's Q3 2015 Business Aviation Index, global flight hours grew 4.3% quarter-on-quarter and the industry is operating at 80.7% of the 2008 peak levels.

Although not quite back to the heady heights of pre-recession traffic, it looks as though this growth trend will continue as the global economy becomes increasingly buoyant. It therefore seemed fitting for the January 2016 issue of *Business Airport International* to look toward the future of the business aviation industry and how it will evolve to cope with this upward trend.

We spoke to five industry consultants about their predictions for the future of the industry (see *Bright sparks* on page 40), covering everything from FBO design and aircraft trends to regulatory development and new technologies. All the consultants had some interesting predictions to make, with Graham Stephenson suggesting that electric aircraft will have a bigger role to play in the future: "Airbus has already developed an electric aircraft that has flown across the English Channel, and the Solar Impulse 2 aircraft is part way through its around-the-world flight. One can expect that more use will be made of solar power and biofuels that are already powering jet turbine engines," he says.

However, according to our consultants there are still plenty of challenges ahead for the industry in 2016, not least the implementation of Part-NCC regulations. European operators of non-commercial "complex motor-powered aircraft" will need to ensure they are compliant by August by developing an operations manual and management system, and submitting a declaration of aircraft type, operations and airworthiness to the relevant Civil Aviation Authority.

In *Game changer* on page 20, Philippe Renz, a lawyer specializing in aviation regulation for the Swiss-based law firm Meyer Avocats, comments, "The challenge is to find a consensus across Europe about how Part-NCC is applied. If the level is set too high, you'll encourage business aviation operators to find alternatives outside of Europe."

However, EBAA's CEO Fabio Gamba believes that Part-NCC is just a formal way of demonstrating the high levels of safety already apparent in the industry. "It's merely a codification of existing practices," he says.

While Part-NCC may add more paperwork to operators' already heavy regulatory load, anything that aims to improve the safety of our industry cannot be a bad thing and I'm sure the industry will rise to the challenge, as always.

Hazel King, editor

Editor-in-chief Helen Norman
helen.norman@ukipme.com
Editor Hazel King
hazel.king@ukipme.com
Production editor Alex Bradley
Chief sub editor Andrew Pickering
Deputy production editor Nick Shepherd
Senior sub editor Christine Velarde
Sub editors Alasdair Morton, Tara Craig, Lynn Wright

Art director
Craig Marshall
Art editor
Nicola Turner
Design team Louise Adams, Andy Bass, Anna Davie, Andrew Locke, James Sutcliffe, Julie Welby, Ben White

Head of production and logistics
Ian Donovan
Deputy production manager
Lewis Hopkins
Production team Carole Doran, Cassie Inns, Frank Millard, Robyn Skalsky

Publication manager
Jag Kambo
Project manager
Tom Eames

Editorial director
Anthony James
Managing director
Graham Johnson
CEO
Tony Robinson

Published by
UKIP
MEDIA EVENTS

Business Airport International
Abinger House, Church Street,
Dorking, Surrey, RH4 1DF, UK
tel: +44 1306 743744
email: jag.kambo@ukipme.com

Join our group on **LinkedIn**
Search for *Business Airport International*

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 £47/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

The views expressed in the articles and technical papers are those of the authors and are not necessarily endorsed by the publisher. While every care has been taken during production, the publisher does not accept any liability for errors that may have occurred. Copyright ©2016

abc Member of the Audit Bureau of Circulations. Average net circulation per issue from January 1, 2014 to December 31, 2014 was 8,533

ISSN 2042-7212

NBAA
EBAA



VIP President

HELSINKI AIRPORT BUSINESS FLIGHT CENTER FBO

www.helsinkiairport.fi

Excellent location for technical stops and crew changes in all seasons

- FBO services provided 24 hrs
- Arrival and departure slot bookings
- Hangar arrangements
- Hotel and transportation reservations

- Passenger lounge
- VIP lounge
- Crew lounge

Helsinki Airport Business Flight Center offers high quality services for private airlines and operators. We are specialized in business jet operations and our 24hrs service guarantees a quick response to all handling requests.

Finavia Business Flight Center

Terminal Address: Liikelentotie 8, 01530 Vantaa
Tel. +358 20 708 2780 | Mobile +358 40 722 0834
Fax +358 20 708 2799 | business.efhk@finavia.fi



HELSINKI AIRPORT

FINAVIA – for smooth travelling



US\$114m Aerospace Centre to open at Toronto Pearson

The facility will be built in three phases and will open from early 2016

Demand for business aviation continues to grow across North America, with maintenance support and financial services provider JSSI's Q3 2015 Business Aviation Index, released in November 2015, showing that flight hours in the region increased by 2.3% compared to the previous quarter. In Canada, the industry is worth C\$5.4bn (US\$4.1bn) to the economy and accounts for 23,500 jobs, according to the Canadian Business Aviation Association's 2015 Annual Report.

At Toronto's Pearson International Airport, the outlook for business aviation is positive and a C\$150m (US\$114m) FBO development is being built to cope with increasing passenger numbers. "The indications of future growth are quite clear: there is already more demand for occupancy than there is space available," said Ryan Mikolasik, spokesperson for Epic Fuels, which will operate the FBO at the new Aerospace Centre with UVair (see *Brand recognition* on page 6).

The hangars can accommodate all sizes of corporate aircraft



Brand recognition

In October 2015, Aligned Aviation announced it had chosen Epic and UVair to provide fuel and FBO network branding to the Aerospace Centre. "Both brands afford the highest standards in the industry and are highly credible throughout North America and abroad," Aligned Aviation's spokesperson explained. "Increasing traffic flow into the facility and reaching agreement on a pricing model were key considerations, and all parties share in the objectives of growing fuel volumes and providing customers with the highest service standards throughout the facility."

The FBO will be managed according to Epic and UVair standards and will be carrying both brands, with jet fuel, credit card (Epic and UVair cards) and loyalty reward programs available for customers. "We have been fully apprised of the design throughout, which we believe to be unique in terms of architectural aesthetics," said Ryan Mikolasik, spokesperson for Epic Fuels.

"We view Toronto Pearson as a key gateway for international travel, and combined with the fact that it is Canada's largest airport, it was a logical extension of our expansion into international markets," he added.

Comprising approximately 250,000ft² of hangar- and FBO-related office and shop facilities, tenants at the Aerospace Centre will include management companies and independent corporate flight departments. Facilities will comprise meeting, office, recreational, rest and working space, as well as an upper-level food and beverage space, and an event area with a viewing deck of the runways.

Designed and financed by Aligned Aviation Developments Inc, a joint venture between EllisDon and the owners of the new facility, in partnership with Toronto-based architect IBI Group and Paktau Architects from Vancouver, the Aerospace Centre aims to "completely reset corporate service standards through thoughtful operating analysis and good design", according to a company spokesperson from Aligned Aviation. Unique to this project, EllisDon, a major Canadian construction company and builder of the new facility, has also been involved from the conceptual design phase.

Chris Andrews, senior vice president of EllisDon, said, "The design process took more than two years and was highly collaborative between us and the owner at a conceptual and technical level, to create an aviation campus that

can meet the demands of a business driven by efficient, on-time performance and a high level of design sophistication.

"We believe we have achieved this, while creating a spectacular addition to the Toronto Pearson Airport building infrastructure. Through this project, we have also pioneered a unique project delivery process that addresses the needs of a highly technical industry," he added.

The project will be completed in three phases. "The first phase includes the FBO and hangars that will reach full operational capacity in 18 months. We anticipate 50-60 hangared aircraft will define 'full', depending on the mix of types and the utilization patterns. The ramp space will readily accommodate a similar number," explained a spokesperson for Aligned Aviation. "Phases 2 and 3 incorporate twin office towers and atrium space, which combines meeting/convention facilities, industrial display areas, food and beverage, retail and club space." IBI Group Architects will be leading Phase 1 of the project, while Paktau Architects will take over for Phases 2 and 3.

Design inspiration

The Aerospace Centre design takes its inspiration from a global survey of business aircraft facilities

"The location of The Aerospace Centre will greatly improve the convenience of business aviation for its customers, both based and transient"

Ryan Mikolasik, Epic Fuels



“The Aerospace Centre buildings are new, tailored to business aviation requirements and positioned to be easiest to reach from anywhere in the Greater Metropolitan Region”

Aligned Aviation

Security at the Aerospace Centre is paramount and full security systems have been engineered into the structure, which includes hardened computer systems, biometrics, safety systems, HD CCTV infrastructure, and TEMPEST (a National Communications Security Committee directive) secure meeting areas.

The lounge areas incorporate crew rest areas, privacy spaces, open departure areas, a restaurant with deck, gym and other amenities. A second Protocol Lounge provides a higher level of security for special occasions such as state visits.

Challenges faced

As with any large-scale project, there have been a number of challenges associated with the planning and design of the Aerospace Centre. According to Aligned Aviation, securing an appropriate site with enough space took a great deal of professional effort by the airport authority and Aligned Aviation, and the agreement with the GTAA was only reached after a careful vetting by airport staff and a series of planning adjustments.

“We overcame these challenges by assessing other greenfield sites and extracting lessons from local experts, which was extremely useful,” explained the company spokesperson. “Mistakes can be costly unless fundamental considerations such as ramp planning and time-flow issues are resolved. Attractive building design, while important, is the least necessary component to ensure an effective operating capability. It is all

about time and motion – the logistics are key. An enormous effort was invested to ensure that the client’s operational needs were fully understood and remained paramount throughout the site and building design process.”

Future progress

According to Aligned Aviation, Toronto Pearson International Airport’s business aircraft facilities included aging building stock and some facilities were consigned to the furthest reaches of the airport, which cuts into the convenience afforded by business aviation. “The Aerospace Centre buildings are new, tailored to business aviation requirements, and positioned to be easiest to reach from anywhere in the Greater Metropolitan Region,” said the spokesperson. “The site has expansion potential, which will be the subject of ongoing discussion with the GTAA in future.”

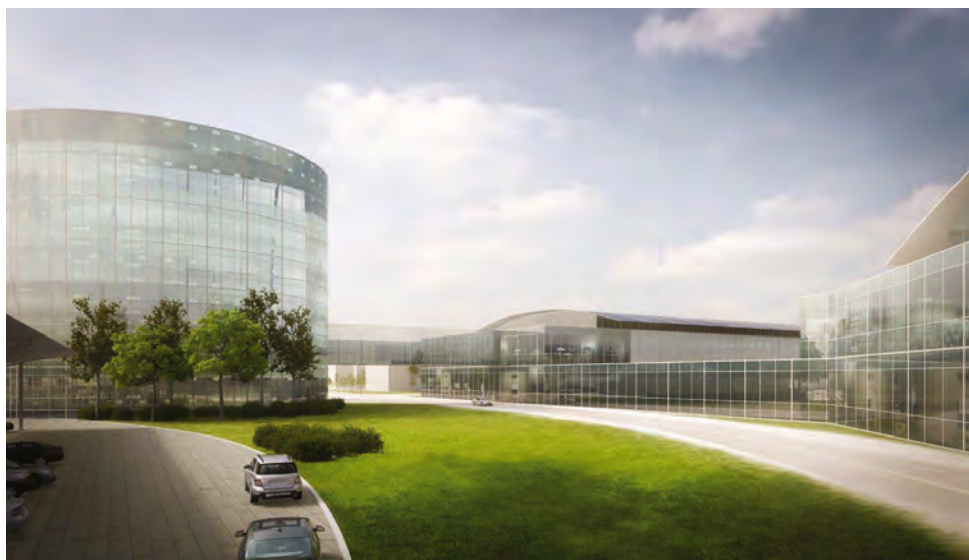
The Aerospace Centre will open in stages from 2016, with full operation expected in early 2017, and it will facilitate the changing business aviation needs in the Greater Toronto area. “Historically, Toronto Pearson International Airport has been well-served by a small number of FBO chains,” commented Aligned Aviation’s spokesperson. “The Aerospace Centre’s prime location now justifies the large capital commitments involved in a first-class global-scale FBO facility that better reflects the operating standards of Canada’s largest and busiest international airport.”

to identify the requirements of customers and combine them to provide a world-class facility. Aligned Aviation also worked closely with operators, customers, service providers, the Greater Toronto Airports Authority (GTAA) and NAV Canada to identify the best site development opportunities at the airport. “The location of the Aerospace Centre will greatly improve the convenience of business aviation for its customers, both based and transient,” explained Mikolasik.

Aligned Aviation’s spokesperson continued, “Ramp, terminal areas and hangar layouts have been carefully evolved over a two-year analysis to ensure ease of access and departure. The new facility is also significantly closer to Toronto’s downtown core than any Toronto alternative, as well as being close to the adjacent runway. With a south-side location and business traffic predominantly arriving from or departing to points in the south, the new center opens up traffic routing and management efficiencies for operators, as well as the airport itself.”

Location and facilities

Aligned Aviation has developed a ‘25-5-5 experience’ for the new facility at Toronto Pearson – it takes 25 minutes to drive to the FBO from most of the greater Toronto area, five minutes to board the airplane, and five minutes to taxi to the runway. “This represents a game-change in terms of ease of access for operators and their customers. So too does the proximity of the runway closest to the FBO; taxi delays promise to be a fraction of what is the rule today,” explained the company’s spokesperson.



The Aerospace Centre is easily accessible from the greater Toronto area

Weston Aviation opens first Irish FBO and hangar



Weston Aviation has opened its first international FBO and Business Aviation Centre in Ireland at Cork Airport, bringing the company's total number of European facilities to five.

The new Business Aviation Centre features 10,000ft² of hangar and office space capable of accommodating aircraft up to super-midsize jets and also has direct private ramp access. In addition, the facility will offer superior passenger and crew facilities, as well as competitive hangarage and fuel pricing.

Becky Carver, operations director at Weston Aviation, commented, "We chose Cork Airport as our first international base for a number of reasons: key was the number of global businesses based in the region, as well as the growing local economy. We also believe there is real scope to develop our client base in Ireland from Cork and to provide world-class executive handling facilities at the airport, as well as hangarage for aircraft up to super-midsize. In addition to this, Cork Airport is similar in size and structure to that of our other UK airport facilities, where we continuously reinvest to develop our business and see year-on-year growth."

In charge of the operation as managing director Ireland is Helene Wall-Horan, who has 17 years' experience in business aviation and will be responsible for overseeing the Irish operation.

Other airport locations

- Durham Tees Valley
- Humberside International
- Robin Hood Doncaster Sheffield
- Newquay Cornwall

Above: **The new facility offers 10,000ft² of dedicated FBO and business aviation hangarage**

Right: **Nick Weston, CEO of Weston Aviation, with Helene Wall-Horan, managing director Ireland**



Heading up the FBO team as station manager is Paul Daly, who has 12 years' experience at Cork Airport, five of those coordinating the executive ground-handling team for Servisair/Swissport.

"Weston Aviation has built up a reputation over the years for providing exceptional service at our other four UK FBOs, and with this experience and our experienced Cork Airport team, we expect our FBO at Cork to be the number-one choice for all operators using the airport," said Carver.

"Our main focus at the moment is to concentrate on ensuring that our FBO facility at Cork Airport provides superior executive ground handling for our customers. We have developed excellent relationships with many operators, many of whom we handle on a regular basis, and hope that we can continue to provide superior ground handling at Cork as we do at our other four FBO locations. We are in a very fortunate position to have a dedicated new team, all of whom have many years' experience of executive ground handling at Cork."


Wall-Horan added, "This new Business Aviation Centre is something that Cork Airport has needed for many years and now with the added support of the existing Weston Aviation network, we are confident that we will establish our new

Facilities

The new Cork FBO will offer:

- Private ramp access
- Competitive Jet A1 and Avgas prices
- VIP and crew lounges and facilities
- Ramp services
- Apron transfers
- Customs and Immigration pre-clearance
- Concierge services
- Ground transportation
- Gourmet catering

facility and Cork Airport as a major business aviation airport of choice. With our own hangar facility dedicated to business jets, Cork Airport will become the premier business airport in Ireland."

Weston Aviation is continuously looking to expand its network across the UK, Ireland and other Europe countries, according to Carver. "Our move to Cork Airport is a stepping stone for Weston Aviation to continue our expansion and growth of the company, not only with FBO services, but into other areas of aviation and ground support," she said. 

Tradewinds Aviation Services, YOUR EAST AFRICAN CONNECTION



- Full range of FBO services
- Security services
- Overflight & landing permits
- Executive lounge
- 24/7 operations
- ISAGO certified



**Domestic & Int'l
VIP Lounges**



**Passenger &
Cargo Handling**



VIP Handling Services



AVSEC

Jomo Kenyatta Intl. Wilson, Wajir, Kisumu, Mombasa, Malindi.



Tradewinds Aviation Services

Nairobi Mombasa Kisumu
ops@tradewindskenya.com
Tel: +254 20 6822481/433/432
Cell: +254 735 329151
+254 722 853784

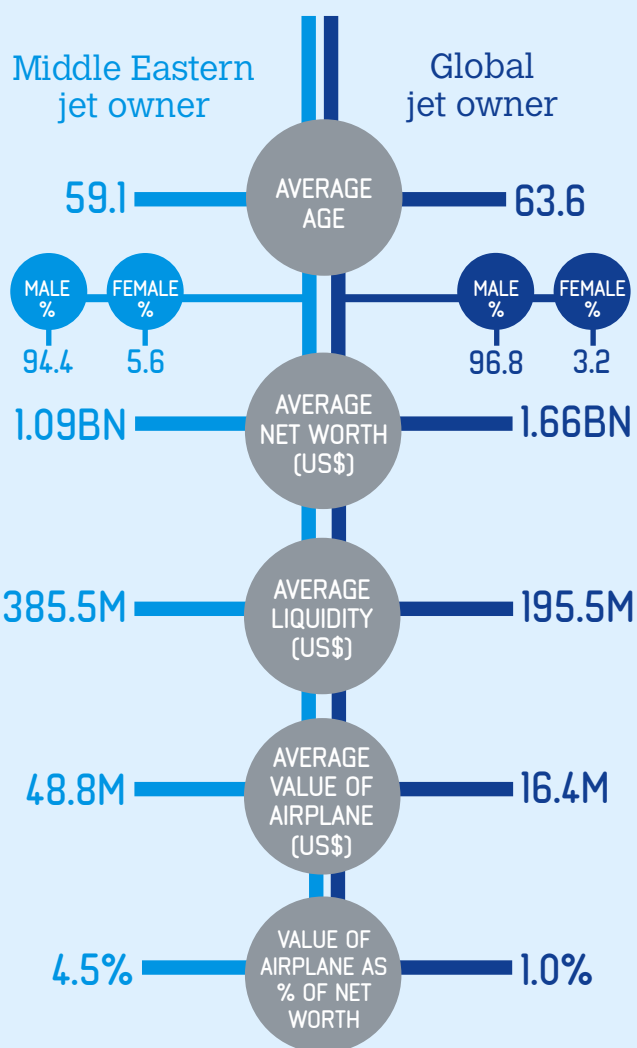
www.tradewindskenya.com

VIP Meet and Assist Service

maas@tradewindskenya.com
Tel: +254 700 555712

Middle East private aviation market worth US\$10bn by 2025

2015 demographics



A white paper released by Wealth-X, WINGX Advance and industry expert Hardy Sohanpal has revealed that the private aviation market in the Middle East will be worth US\$10bn over the next decade, with an inflow of at least 400 business aircraft into the region and fleet and activity growth of around 7% CAGR.

The report, *Private aviation in the Middle East: Owner profile, trends and business opportunities*, also revealed the average make up of an ultra-high net worth (UHNW) private jet owner in the Middle East compared with the global average. Here are the key findings.

Number of UHNW individuals

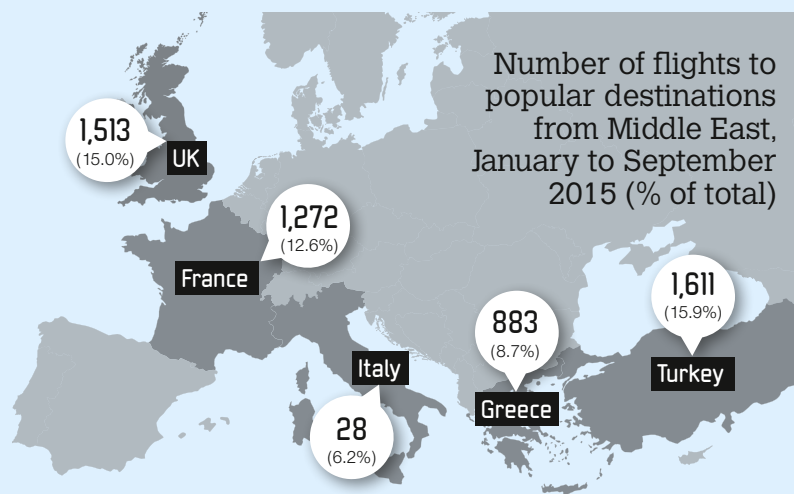
Middle East: 5,975
Global: 211,275

Total UHNW individuals' net worth

Middle East: US\$995bn
Global: US\$29.7tn

10,113 business aviation flights from Middle East to Europe, January to September 2015 (4.8% growth on the same period in 2014)

1,329 flights in September 2015 (21% year-on-year growth)



Aircraft departures from Middle East, January to September 2015 (% of total)

- Bombardier Challenger 600 – **1,159 (11.5%)**
- Gulfstream IV/G400 – **828 (8.2%)**
- Bombardier Global Express – **713 (7.1%)**
- Gulfstream V/G500 – **521 (5.2%)**
- Hawker Beechcraft 700-900 – **519 (5.1%)**

Top five industries for jet owners

Middle East:

- Industrial conglomerates
- Non-profit and social organizations
- Finance/banking/investment
- Manufacturing
- Real estate

Global:

- Finance/banking/investment
- Real estate
- Non-profit and social organizations
- Industrial conglomerates
- Oil, gas and consumable fuels

GIVE YOUR PASSENGERS A GRAND ENTRANCE.

ARRIVE IN HOUSTON IN STYLE WITH GLOBALSELECT.

The most convenient gateway to the Houston area, GlobalSelect is the premier, full-service FBO for Sugar Land Regional Airport (KSGR).

- Award-winning service
- On-site U.S. Customs with overflight permit
- Close proximity to Houston
- 500,000 square feet of aircraft parking
- State-of-the-art air traffic control tower and radar system
- Less waiting time from plane to car
- Wi-Fi available on the ramp



GLOBALSELECT™
AT SUGAR LAND REGIONAL AIRPORT
YOUR *Luxury Gateway* TO HOUSTON



Shell Aviation

Visit ReserveGlobalSelect.com today to request a quote or make a reservation.

Branded Fuel Partner



Main image: ExecuJet's luxury lounge facility at its Lanseria FBO
Below: IS-BAH certification proves the company can safely handle aircraft in Africa



ExecuJet achieves first IS-BAH certificate in Africa

ExecuJet Aviation Group's facility in Lanseria, South Africa, has become the first FBO in Africa to be awarded International Standard for Business Aircraft Handling (IS-BAH) accreditation by the International Business Aviation Council (IBAC) and the National Air Transportation Association (NATA).

IS-BAH is a global code of best practices for business aviation ground handlers and is a joint program between IBAC and NATA; it incorporates the NATA Safety 1st ground audit program and is assessed externally by an IBAC-accredited auditor.

Arvin Durgapersad, ExecuJet's Lanseria FBO manager, commented, "IS-BAH accreditation is a group initiative that we want to implement in all our FBOs worldwide. It demonstrates best practice health and safety, giving reassurance that clients can have the same peace of mind in Africa as in any of our locations worldwide. Being the first to achieve IS-BAH [in Africa] not only reassures clients of the high quality of our staff and services, but also shows we are leading the way in commitment to safety excellence in the region. The development of our staff is also a key benefit of the standard, as they are the driving force behind the company and equipping them with the right guidance motivates them to continue learning."

According to Durgapersad, achieving IS-BAH certification has improved staff morale and provides them with a clear indication of the requirements expected of them. "The staff

are very proud of this achievement, especially as our FBO is among the few globally to obtain accreditation. Crew and passengers have always understood that our FBO team prioritizes their safety and well-being above anything else; however, gaining IS-BAH accreditation formalizes this commitment and demonstrates we are always striving to make improvements," he added.

To obtain the accreditation, the company first registered its interest in the IBAC website and purchased the IS-BAH manual, which contains 13 chapters on the different standards that have to be met. Durgapersad explained, "These were documented and implemented in our FBO and our appointed company safety officer also attended an IBAC workshop for IS-BAH project managers. Once we were confident the IS-BAH standard had been implemented, an IBAC-accredited third-party auditor visited our FBO to conduct the final IS-BAH registration audit over a period of five days. Upon completion, the auditor submitted his findings and audit report to IBAC, which then confirmed we had passed. This achievement would not have been possible without the help of all ExecuJet team members at Lanseria, so I would like to express my thanks and gratitude for their hard work."

When asked what advice he would give to others looking to achieve IS-BAH certification, Durgapersad said, "Go for it! IS-BAH is great for any company because it puts emphasis on mitigating risk and promoting safety."

European success

ExecuJet Zurich also received IS-BAH accreditation in October 2015, becoming the first FBO in Switzerland and one of the first in Europe to hold the certificate.

Basil Gamper, ExecuJet's Zurich FBO manager, said, "We are delighted our Zurich FBO has passed the IS-BAH audit, which not only shows the quality of our support services, but also our commitment to using the most comprehensive assessments available across the board. This market-leading and standardized measure for handlers, FBOs and operators worldwide is a program we strongly believe in and one we will be implementing in all our FBOs."

ExecuJet Aviation Group is also celebrating growing its European managed fleet by 10% with the addition of four large-cabin business jets and one helicopter, all of which are expected to enter operation by early 2016.

The new additions include: a Bombardier Challenger 350; Bombardier Challenger 300; Gulfstream 650; Dassault Falcon 7X; and an Agusta AW139 VIP.



The ExecuJet Zurich FBO team



At Your SERVICE

Jet Aviation's Global FBO Services

Where you need us... when you need us. That is what drives the team at Jet Aviation to deliver exceptional service at all times throughout the world. For nearly half a century, our FBO teams have been providing an award-winning customer experience helping you feel more at home when you're away from home.



Visit our global FBO locations:
Berlin, Boston/Bedford, Dallas, Dubai
Dusseldorf, Geneva, Houston, Jeddah
Medina, Munich, Nassau, Palm Beach
Riyadh, Singapore, St. Louis, Teterboro
Vienna, Zurich

www.jetaviation.com/fbo





Above: **The redesigned lobby area includes local artwork and luxury seating**
 Left: **The new facility opened in October 2015**
 Below: **Customers can enjoy light refreshments in the vending area**

Westjet completes US\$1m facility upgrade

Westjet Air Center has opened its new US\$1m FBO facility at Rapid City Regional Airport in South Dakota, USA, boasting a state-of-the-art flight-planning center, pilot's lounge, private sleeping quarters, vending area and a children's room built to cater to traveling families.

Designed by owner Linda Rydstrom, the building resembles a luxury home, with a stone exterior and copper ceilings. "Linda and her close friend Monica did all of the interior design work including artwork, furniture and other interior design elements," explained Miranda Rydstrom, vice president of operations at the company. "The inspiration for the design was our customers. Being professionals in the aviation industry for so long, we knew what our primary customers would want to see. We do have many local design elements however, as all of our artwork is from local artists."


Although catering to all customers, the facility has a focus on families flying to the area. "Our daughter [Miranda] grew up in aviation," said Linda. "I used to fly with her a lot and it was nice when an FBO had a children's area. Today I see more and more families flying together so we created a play room to cater to this need."

According to Miranda, the new FBO will dramatically improve the customer experience at the airport, as the old building was losing its functionality because it could not accommodate the number of customers or employees efficiently.

"The feedback from our customers has been exceptional thus far. I personally have gotten to enjoy a lot of customers walking in the door for the first time, doing a 360° around the lobby and marveling at how beautiful and functional it is. Younger families love the kids' area, pilots love

the crew lounge and quiet rooms, and everyone seems to enjoy the dedicated vending area. I've overheard pilots say they enjoy long periods of waiting in Rapid City," Miranda continued.

Westjet expects traffic to continue to grow at the airport and it will develop and expand to meet the needs of local traffic and locally based tenants. "We are in the process of purchasing a fourth heated hangar, which will give us an additional 10,000ft² of hangar storage space," said Miranda.

The company plans to open a flight school in January 2016 and Miranda is slated to take over the family-run business within the next 8-10 years. Westjet is also a Phillips 66 Aviation dealer, and the company recently re-signed its fuel contract with Phillips 66, simultaneously increasing its fuel storage capacity to 88,000 gallons of jet fuel and 20,000 gallons of avgas. 





Skylink Services Ltd is well-established and well known for the provision of ground handling services for Executive and Military Aircraft in Cyprus. It began operations in 1998, filling the gap in the Executive Aircraft ground handling market at both Larnaca and Pafos International Airports of Cyprus.

Over the last decade the company has grown significantly in size and reputation. Skylink Services owns and operates the only FBO facility at Larnaca Airport offering around-the-clock professional VIP aircraft and passenger handling services. Currently representing over 400 companies that own or operate executive aircraft worldwide, the company caters to aircraft ranging from very light jets to larger aircraft such as Boeing 747 and Airbus 340 and we are the preferred choice for most VIPs, celebrities and business persons travelling to or from Cyprus.

Skylink Services also manages and operates the Heads of State Lounge facility at Larnaca International Airport. This Lounge is used by all Heads of State visiting the Republic of Cyprus as well as a host of other visiting dignitaries. Optimum and problem-free operation is evidently crucial as over the past few years the General Aviation

Terminal was used by Pope Benedict XVI, on 6th June 2010, when he completed a historic official visit to Cyprus. In addition, the Terminal was used for the Heads of State during the second half of 2012 when the Republic of Cyprus was hosting the EU Rotating Presidency. Numerous Presidents and dignitaries have also used the terminal on official visits to Cyprus i.e Vice President of the United States Joe Biden, Former President's of the United States Jimmy Carter & Bill Clinton, President of Russia Mr. Medvedev, former EU commissioner Barroso and current EU commissioner Junker, German Chancellor Angela Merkel and many others.

Skylink Services Ltd, with its experienced personnel, discretion, high calibre of professionalism and its desire to strive for excellence, is the preferred ground handling provider in Cyprus.

Skylink Services Ltd

Larnaca International Airport, P.O.Box 43012, CY 6650 Larnaca, Cyprus

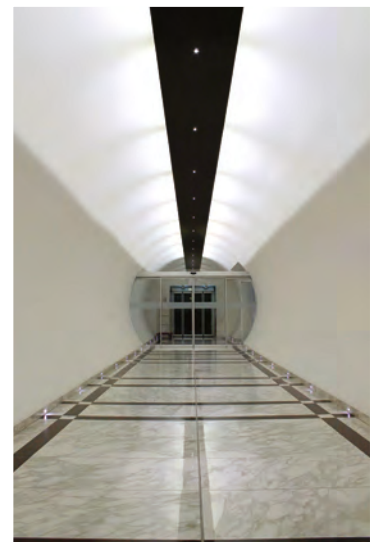
Tel: +357 24 84 09 00 • Fax: +357 24 66 58 05

24hr Operations

Tel: +357 24 64 33 34 • Fax: +357 24 64 35 99

Email: flightops@skylink.com.cy

www.skylink.com.cy



Faizal Khan has been appointed senior manager of Jet Aviation's Singapore FBO. *BAI* speaks to him about the new role and his vision for the future



Customer focus

How did you get involved in business aviation?

I started working for Swissport Singapore in 2006, where I was very focused on establishing processes and ensuring seamless commercial aircraft handling at both Seletar and Changi airports. I was recruited to Jet Aviation Singapore in 2009 by the FBO director at that time, Bernard Loo. I'm always hungry for new challenges and I learned a lot from Bernard. My main goal now is to build a strong team, to ensure our customers continue to receive the best possible service.

What are you looking forward to about taking on this role?

I hope to continue to develop the Jet Aviation FBO team, to be the best not only in Singapore and the Asia-Pacific region, but also within the Jet Aviation network. I intend to establish strong branding, so the company is well recognized by our customers as something both they and we can be proud of. I also believe our best marketing comes from our customers!

I look forward to working with and gaining knowledge from the rest of the Jet Aviation management team, to learning the regional value of our business and, of course, to being mentored by our vice president and general manager, John Riggir.

"This may come from my operational background, but from my perspective, all teachers were once students, and like all good teachers, good managers never stop learning"

What do you think makes a good manager?

Personally, I believe that managers have to 'walk the talk'. My preference is to have experienced each and every task first-hand before delegating to any of my fellow colleagues. First-hand experience provides a bit of insight into what is most important about our services and products, and to our clients. This may come from my operational background, but from my perspective, all teachers were once students, and like all good teachers, good managers never stop learning.

In my opinion, a good manager is able to keep his or her team in harmony, which I believe is crucial. There's an adage that says a happy staff serves happy customers. To me it's clear that happy customers always come back for more!

What are the key things needed to provide the best customer service?

There is no definitive list of do's or don'ts in customer service, because the 'best' customer service relates to each individual client and the situation at hand. Personally, I like to build trust by giving our customers a personalized experience.

Forced to define some basic fundamentals of excellent customer service, I would say:

1. Always listen carefully, so you

understand what your customer needs or wants.

2. Never lose your patience, get angry or upset.

3. Do everything in your power to show that you care about the client's needs and have the situation under control; if there's a problem, it's your problem, not the client's, and you're addressing it.


4. Keep the customers smiling!

How will you continue to develop the FBO?

We are seeing more business jets flying within the Asia-Pacific region and we need to provide better networking options. My goal is to place more Jet Aviation "flags" on the Asia-Pacific map! I want us to define the trends within the FBO business, and to do so I will strive to continuously improve our level of services in Singapore.

What are the biggest challenges facing the FBO industry and how will you address these?

Unlike commercial aviation where flight movements are relatively consistent, business aviation is more unpredictable. On a good business day, we face high volumes of traffic, which can be operationally demanding on the FBO staff, but for which we can prepare; on other days, flight movements can be very low. The challenge is to find ways to promote and maintain high levels of service, while managing monthly costs and revenues which fluctuate because of varied traffic flows.

Weather can also create big challenges. We can't control it, but we do everything in our power to having coping mechanisms in place to minimize the impacts. 



McKINNEY AIR CENTER AT TKI

THE NEW APPROACH TO NORTH DALLAS

We are taking a new approach to business aviation with our award-winning customer service, on-site U.S. customs and convenient location to ensure hassle-free arrivals and departures, getting you to your next destination in record time.



www.McKinneyAirCenter.com



McKINNEY
AIR CENTER
at McKinney National Airport



Make a choice

FBO mergers can improve efficiency and standards, but do customers prefer a choice of service providers rather than relying on one large conglomerate?

Words | Adam Twidell

In October 2015 BBA Aviation – owner of Signature Flight Support – announced plans to buy its rival Landmark Aviation in a US\$2.065bn deal. With Signature and Landmark two of the world's biggest chains of FBOs, the deal would make the combined group the world market leader by quite some distance.

This is one of the biggest industry consolidations we've seen for some time and follows other recent mergers in various subsectors of our industry – such as the acquisition of operators UniJet and London Executive Aviation by Luxaviation in 2014 (read more about acquisitions in *Buyer's Guide*, *Business Airport International*, July 2015, p46-50). But do these mergers reduce the amount of choice consumers have?

The benefits of standardization

Business aviation is still hugely fragmented, so the efficiency and standardization created by FBO mergers is generally good news, both for customers and for business.

Currently FBOs offer quite a varied service, so Signature's dominance in the business aviation market, especially in the USA, will go a long way to setting the standard for other FBOs to follow, just as IS-BAH (International Standard for Business Aircraft Handling) accreditation is already doing.

But there will be some industry concerns that this dominance could lead to a monopoly in the USA, where the FBO usually dictates the fuel price paid by aircraft operators. In Europe, aircraft operators usually have more flexibility on where to buy their fuel owing to multiple FBOs at airports, but there are some exceptions, such as London Farnborough and London City airports where there is only one service provider.

How important is brand when it comes to picking an FBO?

FBOs have to please three main customers: aircraft operators, crew and passengers. In the past it has been the industry's perception that passengers do not really mind which FBO



Signature Flight Support's FBO at Newark Liberty International Airport is one of 133 in the company's global network

"Business aviation is still hugely fragmented, so the efficiency and standardization created by FBO brand mergers is generally good news"

they use when they have a choice of more than one, which is the case at most major private jet airports. But we have seen a shift in recent years. Today's private jet customer expects more choice and transparency than ever before, and that increasingly includes the choice of FBO.

Although most of the time it is still the aircraft operator who chooses which FBO to use, at PrivateFly we are seeing an increasing number of passengers asking for a specific FBO when they travel. Some clients only ever want to use a certain FBO, whether that is because they like to be able to drive up to the aircraft or simply because they enjoy being known and having the extra-personalized service that brings. However, newer customers are starting to have a preference for the bigger chains, and if they are using an unknown airport they may opt for the comfort and security of using, say, a Signature FBO rather than a small, independent company.

Can smaller FBOs compete with the big brands?

Many smaller FBOs do a fantastic job. Some are family businesses with staff that truly go the extra mile to give operators, crew and passengers the best possible service. For instance, the family-run Inflight Jet Centre at London Stansted was recently announced as the first UK FBO to earn IS-BAH accreditation, so it is leading the way in terms of best practice (see *Business Airport International*, October 2015, p8).

But as new private jet customers continue to enter the market, and our industry continues to mature and consolidate, smaller FBOs will have to fight hard to win their share from the big – and growing – brands. ✈



Adam Twidell is PrivateFly's CEO and co-founder. After 10 years as an RAF pilot and then flying private jets himself, he saw the opportunity to use technology to transform the fragmented private jet market



DC AVIATION

P A S S I O N F O R E X C E L L E N C E



AN EXCEPTIONAL EXPERIENCE, EVERY TIME

Passion for excellence is our trademark. In everything we do, our goal is to meet and surpass your expectations. Our highly trained staff is always on hand to ensure your complete satisfaction, both on the ground and in the air. And our unrivalled facilities located at Dubai World Central guarantee your comfort and convenience every time you fly.

T: +971 (0)4 870 1800 | www.dc-aviation.ae | an Al-Futtaim joint venture

Al Maktoum International Airport | DWC | Aviation District | Dubai U.A.E



*Game
changer*

Part-NCC regulations are set to transform the safety of the industry and operators will need to have all the right components in place by August to ensure they comply

Words | **Paul Willis**

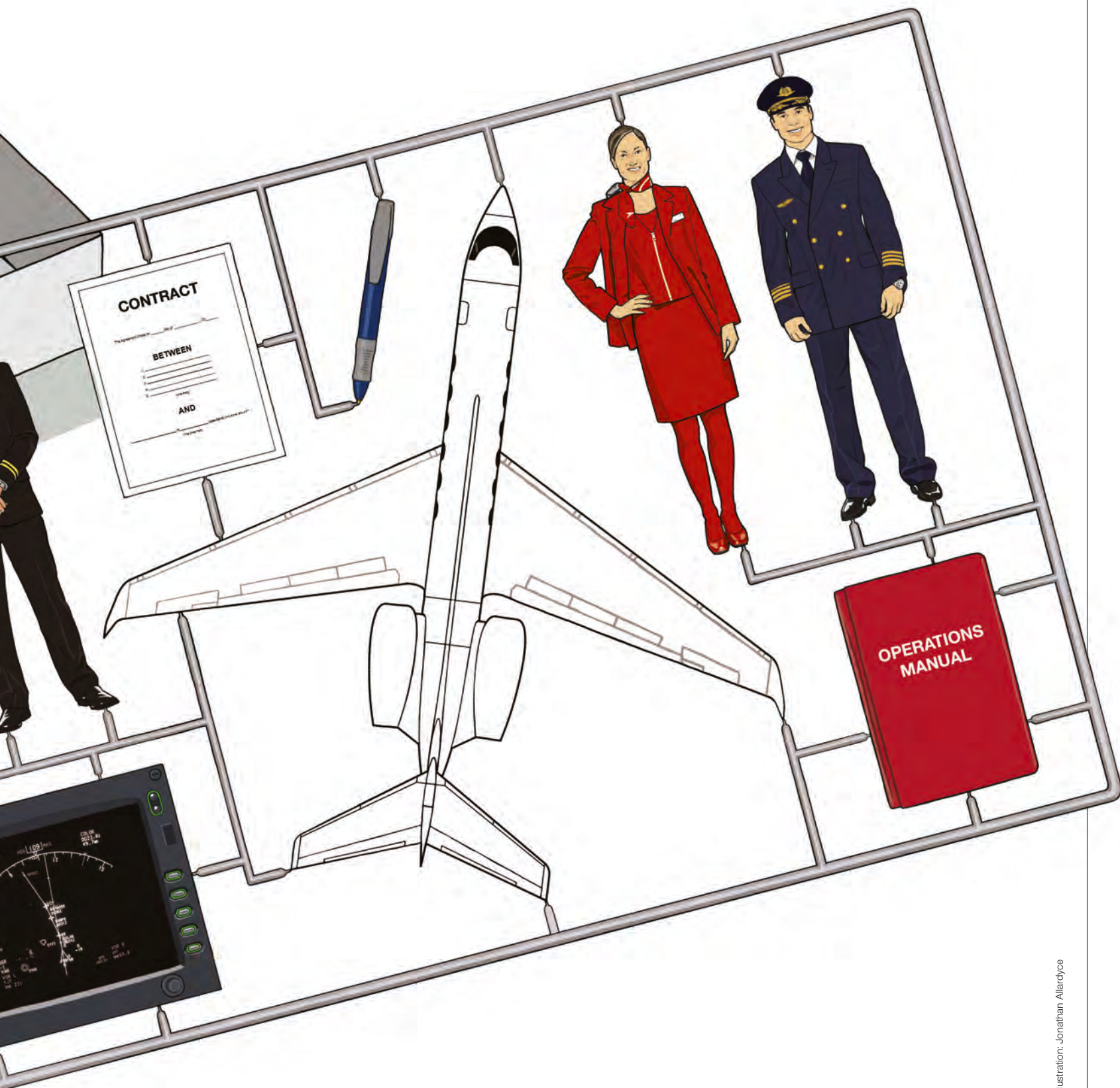
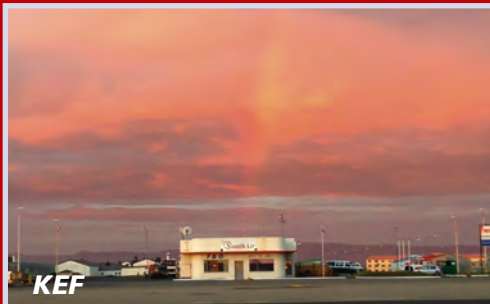


Illustration: Jonathan Allardyce

Airport Ground Handling

in **Iceland**



**WELCOME TO SOUTHAIR
KEF - AEY - EGS AIRPORTS
ICELAND**

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

When planning your flight to or through Iceland why not try our services at Keflavik International Airport, Akureyri Airport or Egilsstaðir Airports? We feel certain that you will not be disappointed.

Southair Iceland has been rewarded with dedicated and highly qualified flight oriented staff and a large group of satisfied customers who operate flights to or via Keflavik Airport.

Our well trained customer service agents are your assurance for a successful and comfortable stay.

Contact us: Building 787 • IS-235 Keflavik Airport, Iceland
Tel.: +354 425 5520 • Fax: +354 425 5521
Mobiles: +354 864 0324 & 862 0324
Building 13 • IS-600 Akureyri Airport, Iceland
Main Terminal • IS-700 Egilsstaðir, Iceland
E-mail: ops@southair.is
Comp. Freq. 132.15
www.southair.is

In August 2016, a piece of legislation will come into force across Europe that will have a major impact on the business aviation sector. Under the new regulatory framework – known as Part-NCC – the non-commercial operators of all complex motor-powered aircraft with their principal place of business or residence in countries that are members of the European Aviation Safety Agency (EASA) must assume a far greater level of responsibility for the safety operations of their aircraft. EASA's definition of a complex aircraft – all turbine engine planes or turboprop engine planes with a maximum certificated take-off mass of over 5,700kg (12,570 lb) and helicopters with a maximum certificated take-off mass of over 3,175kg (7,000 lb) – is likely to cover all business aviation aircraft.

The new rules require operators to maintain a detailed operations manual; have in place a safety management system for the aircraft; and submit a declaration to their Civil Aviation Authority (CAA), in which they have to state the type of aircraft, the registration and the main base from which it operates. They will also have to declare that all the aircraft operated by them hold a valid certificate of airworthiness and that their operations comply with existing EU safety regulations.

At first sight, Part-NCC has all the hallmarks of EU overkill – the Brussels bureaucratic machine churning out yet another tier of regulation. In fact, the new rules are only meant to bring EASA's 32 member states – the 28 EU states plus Iceland, Norway, Liechtenstein and Switzerland – in line with existing international regulations, specifically Annex 6 Part II of the codes of the International Civil Aviation Organization (ICAO), which relates to large and turbojet airplanes in general aviation. In this sense, Part-NCC is long overdue.

If the CAAs in EASA member states are already implementing the ICAO codes, then they "will only have to address minor differences to comply with the new rules", an EASA spokesman explains.

The new law is designed to bridge part of the gap between the safety regulations of non-commercial operations and those of commercial airplanes, although non-commercial aircraft still won't be required to have an Air Operator's Certificate (AOC) like commercial jets.

Onerous process

The introduction of the new rules doesn't imply that current non-commercial safety regulations are failing, according to Philippe Renz, a lawyer specializing in aviation regulation for the Swiss-based law firm Meyer Avocats. Business aviation aircraft registered in Europe are subject to a Continuing Airworthiness Management Organisation (CAMO), which ensures proper maintenance and regular airworthiness checks. "I cannot remember a business aviation aircraft



that's crashed in Europe in recent years because of an airworthiness problem," he says.

Fabio Gamba, CEO of the European Business Aviation Association (EBAA), echoes this sentiment, calling Part-NCC "a long-overdue piece of legislation that does nothing more than formally express what EU business aviation regulators have done for years, if not decades". He adds, "It's merely a codification of existing practices."

Even so, the process of codification could prove quite onerous for business aviation operators, depending on how EASA member states choose to implement the new rules. Take the operations manual (OM). At present, EASA's compliance guidelines contain a list of 20 sections for the contents of the OM that include such things as descriptions of the management system, flight time limitations and handling of dangerous goods. What is not made clear is how much detail is required for each section.

"Depending how EASA member states choose to interpret these guidelines, the operations manual can be 30 pages or it can be 600," comments Renz. "The size of the manual is important since every time there's a regulatory change, as an operator you have to review all this documentation."

If they choose to set the bar high in its requirements for the OM, the worst affected will undoubtedly be smaller-sized operations, according to Renz. "Big business aviation companies that run lots of aircraft might have the resources to employ someone to maintain complex operations manuals. The same could not be said of a private individual operating one aircraft as a business," he explains.

Smaller-sized operations are also likely to be hit hard by the safety management system (SMS) requirements of the new law, which will depend on the complexity of the operator's activity and the size of the operator. For complex operators, the safety manager and the safety action group will play an essential role in the performance of all safety management related tasks.

He says, "The challenge is to find a consensus across Europe about how Part-NCC is applied. If the level is set too high, you'll encourage



"Big business aviation companies that run lots of aircraft might have the resources to employ someone to maintain complex operations manuals. The same could not be said of a private individual operating one aircraft"

Philippe Renz, associate, Meyer Avocats



"Change fatigue has definitely been a factor over the past decade in Europe, with national regulations being superseded by JAR-OPS, EU-OPS and now EASA regulations"

Alan Rosser, associate director, flight operations, Bespoke Aviation

business aviation operators to find alternatives outside of Europe. It could also lead to pilots of private operators spending so much time filling in paperwork that they don't have time to look outside or at their instruments when flying."

EASA acknowledges that during its consultation process the business aviation industry has raised concerns that aspects of the new rules are too demanding for smaller-sized operators. "EASA is considering them in its following actions of support," says the spokesman, adding that operators need only ensure that the OM and the management systems are "proportionate" to the size of their operations.

Alan Rosser, a regulatory expert and associate director from business aviation consultancy Bespoke Aviation, believes that while adopting a management system for a small, single aircraft operation "may seem a little bit like overkill", in reality most operators probably already function in a way that is compliant with Part-NCC and so all that is needed is to "formally appoint people to the positions required".

Help is at hand

Rosser does acknowledge that the new rules are prompting "a degree of angst" within the business aviation community, which has had to deal with a fair amount of regulatory change in recent years.

Rosser explains, "Change fatigue has definitely been a factor over the past decade in Europe, with national regulations being superseded by JAR-OPS, EU-OPS and now EASA regulations, in what seems like a constantly changing framework for compliance."

To help assuage this industry angst, Bespoke is offering a Part-NCC compliance service. The EBAA too is running compliance seminars.

These services are sorely needed, according to Renz, who argues that many within the industry, including some of the CAAs that are meant to be implementing the new rules, remain largely unaware of the legal ramifications of Part-NCC. Renz believes one of the potential pitfalls of the new rules is the question of who has to sign on as the operator in the declaration.

"Under the new declaration, you have to make clear who is the operator of the aircraft," he says. "If you sign you make yourself responsible and liable if something happens. I've had a lot of pilots ask me if they should sign as operator and I tell them, 'No. Not a good idea. You risk your

Compliance guide

Naming an operator. The Part-NCC declaration requires that the aircraft's operator be named. Since whoever assumes this role takes on liability for the airplane's operational life, aviation lawyer Philippe Renz advises owners to reduce risk by making the operator a corporate structure like a holding company.

Creating an operations manual (OM). Many business aviation operators will already have an OM, but in order to be in compliance with Part-NCC, the OM must adhere to the guidelines contained in the EASA compliance document *Annex III – Part ORO*, published in July 2015.

Setting up a management system. The most important criteria of this is a safety management system (SMS) and, as with the OM, the guidelines on what this should look like are in the *Annex III – Part ORO* document.

Getting professional advice. If the job of trying to decipher the dense language of EU legalese is giving you a headache, there are a number of business aviation consultants and industry bodies offering seminars and advisory services on the practicalities of preparing for Part-NCC.

livelihood, your assets'. The operator should be a corporate structure like a holding company, so that if something happens, the claim can be made against the company and not against an individual," he continues.

Foreign registered aircraft

More of a legal gray area is when the aircraft is registered outside of the EASA zone but based in this zone. According to Renz, right now there are around 1,000 non-commercial aircraft operating in Europe but registered elsewhere.

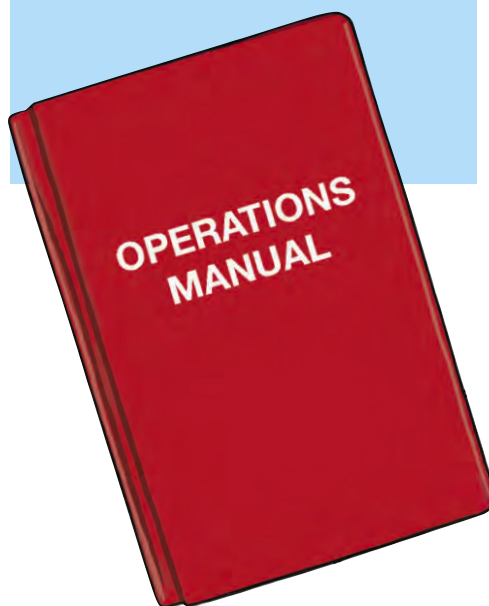
The main problem with these foreign registered aircraft is the issue of the oversight. Since EASA expects national CAAs to oversee the compliance regime, this could lead to conflict with CAAs based outside of Europe if EASA insists that they should also be responsible for implementing the new rules on airplanes registered in their countries.

Alan Rosser can foresee kickback from aviation agencies overseas on this issue: "In the case of the EU Emissions Trading Scheme there has already been a volley of reaction from the global community and I see elements of Part-NCC falling into the same category."

Renz thinks a likely solution to the issue of foreign registered aircraft is for CAAs within the EASA zone to recognize the oversight and standards of non-EASA CAAs as long as these countries and their operators comply with the Annex 6 Part II codes of the ICAO.

All the experts agree that accommodating the Part-NCC changes will undoubtedly have a cost impact on the industry. While it's too early to say how much that will be, Rosser thinks that it could be high enough that some owners decide to adopt the AOC management route as a way to help balance extra cost and complexity with the tax benefits available to commercial operators. Even so, he doubts too many owners would look to sell up completely and charter aircraft "simply because Part-NCC causes them a headache in the transitional phase".

"Most high-net-worth individuals retain a good team of legal and specialist advisers who will help them navigate through the regulatory framework," says Rosser. "So I would expect that if they wish to remain a private-only operation, then these difficulties will be overcome and costs absorbed to ensure a seamless adoption of the new regulations." ✈





SIGNATURE SELECT®

Still Independent.
Only Better.



Sonoma
JET CENTER

Meet Josh & Julia Hochberg, Owners, Sonoma Jet Center

Is Signature Select right for you? Just ask Josh and Julia. "Signature's marketing and sales support has been outstanding," Josh says. "We expected that. But we didn't realize what a fantastic all-around partner we were getting." The Hochbergs are likely to pull out photos of two brand-new electric tugs, loaned to them by Signature. "Signature delivered these to get us through a really busy month. It was our most successful month ever. Beyond our wildest dreams." Follow Josh and Julia's lead. Retain your identity and your hard-earned customers and add our loyal global customer base. Join Signature Select.® Profit from the power of Signature Flight Support.®

“It's like we acquired a big brother with resources who will do whatever it takes to help us out.”

- Josh & Julia Hochberg

Join the growing Signature Select community.



SignatureSelectFBO.com

Signature
FLIGHT SUPPORT
A BBA Aviation company

Good times



Florida's Gulf Coast is enjoying an economic resurgence, which is fueling growth in business aviation. *Business Airport International* investigates how the region's airports are gearing up to meet this increase in demand

Words | **Hazel King**



Florida's general aviation industry is worth US\$6.7bn to the US economy every year, ranking third in the top 10 states in terms of economic contribution. "With more than 2,000 aerospace and aviation companies employing almost 80,000 workers across the state, Florida has established itself as one of the largest business aviation markets in the country," explains Danny Cooper, marketing manager at Hillsborough County Aviation Authority, which oversees operations at Tampa International Jet Center and Tampa Executive Airport.

The region welcomes millions of visitors each year, who come to Florida for three main industries: construction, commercial real estate and tourism. The last of these is worth over US\$51bn to the state's GDP, according to the *Investing in tourism – analyzing the economic impact of expanding Florida tourism* report from research institute Florida TaxWatch.

Downtown Tampa is a popular destination for visitors to Florida's Gulf Coast



a perfect place to land

Tampa International Airport and the Airports of Hillsborough County serve all the aviation needs for the greater Tampa area. With two FBOs on campus at Tampa International Airport and a network of three General Aviation airports within the county, we have something for everyone in the aviation industry.

Find out more at TampaAirport.com/general-aviation

Peter O. Knight Airport | Plant City Airport | Tampa Executive Airport



Above & right: **Traffic is growing at Page Field, which is undergoing some major renovations to handle more passengers**

Below: **Base Operations' FBO at Page Field**

Renowned for its reliable weather, Florida is an attractive destination for visitors looking to soak up some sun, and the Gulf Coast is one of the newer developments in Florida that is growing in popularity. "We are much quieter than Miami, and have a well-protected coastline," explains Nayda Cattin, director of flight school Cirrus Aviation at Sarasota-Bradenton International Airport. "We meet many people that return time and again after their initial visit because there is much to do and it's a wonderful place to return to year after year."

Jonathan Buff, general manager at fixed base operator Base Operations at Page Field Airport in Lee County in the southwest of the state, explains that tourism brought five million visitors and US\$2.86bn into the county in 2014, with the period between Thanksgiving and Easter being the most popular time to visit.

Buff adds, "Due to the strengthening economy, we are seeing a positive effect on operations at Page Field. Construction, service and retail industries are flourishing once again and we are seeing more business aviation activity from those segments."

But visitors to Florida aren't just coming for the sunshine, sea and shopping. The state is part of the southeast aerospace region that is benefitting from the growth of companies such as Boeing, Gulfstream Aerospace, Piper Aircraft and Embraer Executive Jets, according to Kevin Daugherty, airport manager at Brooksville-Tampa



"Florida has become a premier location for MRO facilities, including manufacturers of all aircraft types"

Danny Cooper, marketing manager, Hillsborough County Aviation Authority

Bay Regional Airport (BKV). "These industries have cumulatively created increased traffic of all business aviation aircraft, but particularly midsize and super midsize jets," he explains.

This increase in traffic also calls for an increase in maintenance, repair and overhaul (MRO) facilities as based and transient aircraft require a bit of TLC periodically. "Florida has become a premier location for MRO facilities, including manufacturers of all aircraft types," says Hillsborough County's Cooper.

Business tool

At 770 miles long, Florida has the longest coastline on the Gulf of Mexico, meaning it can be time-consuming for business owners to travel to see their clients in the area. "For a lot of people, business aviation is the only solution,"

says Dan Hubbard, senior vice president of communications at NBAA. "Trying to get efficiently to places, where and when you want, is not always practical using just the commercial airlines; you often need to have a business aircraft to achieve these efficiencies."

For one business owner in the state, buying his own aircraft was the only answer to growing his company. Brad Pierce, president of Orlando, Florida-based Restaurant Equipment World, first began using business aviation in 2000 when he bought a small Cessna aircraft to travel within Florida and Georgia. "In 2005, we purchased our first Cirrus SR22 aircraft and in an instant our trip profile expanded and we were using the aircraft throughout the eastern part of the USA," he says.

The aircraft has helped give Pierce a "huge leg up" on his competitors as he can visit





Avoid the Congestion.

Experience BKV, Florida's Award Winning Centrally Located International Business Aviation Airport

The Brooksville-Tampa Bay Regional Airport (BKV) is conveniently located in the heart of Florida's Adventure Coast, just north of Tampa and west of Orlando, we are your Best Kept Value airport. Come experience our recently remodeled FBO, 7000' ILS runway and new air traffic control tower, see for yourself why we are known for our excellent value and superior service.

Contact us at +1 (352)-754-4061
www.flybkv.com



FONTAINEBLEAU®
 AVIATION

Miami - Opa-locka Executive Airport (KOPF) – the largest Miami- Dade County general airport– Fontainebleau Aviation is a full service FBO convenient to Miami, Hollywood-Fort Lauderdale, as well as other surrounding communities.

The Ultimate Miami FBO

- **No Landing Fees**
- **First Class Hangars**
- **Full Service Concierge**
- **Aircraft Maintenance**
- **Aircraft Detailing**
- **Luxurious Cars Onsite**



(305) 685-4646
info@fbaviation.com



Left & above: **Brooksville-Tampa Bay Regional Airport will build 40 new hangars in 2016**

customers face to face and has the flexibility to get on-site at a moment's notice. "There are more interactions than I can count, which wouldn't have been possible without using a business aircraft," he adds.

For Pierce, business aviation facilities in Florida are some of the best in the country. "I do a lot of flying nationally and sometimes go a good distance without any airfields in sight. In Florida, at any given time, I can find half a dozen or more airports in my immediate vicinity," he explains. "Florida is a hotbed of activity and therefore FBOs are financially healthy and have adequate staffing to provide a great customer experience. The

large number of airports and FBOs tends to drive down the cost of fuel, which is always a welcome saving when traveling privately."

Plethora of facilities

Popular Gulf Coast airports for Pierce include Tampa/Clearwater, Sarasota, Naples, Marco Island and Fort Myers, all of which he has used for business meetings and events. "The reality is Florida has tons of great airports – choosing just one is like picking your favorite child," he quips.

Developments are being made at most of the airports in the region in response to the growing demand for business aviation services.

At BKV, where traffic has grown in the medium and large business jet segment by approximately 15% from 2014 to 2015, considerable resources have been invested to develop a masterplan for future developments. "Projects within the next 12 months include new airfield LED edge lighting and infrastructure, FBO apron rehabilitations, replacement of the instrument landing system and approach lighting system for runway 9, and the construction of 40 new corporate T-hangar units with enough spec build capabilities [for those who wish to construct their own design]," says airport manager Daugherty.

The airport also has a world-class FBO from American Aviation, which welcomes national and international business aircraft, crews and passengers. The airport's lack of landing fees and competitive fuel prices make it an attractive alternative to congested South Florida traditional airports of entry. "BKV is planning to build and operate a customs and border patrol facility in the near future," Daugherty says, "and we look forward to nurturing international business aviation traffic."

Nearby Tampa International Jet Center is also looking to expand its facilities with the construction of an additional hangar to accommodate growing business jet demand, according to Cooper. "In addition, Tampa Executive Airport has unmatched, world-class facilities and a central location to downtown Tampa. Volo Aviation has a highly skilled team on-site to exceed expectations with their FBO services," he adds.

As one of the 10 busiest business jet airports in the USA – it handled just shy of 100,000 take-offs and landings during the fiscal year ending September 30, 2015 – Naples Municipal Airport has undergone a number of redevelopments over the past seven years. "The airport authority has remodeled the general aviation terminal, taken over management of four conventional hangars and repaved all runways and taxiways, as well as extended the main runway," says Ted Soliday, executive director of the City of Naples Aviation Authority. Flexjet also opened a new private terminal at the airport on November 6, 2015.

At Sarasota, the airport has a lot of seasonal traffic and so its developments have been in response to coping with these fluctuations. "We have lengthened runways, built more hangars, and upgraded facilities to keep up with

"Trying to get efficiently to places, where and when you want, is not always practical using just commercial airlines; you often need a business aircraft to achieve these efficiencies"

Dan Hubbard, senior vice president communications, NBAA



Above: **Traffic at Sarasota-Bradenton International Airport fluctuates according to seasonal demands**



current demand, as well as anticipate future demand," says Cirrus Aviation's Cattin.

Other airport developments on the Gulf Coast include surface improvements to runway taxiway and ramp areas at Page Field, as well as new hangar space. "We are in the early stages of planning, design and engineering for a new 24,000ft² bulk hangar and approximately 70,00ft² of expanded ramp space to service both transient and based aircraft," general manager Buff explains.

Future outlook

These developments signal a bright future for business aviation in Florida's Gulf Coast, despite the Tampa Bay area being described as the "lightning capital of the world" by Cooper.

Aside from the occasional adverse weather conditions in the region, there are very few operational challenges in Florida; most of the airports do not charge landing fees and ramp fees can be waived with a minimum fuel purchase.

"Fortunately, we do not see many challenges for business aviation operators flying into the region. The southwest Florida Gulf Coast is easy to transit, with excellent accessibility and great

"The southwest Florida Gulf Coast is easy to transit, with excellent accessibility and great flying weather most of the year"

Jonathan Buff, general manager, Base Operations at Page Field

Above: **Flexjet's new private terminal at Naples Municipal Airport opened at the end of 2015**
Below: **Volo Aviation is planning to build more hangars at Tampa Executive Airport**



flying weather most of the year," Buff explains. "Perhaps the greatest challenge for business aviation operators is finding adequate hangar space during the busy winter season when occupancy rates are frequently 100%+."

Ted Soliday agrees, adding, "Southwest Florida is a seasonal market, and congestion in our airspace and on our roadways is challenging following the Thanksgiving and Christmas holidays through Easter."

Although this congestion can be a hindrance, the flexibility inherent in business aviation will always make it more convenient than its commercial counterpart, and for a state reliant on tourism and business from high-net-worth individuals, business aviation will continue to play a dominant role in Florida's economy. <

S&D 2016

Once again, the business aviation industry will come together in Tampa, Florida, for the Schedulers & Dispatchers Conference (S&D), hosted by NBAA, on January 19-22, 2016. "NBAA events are one way to encourage growth in Florida, and we hold regular conventions in the state that provide a significant economic injection," explains Dan Hubbard, senior vice president of communications.

The 2016 event will feature an interactive session with Bob Hobbi, founder, president and CEO of Service Elements, an organizational culture development company focusing on behavioral and interpersonal advancement. "The session will deal with various roles in business aviation and flight operations," says Hubbard, "and the idea is to

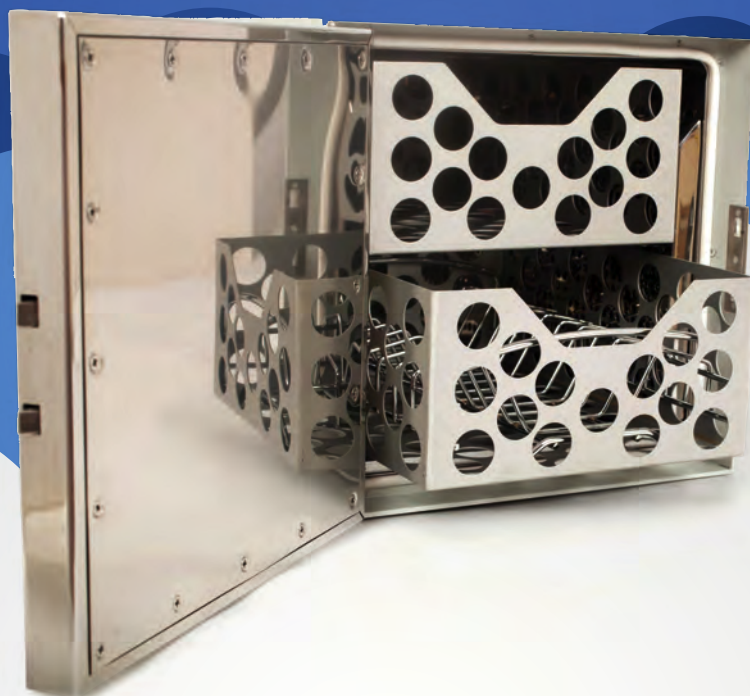
help attendees think through the challenges in communications or elsewhere that the flight team might encounter in their day-to-day work. The session will offer insight into best practices and is going to be a real 'value add' for the attendees in their professional business aviation careers."

NBAA will also be running its Passport program again at this year's S&D, which guides new attendees to exhibition stands and conference sessions, where they collect stamps and can win a prize at the end of the event. "It has been a very popular program for new attendees because it guides them to the places, people and education sessions that are most likely the most valuable to a first-time visitor so they don't feel overwhelmed," Hubbard comments.



The evening networking event, a popular part of the S&D program, will be held at the Florida Aquarium. "We want to make sure the setting is optimal and we feel very excited that attendees will really value the networking event," concludes Hubbard.

AEROLUX BUN WARMER



This compact self-contained unit has been designed specifically for warming buns, bread rolls, croissants etc. Insulated to ensure a cool outer face temperature, the door decor trim can be provided to your needs.

The oven incorporates baskets and crumb tray and the baskets can have plate racks inserted for storage.



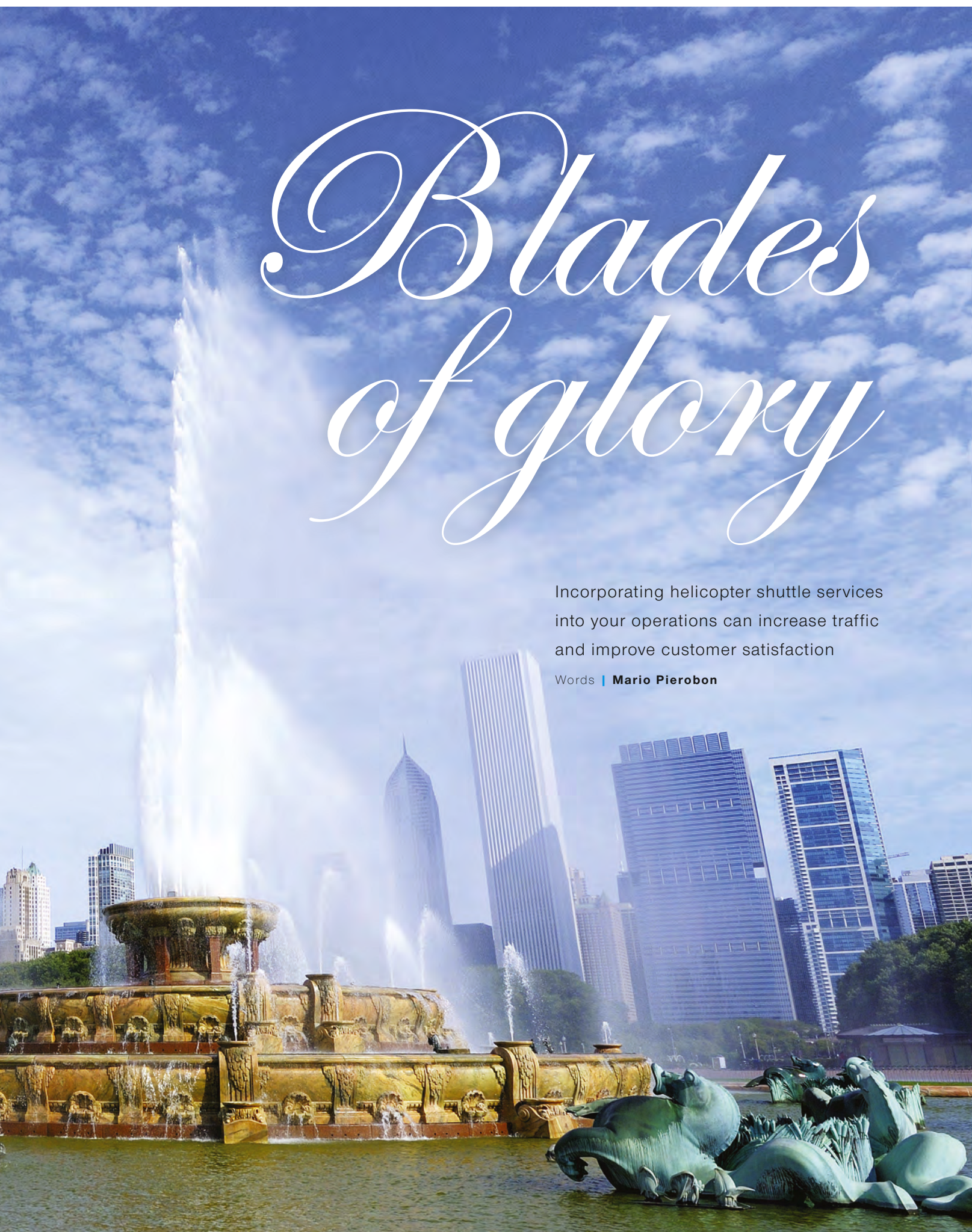


Helicopter transport provides quick and convenient access to the center of Chicago from GA airports outside the city

Blades of glory

Incorporating helicopter shuttle services into your operations can increase traffic and improve customer satisfaction

Words | **Mario Pierobon**





Above (L-R): **Dominique Thillaud, chairman of the Board of ACA and Michel Roger, Minister of State of Monaco, signed a memorandum of understanding in March 2015**

Right: **Heli Air Monaco conducts regular transfers between Monaco and Nice**

The term business aviation generally conjures up images of high-performance, turbine-powered airplanes. But helicopters make up a considerable part of the world's business aviation fleet (31% according to figures from aviation market research company JetNet for the first six months of 2015) and contribute to the operational flexibility that is an important feature of the industry.

The integration of helicopter services at business airports is an important opportunity for operators to provide an even more seamless travel experience to their customers. Helipads and heliports provide additional flexibility, as business airports are often not close to a city center and a helicopter shuttle service can provide enhanced connections. The lack of a helicopter shuttle service may be a factor against the selection of a specific airport for reaching an important business hub.

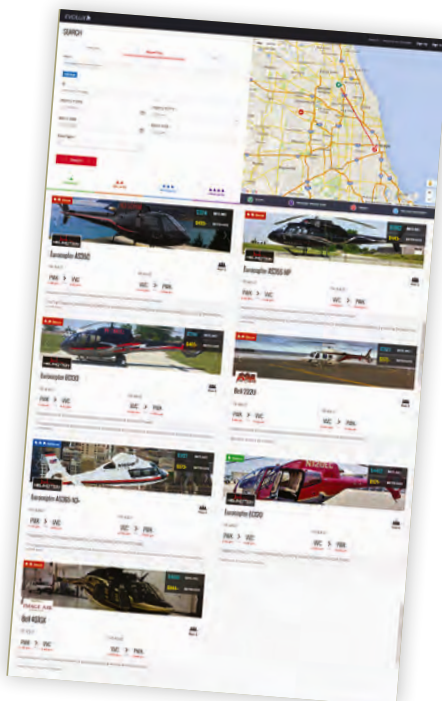
Shuttle service integration

London provides a good example of how helicopter shuttle services can be successfully integrated into a metropolitan area with a very crowded air traffic system.

The London Heliport is centrally located on the south bank of the River Thames opposite Chelsea Harbour. It is the only UK CAA licensed heliport serving the city of London and has provided a vertical gateway for over 50 years, both to the business community and to local emergency services such as the London Air Ambulance, which provides helicopter emergency medical services (HEMS).

The notorious congestion of the London airport system, coupled with the fact that several business airports serving London are all a considerable distance from the city center, makes transfers from and to these airports a core business for the London Heliport. "We are a dedicated heliport, so do not have any fixed wing operations, but a large portion of our business is helicopter transfers from business aviation airports," says Simon Hutchins, manager at the London Heliport. "Only London City Airport excludes helicopters, but given its central location, helicopter transfers are unnecessary."

In the USA, business aviation airports can also be far from the metropolitan hubs they are meant



Above: **EvoLux provides a reservation platform for helicopter charters in Chicago**

to support, with Chicago being a prime example. Chicago Executive, DuPage and Gary airports (all of which have dedicated GA facilities) are 30-40 miles from the city center. "When Fortune 500 companies have been considering relocating to Chicago, we have worked closely with the Illinois Department of Commerce to help demonstrate the efficacy of helicopter transport to support convenient access to the city center from other regional commercial districts," explains Leah Lenardic, vice president of business development at Vertiport Chicago, a full-service landing facility and FBO for helicopters.

Operators in the USA looking to set up a scheduled air shuttle passenger service, even with small aircraft such as helicopters, must obtain a Commuter Air Carrier Authorization from the Department of Transportation. In Europe the equivalent is an Air Operator Certificate from the national aviation authority in the operator's principal country of business. "However, within the realm of general aviation it is not uncommon for travel departments or industry organizations to organize charter flights that function as regular corporate shuttles," notes Lenardic.

Vertiport Chicago has recently paired with internet-based air charter broker platform EvoLux to facilitate and promote the creation of helicopter charter ride sharing between its location in downtown Chicago and the many regional business airports and other convenient helistops in the US Midwest.



Right: Nice Côte d'Azur International Airport has a dedicated terminal for helicopter activity



"These helicopter charter flights can be organized extremely easily through EvoLux's web and mobile platforms, and may be arranged as ride shares – or SkyShares as they're referred to by the company – by corporate travel departments, industry associations and peer groups alike," says Lenardic. "Within the USA, promoting the aggregation of end users around on-demand air charter flights like this is currently the easiest way for business airports and helicopter operators to encourage the development of group shuttles without encroaching on the territory of scheduled air carrier services. Regional business airports now seem much closer to the city of Chicago with a 10-15-minute flight rather than a 1-2-hour drive."

Not only crowded urban agglomerations but also centers with limited or non-existent airport facilities – such as the city state of

Monaco and several alpine holiday destinations – are particularly suitable for the integration of helicopter shuttle services at business airports.

According to Umberto Vallino, business aviation marketing and business development manager at Aéroports de la Côte d'Azur Group (ACA), the integration of a helicopter shuttle service by business airport operators is very important. "In general, business aviation helicopter transfers are requested directly by the passenger from a helicopter operator or the handler at the airport. To provide a full service to business aviation customers, airport operators have to consider the helicopter service as an important part of the activity," says Vallino.

In March 2015 the Principality of Monaco and ACA signed a memorandum of understanding (MOU) to enter into exclusive negotiations to develop their heliport activities, as the most popular helicopter route in the Côte d'Azur is between Monaco and Nice. ACA has been constructing a dedicated terminal for helicopter activity in Nice, and Monaco is also renovating its heliport facilities.

Entering the helicopter shuttle market

Greg Brinkman is the president of ExcelAire, a private jet charter firm with one of the largest aircraft fleets on the east coast of the USA, based at Long Island MacArthur Airport (ISP) on Long Island, New York. According to Brinkman, the integration of helicopter shuttle services in a business jet operation is difficult to implement, at least in New York. "Scheduled-by-seat shuttle helicopter services have never been successful in the New York City metropolitan area; companies have tried and failed and are no longer operating. However, there are successful helicopter services that operate on a charter basis and we plan to offer such a service in the near future," he says.

Brinkman believes that the difficulty of integrating scheduled helicopter shuttle operations with business jet operations applies to all of the northeast of the USA. "It is difficult financially, so operators are not entering the helicopter shuttle market in this area," he adds.

ACA's Vallino highlights how some operators have a mixed fleet of fixed-wing and rotary aircraft, but argues that this kind of fixed-rotary integration is generally only viable at the operators' home bases, where they can more easily offer the service.

"To provide a full service to business aviation customers, airport operators have to consider the helicopter service as an important part of the activity"

Umberto Vallino, business aviation marketing and business development manager, Aéroports de la Côte d'Azur Group

Market growth

Demand for helicopters is on the rise, according to the latest research from Honeywell Aerospace. The company's 17th annual *Turbine-Powered Civil Helicopter Purchasing Outlook*, released in March 2015, predicts that 4,750-5,250 civilian-use helicopters will be delivered from 2015-2019.

According to the report, the highest demand for new helicopters will come from the USA and Canada, at 34% of deliveries. European demand stands at 24%, the Asia-Oceania region accounts for 14%, and the African and Middle East region for 9%.

The age of current aircraft, contracted replacement cycle and warranty expiration were all key factors for the decision to purchase new helicopters, with the make and model choices strongly influenced by range, cabin size, performance technology upgrades and brand experience.

"Near-term demand appears stable despite a pullback in 2014 deliveries and ongoing concerns with the energy sector," explains Mike Madsen, president, defense and space, Honeywell Aerospace. "Purchase interest for helicopters in training, tourism, firefighting and law enforcement is trending up, influenced by increased usage rates and replacement cycles. Interest across these mission sectors is helping to sustain near-term demand. Looking ahead, several new platforms are scheduled to enter service over the next few years, also bolstering overall helicopter demand."



Left: **Passengers can travel from Biggin Hill Airport to the London Heliport in six minutes**
Below: **A helicopter takes off every 15 minutes from Nice or Monaco from Heli Air's base**

"Outside their bases business jet operators contact a local helicopter operator direct or ask a local handler to arrange helicopter transfer. Airports do have an interest in facilitating helicopter services to and from their platforms – the more services provided, the more traffic and revenue," he explains.

Lenardic notes that when these shuttles are organized by the end users themselves, the routes and specific aircraft chosen are naturally commercially viable and need no further subsidy from the business airport. "That said, certain destinations – such as convention centers and corporate parks – may choose to incentivize the use of helicopter shuttles by organizing their own shared flight and promoting it among that destination's own regular users or visitors," Lenardic adds.

Safety first

Safety needs particular attention in the management of airspace characterized by a mix of fixed-wing and rotary-wing traffic. According to Brinkman, "Safety considerations are paramount because helicopters have a different traffic flow from airplanes and have different routes."

Vallino stresses that air traffic control at airports is well prepared for treating this mix of traffic, which requires separated approach and take-off procedures for airplanes and helicopters. "On the ground, areas for the handling of helicopters and airplanes are also kept separate to maintain a high level of safety on the apron," Vallino comments.

Lenardic recalls that months prior to Vertiport Chicago's official opening she attended a Chicago Terminal Radar Approach Control (TRACON) meeting along with several dedicated members of the Chicago Area Business Aviation Association's Air Traffic Control (CABAA ATC) committee. "We are extremely fortunate to have such active aviators in the CABAA ATC committee working to negotiate the needs

"Safety considerations are paramount because helicopters have a different traffic flow from airplanes and have different routes"

Greg Brinkman, president, ExcelAire

of smaller operators that could otherwise be overlooked in one of the world's busiest airspaces," she says. "The first step toward the safe management of our shared airspace was opening that channel of communication with the regional air traffic controllers. It was important for us to inform them well in advance of a future uptick in helicopter activity so that there would be plenty of time to observe and consider the effects of rotary traffic within the airspace.

"Helicopters flying through Chicago's airspace will generally be well below the prescribed paths for fixed-wing aircraft, will often fly outside what is considered controlled airspace, and will not have filed flight plans. Nonetheless we encourage all rotary operators who use our facility to maintain communication with area towers – to be a known presence. Encouraging rotary operators – particularly those new to flying in the Chicago



area – to be well informed about appropriate approaches, flight paths and communication procedures will be a primary safety consideration as this market is now a hub for helicopter activity."

Seamless transfers

There are several potential points of passenger transfer in any trip, including airplane-to-helicopter and helicopter-to-automobile, and it is important to make all passenger transfer as seamless and safe as possible.

According to Brinkman, one way for an FBO to make the helicopter-airplane transfer seamless for passengers is to have "a designated area at the FBO where helicopter travelers can transfer to a private jet or to a car for transfer to the commercial aviation terminal".

"Certainly we anticipate many passenger transfers between jets and helicopters at Chicago's far-flung business airports," notes Lenardic. "In anticipation of this type of activity, our colleagues at DuPage Airport in West Chicago, for instance, have a designated helipad on their ramp to facilitate these airplane-helicopter transfers.

"Orchestrating aircraft and vehicles so that passengers walk the safest, most direct route, then guiding them from door to door, seems like one of the more basic functions of personnel at an FBO or airport. However, this one small function requires a great deal of preparation, communication and situational awareness. When it comes to the movement of passengers on the tarmac – whether between aircraft or from aircraft to automobile – the ground operations crew is both the primary safety representative and the primary customer service representative."

Vallino underlines that passengers must be supported by the local handling staff during the connection from the airplane to the helicopter and vice versa. The handling agent must take care of all the local procedures for safety and security and also possible customs and immigration controls.

"As an example, Nice airport recently created a helicopter terminal entirely dedicated to helicopter traffic, both private and commercial," he says. "This terminal is entirely airside and facing the helicopter dedicated apron. Business aviation passengers are driven and supported from the general aviation terminal to the helicopter terminal and back."

The investment in the helicopter terminal, with the seamless integration of business jet operations and helicopter services, was a well targeted move at Nice airport for retaining – and possibly increasing – the number of high-yielding business aviation customers. "Nice recorded more than 33,000 helicopter movements in 2014, handling over 74,500 passengers, and flights between Nice and Monaco accounted for 63% of the market share, with 19,464 flights between January and September 2015," explains Vallino. 

LEARN MORE ABOUT OUR ADVERTISERS **NOW!**



FREE SERVICE!

Visit **www.ukipme.com/info/bai** to
request exclusive and rapid information
about the latest technologies and
services featured in this issue

www.ukipme.com/info/bai

Business Airport
INTERNATIONAL



Bright sparks

Five leading consultants share their predictions for what the
next five years hold for the business aviation industry

Words | **Hazel King**



The panel

Richard Koe

Richard is managing director of WINGX Advance, an industry specialist in business aviation intelligence gathering and analysis. Richard leads on strategy, sales and marketing initiatives in developing WINGX's reputation. He is a regular speaker, panelist and moderator at industry conferences, and writes on a wide range of business aviation issues.



Graham Stephenson

After an operations career in British Airways, Graham was appointed COO of Jet Aviation Saudi Arabia in 1986 and developed operations in Riyadh, Jeddah and Dhahran. He designed and built the Jeddah FBO, then planned and developed London City Airport's Jet Centre. Subsequently he headed ExecuJet's worldwide FBO network, developing its new FBOs in Berlin, Kuala Lumpur and Cambridge. He is now a consultant specializing in FBOs and QMS implementation.



Brian Foley

Brian is an independent market analyst in the aviation industry. Assignments typically include market studies, forecasting and diligence for the investment community, aviation companies and other consultancies. He formed Brian Foley Associates in 2006 after 20 years as Dassault Falcon Jet's director of marketing. His career began at the Boeing Company in flight test and marketing.



Joe McDermott

Joe has worked with a number of FBOs including Landmark Aviation and Universal Aviation. As founder of Global FBO Consult, he has worked on projects in Ireland, Morocco, Nigeria, the UAE and the UK. The company specializes in providing cost-effective solutions to assist airports, FBOs and ground-handling companies grow efficiently and deal with the competition head on, enabling them to attract new customers, keep existing ones and generate maximum revenue. Joe is also founder and chairman of the Irish Business Aviation Association.



Ray Jaworowski

Ray is senior aerospace analyst at Forecast International, a market research, analysis, intelligence and consulting company. He co-authors three of Forecast's best-selling products (*Civil Aircraft Forecast*, *Military Aircraft Forecast* and *Rotorcraft Forecast*) and is responsible for forecasting aerospace markets in all those segments.



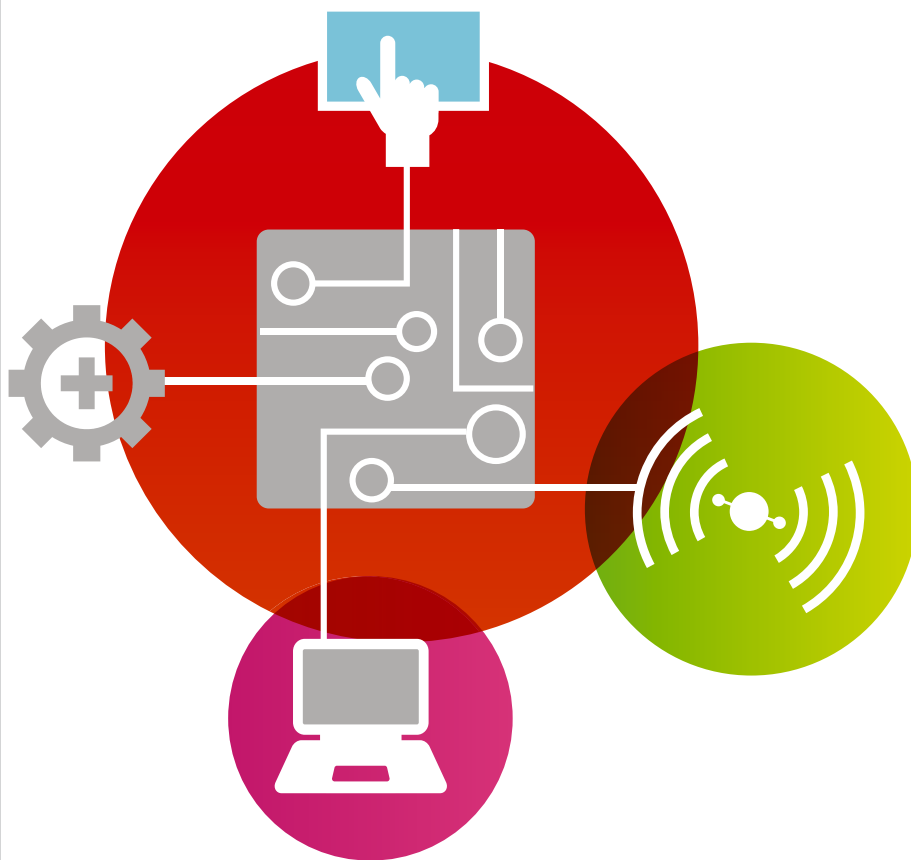
New technologies

Technology will continue to play a role in the industry as customers look for new ways to access the market. "The emergence of e-commerce platforms for the sales and marketing of aircraft charters will have a big impact on aircraft use, as will technology that integrates business aviation into the mainstream travel global distribution system [a network that enables automated transactions between third parties and booking agents in order to provide travel-related services to the end consumers]," comments WINGX Advance's managing director Richard Koe.

Brian Foley, founder of Brian Foley Associates, agrees: "Clients are always on the search for the best value. The internet has leveled the playing field to enable clients to choose the best deals on fuel cards, charters and other services." Online platforms are also having an impact on branding, according to Foley. "Branding will have to shift to appeal to a younger demographic that makes up today's private flyers – think Silicon Valley entrepreneurs, not stodgy old bankers in pinstripe suits," he says.

Other technologies that are affecting the future of business aviation are related to regulatory changes, namely Automatic Dependent Surveillance – Broadcast (ADS-B). "Technology in the form of ADS-B will make a considerable contribution to the better use of airspace," comments independent consultant Graham Stephenson.

Joe McDermott, founder of consultancy Global FBO Consult, agrees: "The introduction of ADS-B Out, which enables aircraft to report higher accuracy position and status information to air traffic control, replacing the need for radar, will positively affect flight safety as well as enable fuel savings."



"The internet has leveled the playing field to enable clients to choose the best deals on fuel cards, charters and other services"



Brian Foley, founder, Brian Foley Associates

"The number of larger long-haul aircraft is increasing faster than smaller aircraft and this is likely to put pressure on FBO dedicated parking areas, so now is the time for them to look at getting access to more space"



Graham Stephenson,
independent consultant



Increasing demand

All the consultants agreed that the biggest challenge facing the business aviation industry is how to boost demand at a time when global economies are still recovering from the recession. "With the Russian GDP expected to contract by 1-2% in 2016 and China's economic slowdown looking likely to continue for another two or three years, two major markets are no longer driving business aviation growth," comments Global FBO Consult's Joe McDermott.

Forecast International's senior aerospace analyst, Ray Jaworowski, believes that the best way to increase demand is through the introduction of new or upgraded aircraft. "The appearance of models can sustain buyers' expectations amid weak market conditions and can also help stimulate sales. Industry surveys consistently indicate a link between potential buyers' purchase plans and interest in new aircraft," he explains.

Richard Koe from WINGX Advance, agrees: "OEMs need to stimulate demand with new and more capable aircraft, prices need to be discounted and financing needs to be accessible."

For independent consultant Graham Stephenson, the biggest challenge remains the need to get the message over to company shareholders and the public at large that business aviation is a valuable tool. "Business aviation ensures the best return on a company's large investment in highly paid top executives as it enables them not only to move around quickly to secure business, but also to use aircraft as an office while on the move," he says.

Another challenge in Stephenson's eyes is the rise in the number of larger jets at FBOs and what this means for their facilities. "The number of larger long-haul aircraft is increasing faster than smaller aircraft and this is likely to put pressure on FBO dedicated parking areas, so now is the time for them to look at getting access to more space," he explains. "There is also an increase in the number of people traveling on each aircraft, so FBO facilities may need enlarging."

Regulatory impact

When asked about which regulations would have the biggest impact on business aviation, a common answer from the consultants was the Part-NCC rules being brought in by EASA in August 2016 (see *Game changer* on page 20). "Part-NCC regulation will have a big impact in Europe because it elevates the required safety standards for private operators of complex aircraft from virtually nothing to similar levels of organization and process management as required of commercial operators," explains Richard Koe.

"The regulatory environment in Europe for business aviation is already quite strict and Part-NCC will make it even more severe," agrees Ray Jaworowski. "While the goal of bringing the safety level of non-commercial operators closer to the standards that apply to commercial aviation is laudable, Part-NCC will nevertheless add to the cost of doing business for aircraft

operators, many of whom already struggle to turn a profit."

However, there will be business opportunities associated with Part-NCC for some in the industry. "A substantial number of operators will prefer to transfer the management of their fleets to well-established aircraft management companies rather than take on the upgrade themselves. So Part-NCC could represent a big opportunity for aircraft management companies to grow their fleets," Koe says.

New noise level restrictions will also bring about changes to aircraft operations, according to Joe McDermott. "Tougher FAA noise restrictions mean that jet aircraft weighing 75,000 lb or less must comply with Stage 3 noise levels by January 1, 2016, which will effectively prohibit the operation of Stage 2 aircraft within, to or from the contiguous USA after the end of 2015," he says.



"The regulatory environment in Europe for business aviation is already quite strict and Part-NCC will make it even more severe"

Ray Jaworowski, senior aerospace analyst, Forecast International



Growth patterns

North America will continue to dominate the market, accounting for 44% of the business jet market, according to Ray Jaworowski. "Continuing economic improvement, however slight, is beginning to unlock latent demand in the North American market as buyer hesitancy is starting to dissipate," he says. However, he believes that the rate of demand growth in the region will still lag behind "more dynamic geographic markets" such as Asia and Latin America.

Brian Foley is also positive about the impact the Asian market will have: "While China is certainly weighing down expectations for now, for the longer term the Asian region holds the promise of the highest growth." However, he warns that the industry should be careful to distinguish between growth and revenues. "While Asia is expected to have one of the highest growth rates, it will be from an extremely low base. The bread and butter for the industry will come from places like North America and Europe, which, while not high growth areas, have very large markets," he explains.

For Joe McDermott and Graham Stephenson, India and Indonesia hold the most promise. "The Indian subcontinent will continue to see growth in airframe orders and the use of charter operators. In turn, this increase in activity will bode well for FBO and MRO expansion in the region," McDermott adds.



"The Indian subcontinent will continue to see growth in airframe orders and the use of charter operators. In turn, this increase in activity will bode well for FBO and MRO expansion"

Joe McDermott, founder,
Global FBO Consult



"With economic activity in North America we are seeing an increase in sales activity in smaller jets"

Brian Foley, founder,
Brian Foley Associates



Aircraft sales

There is some disagreement between the consultants about the trends that will affect aircraft sales in the future, with some arguing that we will see an increase in smaller aircraft while others believe that larger airframes will dominate. "We will see a resurgence in the small and midsize jet category," asserts Brian Foley. "Big cabin jets have previously benefitted from booming emerging markets and oil companies, but they have recently come under economic pressure. Sales of smaller jets have been stagnant since 2008, but with economic activity in North America we are seeing an increase in sales activity since these size aircraft fit well into that market's mission needs."

"It's difficult to point the finger at any one trend in the types of airframes that will prevail over the next five years," argues Joe McDermott. "It's a crowded market with Honda, Mitsubishi and Pilatus now in the mix with their offerings. However, operators are increasingly looking for aircraft with extra range."

Graham Stephenson believes that operators in the future will look to more environmentally friendly aircraft for their operations. "Airbus has already developed an electric aircraft that has flown across the English Channel, and the Solar Impulse 2 aircraft is part way through its around-the-world flight. One can expect that more use will be made of solar power and biofuels that are already powering jet turbine engines," he says.

Safety developments

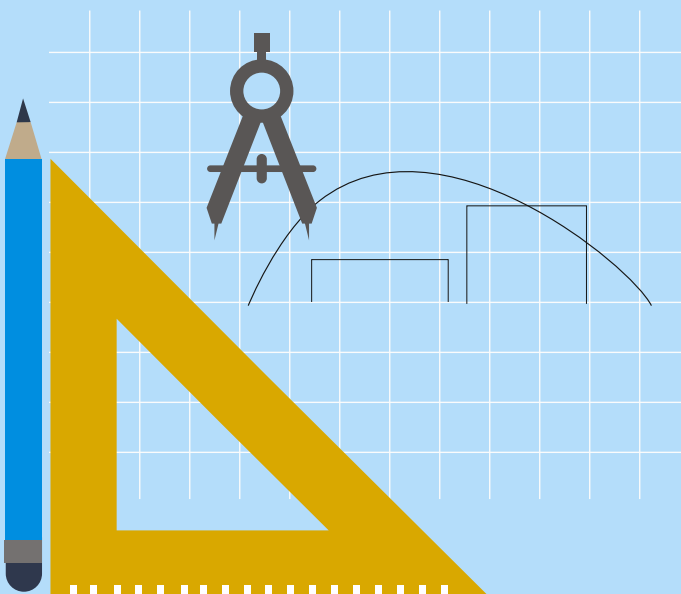
✧ The business aviation industry's safety record is already very good, comparable to the airline industry, and technology will play an important role in ensuring this continues. Brian Foley explains, "Though perhaps beyond the next five years, it would seem that some of the advances in drone technology could be adapted to business aircraft to make completely autonomous landings a possibility in an emergency."

According to Richard Koe, the continuing standardization of regulations will also help to improve safety across the industry, particularly in Europe with EASA's regulatory program. "This standardization will give the impression of higher standards," he says. "The change will mainly be in procedures rather than outcome. Some impetus will also come from the industry itself, for example with IS-BAH from IBAC."

Graham Stephenson agrees that IS-BAH will continue to be an important factor in ensuring the safety of aircraft and people on the ground. "Business aviation has lagged behind with often poorly trained ground-handling staff and insufficient attention to the establishment of standard procedures. This is now changing. As the National Air Transport Association/IBAC IS-BAH develops and is adopted by FBOs and business aircraft handling agencies, it will result in a considerable improvement in safety on the ground."

"As the NATA/IBAC IS-BAH develops and is adopted by FBOs and business aircraft handling agencies, it will result in a considerable improvement in safety on the ground"

Graham Stephenson, independent consultant



"FBO development will naturally mirror the evolution of the business jet owner/user market, and there will be increasing bifurcation"

Richard Koe, managing director, WINGX Advance



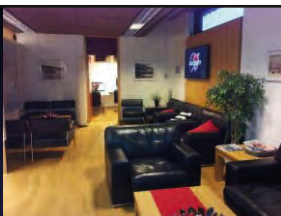
FBO design

✧ For Richard Koe, the design of the FBO will be linked to the changing business models in the sector. "FBO development will naturally mirror the evolution of the business jet owner/user market, and there will be increasing bifurcation, with a 'top end' focused on providing very high-touch services – such as dedicated aircraft management/private flight department/personalized charter brokerage – and the 'bottom end' characterized by high volume, more commoditized business aviation services, oriented around light jet, short-haul, air-taxi services and mediated through online charter booking and focused on high use," he explains.

For Joe McDermott, investments in facility upgrades will be seen across the board as both the multistation chains and the independent FBOs compete to provide a higher quality passenger and crew experience. "An example of this is EAN Aviation in Lagos. Even though its FBO is only around five years old, the company is investing heavily in upgrading all facets of its facility, dramatically redeveloping both the exterior and interior offerings," he adds.

The trend for large-cabin business jets will also influence FBO design, according to Graham Stephenson, as the space dedicated to passengers and crew will need to increase to handle more people. "The ramp area and the FBO itself will need to be able to offer privacy to separate groups moving at the same time. Baggage and personal effects will need to be more securely identified and handled. Security is an important consideration and the way it is implemented, to avoid unnecessary inconvenience, will affect choice of FBO and business aviation airport," he says.

However, all our consultants agreed that the most important services on offer will continue to be convenience, speed of use, efficiency of the operation and exceptional customer service. ✧



IGS FBO guarantees short turnaround times. With over 35 years of experience servicing countless private aircrafts we are ready to meet any requirements quickly and reliably. You can arrange everything through your individual IGS agent-whether you need full ground handling services or if you are just flying through KEF for quick fuel stop.

GROUND HANDLING SERVICES

- Flight plan filing
- Weather briefing
- VIP and Crew Lounge
- Liaison with Customs, Immigration and Security
- Liaison with Fuel Supplier
- Transportation within the airport area and to and from hotels
- Escort of crew and passengers

WE PLAN FOR ALL OTHER SERVICE ON REQUEST:

- Hotel arrangements
- Transportation
- Catering requirements
- Hangar space
- Cargo handling and warehouse service
- Arrangement of trips to the nearby Blue Lagoon

CONTACT INFORMATION - OPEN 24 HOURS

Tel: +354 4250 277

Fax: +354 4250 275

SITA: KEFKSFI

VHF: 131,9

E-mail: igs@igs.is

AFTN: BIKFXHAX

+ FOR ALL FURTHER INFORMATION
PLEASE VISIT OUR WEBSITE WWW.IGS.IS

IGS IS ISO 9001 CERTIFIED SINCE 2008



SA Executive Handling AS

For professional handling and services in
Oslo & Stavanger
+47 64 82 02 00
www.executivehandling.com

GA partner

For professional handling and services in
Bergen
+47 938 15 000
www.gapartner.no

Relax and get ready for departure!

Facilities at the Oslo & Stavanger Airports in Norway

- VIP, Cargo, Military and Ambulance Flights
- NATA Safety First Certified Line Service
- Secure facility with 24/7 handling services
- Concierge services for passengers and crewmembers
- Elegant conference room
- VIP, crew transportation and rental arrangements
- Crew lounge with entertainment & work space
- Aircraft maintenance support
- On-demand aircraft charter support
- Coffee, tea, water, soft drinks & snacks
- Disabled facilities and wheelchair available
- Pet friendly



Facility at the Bergen Airport in Norway

- VIP, Cargo, Military and Ambulance Flights
- Secure facility with 24/7 handling services
- Concierge services for passengers and crewmembers
- VIP, Crew transportation and rental arrangements
- Crew lounge with entertainment & work space
- Aircraft maintenance support
- On-demand aircraft charter support
- Coffee, tea, water, soft drinks & snacks
- Disabled facilities and wheelchair available
- Pet friendly

Entry to market

How are general aviation users in the USA benefiting from the growing trend for FBO-based customs facilities?

Words | **Kathryn B Creedy**





The US\$5.7m customs facility at Fort Lauderdale is open between 8:00am and midnight

Don't Divert, Plan **EGE**

Plan your next getaway to the Colorado Rockies into the Vail Valley Jet Center, where we are capable of handling any arrival from a Cessna 172 to a Boeing 767. In addition to our 9,000 ft. runway and 184,000 sq. ft. of ramp space, we have completed construction of a new 28,000 sq. ft. solar-powered hangar.

As the largest FBO in the region, we have everything to make your trip into Colorado as seamless as possible. With our on-site Customs agent, two full-time concierges and superior planeside service, the Vail Valley Jet Center is looking forward to exceeding your expectations during your time in the beautiful Rocky Mountains.



Don't forget to come visit us in the Avfuel section at the 2016 SDC!

For more information and to see how we can accommodate you, visit us online at www.VVJC.com or call (970) 524-7700

871 Cooley Mesa Road | Gypsum, CO 81637



VISIT US AT BOOTH 105

Luchthavenstraat 1 bus 14
8560 Wevelgem, Belgium
T +32 56 373 434

info@fiahandling.be

KJK - EBKT
Follow us on twitter:
[@FIAhandling](https://twitter.com/FIAhandling)

flandersairport.be

Van Nuys Airport's dedicated CBP facility opened in May 2015



An increasing number of airports in the USA are opening dedicated US Customs and Border Protection (CBP) facilities for their business aviation clients, greatly streamlining trips, saving time and money, lowering carbon emissions and reducing demand in congested airspace (see *Latest developments* on page 54). One example is San Antonio International (SAT) in Texas, which is in the design phase for a 5,000ft² Federal Inspection Station (FIS) at Smart Travel Inc (STI)'s Skyplace FBO.

With more than 30,000 international general aviation (GA) movements in 2013, SAT knew it was time for a dedicated facility. Currently, GA aircraft taxi to Gate 1 where CBP has facilities for passengers and, after clearance, head to one of four FBOs on the field – STI, Millionaire, Landmark and Signature Flight Support. The proposed general aviation CBP facility will simplify the procedure for GA passengers at the airport and is part of a public/private partnership with Mexican-owned STI, which is investing more than US\$2m, and is expected to be a game changer for general aviation, according to the company's CEO, Pablo Hoyos.

While STI develops the building (which will be used by all GA passengers regardless of the FBO they choose), the city is responsible for the access taxiway and ramp areas. "The new inspection facility for international general aviation takes our airport's commitment to customer service to the next level," Mayor Ivy Taylor said when the new facility was announced in November 2014. "And from an economic development perspective the new facility is an



"As security tightens, airports will be forced to build dedicated CBP facilities or lose the ability for passengers to clear at their airport"

Bryon Burbage, president, Hawthorne Aviation

asset for San Antonio." Under the financial terms of the project, the city's Aviation Department will receive nearly US\$45m in rent by the end of the lease in 2051.

Improved security

Being able to provide customs service is a huge benefit for an airport, as passengers no longer have to fly to a CBP-approved airport before transferring to their final destination.

Travelers based in or going to the San Fernando Valley in California, for instance, used to have to stop at Los Angeles International Airport (LAX) for customs clearance, according to Van Nuys Airport (VNY) manager Jess Romo. "Then they would get back on the plane and make the short hop over the mountain to Van Nuys," he adds.

Previously customs officials would provide 'on call' clearance whereby they worked out of their vehicles and were notified when an aircraft at VNY needed customs clearance, but the airport lost this service through government cutbacks and had been without CBP officers since 2007. Over the past six years, the VNY Airport

Association has worked in close cooperation with regulators to re-establish CBP services, and VNY is now the only GA airport in Los Angeles with an on-site dedicated CBP facility.

The facility features an interview room, inspection room, office space and a high level of security, similar to that found at large commercial airports. Facility user fees charged to arriving aircraft have been modeled to fully offset facility improvement and operating costs. The fee is dependent on the aircraft's maximum take-off weight and ranges from US\$250 to US\$1,900 with an additional fee of US\$400 for clearance outside of the normal operational hours of 12:00pm-8:00pm Monday to Thursday.

At other business aviation airports, on-call CBP services are still available, according to Bryon Burbage, president of Hawthorne Aviation which hosts the CBP facility at Cobb County Airport in Atlanta, Georgia. "There are a few airports in the USA where CBP still offers services on an on-call basis," he explains. "An aircraft lets CBP know that it would like to arrive at an airport that has no CBP facility. Under certain circumstances CBP agents will be

LEARN MORE ABOUT OUR ADVERTISERS **NOW!**

FREE SERVICE!



Visit **www.ukipme.com/info/bai** to
request exclusive and rapid information
about the latest technologies and
services featured in this issue



Left: Hawthorne Aviation hosts the CBP facility at Cobb County Airport in Atlanta, Georgia

Below: The first passengers arrived at Hawthorne's facility in July 2015

dispatched from an airport or other location in the immediate area to meet the aircraft at the requested airport and clear the passengers."

This program was put in place in the 1970s to accommodate GA aircraft, but over the years and especially since 9/11, security has been tightened, increasing the requirement for dedicated CBP facilities. While some airports offering on-call clearance are reluctant to invest the millions of dollars necessary to build a dedicated facility, their hands might be forced, according to Burbage. "As security tightens, airports will be forced to build dedicated CBP facilities or lose the ability for passengers to clear at their airport. Without a CBP facility, aircraft operators will be forced to land and clear CBP at another location, which will cost the operator time and expense to land and take off again to continue to their home base," he says.

Complex and costly process

Airports with dedicated CBP facilities are known as user-fee airports (UFAs), but becoming one is not for the faint of heart and it often takes many years. For example, the 1,528ft² facility at VNY took five years to complete before it opened on May 21, 2015. Nor is the process suitable for all airports, as CBP sets a threshold for airport activity (see the CBP website for more details www.cbp.gov/trade/trade-community/programs-outreach/ports). In fact, key to the effort is the creation of a strong public/private partnership between the state and local governments, airport operators and airport tenants. This partnership does everything from deciding on the location of the facility to sharing the costs, establishing and collecting fees and funneling them back to CBP.

"The ideal profile is a forward-thinking community," says Burbage. "It is a community that understands that future growth is in international commerce and wants to attract companies in that space to their area. There must also be a service provider who is capable of adding both investment capital and overhead support to the operation."

"The airport operator must not only demonstrate demand, but CBP also has to see commitment that users are willing to pay the fee"

Jess Romo, manager, Van Nuys Airport



To qualify as a CBP UFA, users must make a detailed justification for the service. Minimum requirements include 15,000 international air passengers and 2,000 scheduled international arrivals a year. The airport also has to provide the cargo and passenger facilities, the ability to integrate CBP software and hardware, administration office space, primary and secondary inspection rooms and storage areas, the costs of which are all born by the airport and its tenants. The governor of the state must also support the new facility in writing.

Facilities may also include a waiting area, processing area, holding cell, administrative offices for agents, IT and storage. Equipment including security cameras, security systems, furnishings and landscaping at the facility must also fit CBP requirements. CBP is responsible for all the staffing and operation of the facility, with the facility owner responsible for reimbursement of all CBP expenses.

"In essence this is a close partnership between the airport, FBOs and other tenants with flight departments," Van Nuys's Romo explains. "They drive this effort. When building our facility at VNY we had to demonstrate to Los Angeles World Airports that it would not take resources from its facilities. The airport operator must not only demonstrate demand, but CBP also has to see commitment that users are willing to pay the fee. In addition to salaries and benefits there is also the maintenance of the facility as well as amortizing the cost of building it. The cost is divided between the number of arriving aircraft and aircraft type."

Romo notes that the US\$250,000 cost of developing the CBP facility at Van Nuys is about 10% of the cost required for an airport to construct a building. Van Nuys's Signature Flight Support had the space and footed the bill for refurbishing it to meet CBP requirements. The company collects the fees, retains a cut to reimburse it for the construction and maintenance of the building, and passes

GA working group

In August 2015 Customs and Border Protection Commissioner R Gil Kerlikowske indicated that the agency would develop a working group for general and business aviation to work on customs issues identified by the NBAA, which has been involved in the development of CBP facilities at corporate aviation facilities.

The CBP General Aviation Working Group will comprise CBP and industry personnel, focusing on balancing the enforcement of laws, regulations and requirements with the facilitation of legitimate trade and travel.

While there has been only one meeting, the NBAA and CBP have already identified

the top three areas that will be the first focus. They first want to ensure they have the most effective communication between the industry and the government, building on the lines of communication that are already in place. Second, they want to ensure consistency among all the airports in respect to policies dealing with general aviation. And finally, they want to work on streamlining all processes between the industry and customs, not just those relating to clearances.

Throughout 2016 the group will continue to work to increase CBP efficiency in the USA by using best practices, outreach, training and technology.

Passengers can pre-clear US Customs at DC Aviation Al-Futtaim's hub in Dubai World Central



Latest developments

- A US customs facility at Fort Lauderdale Executive Airport opened in October 2015 as part of a US\$5.7m expansion that includes a 7,900ft² facility with extended operating hours between 8:00am-12:00am.
- Hawthorne Global Aviation became the first Atlanta metro-area general aviation airport to offer on-site US customs inspections when it opened its dedicated facility at Cobb County International Airport in July 2015
- DC Aviation Al-Futtaim received approval from the CBP in May 2015 to allow VIP passengers traveling on its flights from its hub in Dubai World Central to pre-clear US customs

the balance to Los Angeles World Airports, which remits it to CBP. "That is what makes the public/private partnership so important," says Romo. "Such an arrangement is based on a tenant-wide agreement set out during the process of gaining CBP facilities."

Benefits of on-airport CBP

The benefit to the passenger is obvious – a streamlined experience with fewer stops – but the benefit to the airport includes sales of fuel and other services. "Before we opened our facility, if a flight were coming in from Europe it would often stop at another airport to clear customs. The pilot would fuel the aircraft while there, so we would lose that business," says Romo.

However, according to Signature Flight Support's area director Eric Hill, building the CBP facility was less about the competitive advantage the company may have over other FBOs on site, and more about the wider implications. "We needed it for the airport," says Hill, who headed up the effort to implement the new CBP services

"The ROI of a dedicated CBP facility is not always in direct return, but rather in the menu of services available at an FBO that is able to serve every need of its customers, every time"

**Bryon Burbage, president,
Hawthorne Aviation**

at VNY. "We all wanted to make sure the airport had the best service. For us, it was all about providing the best service we can."

As for the monetary return on investment, Romo comments, "There probably is one but from our standpoint we use a different metric from what operators use. Our primary goal was to create an added convenience and efficiencies for the airport system itself.

"From the air traffic control and carbon perspectives, we don't need to put more metal in the sky by hopping over from LAX. I wouldn't say there is an increase in business, because most operators come here anyway because they are based here. One benefit we do get is that if they don't have to stop elsewhere, we get the fuel sales. And the more fuel our FBOs sell, the more money it is for the airport."

Hawthorne's Burbage agrees: "The ROI of a dedicated CBP facility is not always in direct return, but rather in the menu of services available at an airport/FBO that is able to serve every need of its customers, every time."

The NBAA echoes Burbage, stressing the importance of offering a wide range of services and not just customs clearance. "Our members definitely value customs facilities," explains spokesman Dan Hubbard. "It is just one of a host of assets airports have that draw aircraft."

Hubbard also notes that it might be the destination itself that is drawing the traffic: "A lot of really busy airports don't have customs facilities," he adds, pointing to Teterboro Airport outside New York City. "CBP just adds to the portfolio of services an airport can offer."

Nevertheless, there is an obvious competitive advantage for the airport in offering on-site CBP clearance. "Ultimately, and this is particularly true for GA airports where the majority of the traffic is corporate operators, the benefit of CBP clearance is the expansion of the services offered to the flying public at the field," says Burbage. "If your tenants and visitors are required to clear customs at a different airport following international travel, their incentive to use your facility is diminished." ✈

UK user fees

As US business aviation interests are welcoming the expansion of Customs and Border Patrol facilities at GA airports and accepting the fees that entails, UK business aviation interests have complaints about the new border force fees being charged by the government to arriving aircraft at airports in the UK.

"In principle I do not agree with any payment for CBP services that are focused on one sector of aviation," says British Business and General Aviation Association (BBGA) CEO Marc Bailey. "However, in times of austerity, when government agencies need to rein in resources, then please just make the process transparent and do not distort the market."

The problem, according to Bailey, is that such charges have been imposed at some airports and not others, and there is no such charge in the rest of the EU. Worse, some FBOs are paying for a service while others on the same airfield are not because there is no industry-wide agreement. The charges could be from zero to £135 (US\$208) per arrival and each FBO could be liable for £250,000 (US\$386,625) annually.

Stakeholders at Stansted Airport resolved this issue by working together and establishing a joint service. It was based on the government's fixed hourly charge of £53.08 (US\$82.08) and has provided major savings. "Other than not paying at all, as in the past, that is probably the best solution," argues Bailey.

BBGA is working with the UK Border Force to resolve problems that have arisen as a result of the implementation of fees for business aviation arrivals.

AEROLUX

THE ART OF CATERING



REFRIGERATION



RICE COOKERS AND
SOUP WARMERS

TOASTERS



SKILLETS



Unique products and the art of customisation
working together for all of your aircraft galley
equipment requirements.



Rising star

Business Airport International

investigates what is driving economic growth in Kuala Lumpur and what it means for business aviation in Malaysia and the wider Southeast Asia region

Words | **Dan Smith**





Sapura Aero - Your Integrated Private Aviation Service Provider

We provide:

Aircraft Acquisition Consulting

- Choose the right aircraft for your mission
- Facilitate aircraft pre-purchase and inspection

Aircraft Management

- Flight operations
- Crew management
- Airworthiness supervision

Mission Planning

- Flight planning
- Aircraft data management
- Crew data administration

Charter Services

- Charter brokerage

Aircraft Handling

- Ramp services
- Passenger handling services
- Hangar facility
- Engineering support
- Ancillary services

Hangar Facilities

- Subang (WMSA)
- Senai (WMKJ)

Compliance | Safety | Security | Confidentiality

Sapura Aero. The People You Trust.



The People You Trust | www.sapura-aero.com | info@sapura-aero.com | VHF130.750 MHz | T+(603) 7846 2304 | F +(603) 7847 2014

AeroHandlers
A Sapura Aero Company

AeroDome
A Sapura Aero Company

AeroManager
A Sapura Aero Company

 **Sapura**
Aero



With an average annual 7% growth in GDP over the past 25 years, according to figures from Ernst and Young, Malaysia is definitely one country that business leaders should keep a close eye on.

What is remarkable about the GDP growth rate of Malaysia's economy is that it is one of only 13 world economies to achieve this feat. The sustained performance has come about largely because Malaysia is China's leading trading partner. But a change in government attitudes toward business is aiming to ensure the resilience of the Malaysian economy in case China falters.

This change in attitude has seen Malaysia move from 18th place on the 2009 World Competitiveness Scoreboard to 14th in 2015. A World Bank Group report entitled *Doing business 2016: Measuring regulatory quality and efficiency* published in October 2015 showed that Malaysia has retained its position among the top 20 economies worldwide. It also noted that Malaysia is the easiest of the emerging economies in East Asia to do business with.

In 2015 the Malaysian government aimed for another year of strong GDP growth. Speaking to the Malaysian press in November 2015, Abdul Wahid Omar, Minister for Economic Planning, said, "The Malaysian economy continued to grow

at 5.3% in the first half of 2015. The government's move to diversify its economic structure, reduce dependence on oil and gas, and implement the National Economic Transformation Programme will enable us to achieve our GDP target of between 4.5% and 5.5% for 2015."

In September 2015 the Brookings Institution listed Kuala Lumpur as the 19th fastest growing city in the world based on GDP per capita and employment rates – the city's GDP grew by a healthy 4.1% between 2013 and 2014 and employment jumped by 3.4%. Of the 20 cities listed by Brookings, Kuala Lumpur had the eighth largest increase in employment rates and the second highest in Asia behind Macau. The level of growth is expected to increase the population of the greater Kuala Lumpur region to more than 10 million by 2020, up from six million in 2010.

Government initiatives help aviation

To minimize obstacles for overseas investors, the Malaysian government has streamlined business processes and granted tax incentives in some

Above: **Sapura Aero's base at Subang Airport comprises four hangars measuring more than 150,000ft² in total**

Below: **Ground handling fees in Kuala Lumpur are generally cheaper than in Thailand or China**

areas of the economy. The aviation sector has also benefited from these changes as Fusion Tsng, chief operations officer at Sapura Aero, which offers aircraft management, handling and hangarage at Subang and Senai airports, explains: "The government formed an agency to attract business investment and one of its committees is dedicated to the aviation sector. The committee has been examining issues such as what support the aviation industry needs, training of skilled personnel, investment incentives and tax exemptions."

Malaysia's main industries include oil and gas, tourism, palm oil cultivation and refining, manufacturing, and property development. It's the first two that are causing the country's

Vital statistics

Location: Kuala Lumpur International

Operating hours: 24 hours

Facilities: Business center with printing/photocopying facilities, courier services, workstation hire and conference facilities

Fuel: Jet A1, Avgas

Runway length: 14L/32R – 13,530ft;

14R/32L – 13,307ft; 15/33 – 13,307ft

Distance from city center: 27 miles



FBO • Handling • Parking • Maintenance

All services under one roof

- exclusive VIP & Crew Lounge
- flexible Aircraft Handling
- Hangar Parking up to A319 / BBJ1
- approved Aircraft Maintenance

Air Service Basel

EuroAirport - Basel-Mulhouse | Switzerland

Phone: +41 61 567 3700

Fax: +41 61 567 3701

Email: info@airservicebasel.com

www.airservicebasel.com



Beechcraft Authorized Service Center for King Air Series Aircraft



airservicebasel



Location, location, location. (and services, services, services)

The most experienced rely on Bangor.

Quick, efficient and cost-effective service has made Bangor International Airport and Bangor Aviation Services the preferred first stop for North Atlantic flights into the United States. And the first choice for U.S. pilots flying to Europe.

Strategically located, Bangor also provides 24-hour refueling and fast, friendly customs services. So you're in, out, and on your way in no time.

- Quick turn times for aircraft and passengers
- Competitive ground handling services
- Easy, uncongested access
- Extensive experience with all kinds of aircraft
- Contract fuel arrangements
- 24/7 Customs and Border Protection services
- Strategic location



FlyBangor.com



CONTACT FREQUENCIES: Unicom frequency: 122.95 (0500-2200 hrs.)
ARINC frequency: 132.00 (BGR Ops, 24 hrs.)

CONTACT INFORMATION: Tel: (207) 992-4582 Fax: (207) 945-5998



economy the most worry, according to Ivan Lim, general manager of ExecuJet Malaysia. “The weakening of Malaysian ringgit (MYR) against the US dollar, a slump in global oil prices, and the recent tragedies involving the national carrier are affecting various industries in Malaysia,” he says. “However, the country is still expected to experience GDP growth and the region is still fundamentally strong.”

Business aviation growth

This increase in GDP is boosting Malaysia’s business aviation sector, which is experiencing a significant growth rate. The country is the fourth largest buyer of business and corporate jets in the Asia-Pacific region. According to Beechcraft Corporation, the Malaysian fleet grew by 79% from 34 to 61 aircraft between 2002 and 2013. By comparison, the average growth in the Asia-Pacific region was 65% over the same period.

“People are becoming more aware of the benefits that come with business aviation,” says Julie Ambrose, director of aviation for the ASA Group, a Hong Kong-based ground handling company with operations in Kuala Lumpur. “Companies are seeing productivity improvements and high net worth individuals are starting to agree that it is worth paying a little extra for a high level of service.”

Sapura Aero has also noticed a steady increase in business aircraft use. “Everyone has 24 hours in a day, but our customers realize you can do more in those hours with a business jet,” comments Tsng. “Over the last 18 months we’ve seen more people buying smaller aircraft with

Vital statistics

Location: Sultan Abdul Aziz Shah Airport (Subang)

Operating hours: 24 hours

Facilities: SkyPark Business Aviation Centre, four hangars operated by Sapura Aero and MRO from ExecuJet Malaysia

Fuel: Jet A1, Avgas

Runway length: 12,401ft

Restrictions: No wide-body aircraft

Distance from city center: 15 miles

a three- to four-hour range. Cost is not a high barrier to entry in this class and we are seeing more people using their aircraft for both business and pleasure.”

Kuala Lumpur is an easy city to access using business aviation, with three 24/7 airports serving the city – Kuala Lumpur International, Sultan Abdul Aziz Shah Airport (Subang) and Senai Airport Johor Bahru. “The only issue is the haze that can affect visibility, a problem Malaysia shares with other countries nearby such as Singapore and Indonesia,” says ExecuJet’s Lim. “But airspace is generally unrestricted and the ample availability of aircraft parking spaces

“Airspace is generally unrestricted and the ample availability of aircraft parking spaces makes it easy for business jets to fly into and out of Kuala Lumpur”

Ivan Lim, general manager, ExecuJet Malaysia

Above: **Subang Airport has low levels of traffic, making it popular with business aviation customers looking for rapid departures to the rest of the region**

makes it easy for business jets to fly into and out of Kuala Lumpur.”

Kuala Lumpur is also relatively inexpensive for business aviation operators. Total ground handling costs (including landing fee) for a medium-sized jet at the city’s main airports are around US\$2,000, comparable with Singapore. But in Thailand and China costs are much higher. Flying the same jet to Beijing can set you back over US\$15,000 in charges.

Supportive local authority

Unlike other countries in Asia, organizing flight permits is relatively straightforward. “The local authority is very supportive of business aviation, so we can have you in the air in four hours,” says Tsng. “However, if you need to fly to another country in Asia it can take longer to organize the necessary permissions. For example, it takes three working days to get a permit for Indonesia and five days for China.”



Above: **More companies in Malaysia are seeing the economic benefits of using business aviation to increase productivity**

There are few proprietary FBOs at Kuala Lumpur's airports, although Senai and Subang offer business aviation terminals. Ambrose notes that there is a definite airport bias for ASA Group clients: "All our business aviation flights choose to use Subang, mainly because of its proximity to the city center [15 miles] and the VIP services we can offer there. Once an aircraft lands we can guide passengers through customs and immigration, and have them in a private car in less than 10 minutes.

"There is also a higher level of privacy, which our high net worth customers prefer. The only restriction is that Subang cannot handle wide-body aircraft such as a B777 or A340," she adds.

For these larger aircraft there is always Kuala Lumpur International Airport, situated 27 miles outside of the city center. However, it comes with the challenges and restrictions you would find in any major hub. Fortunately companies such as ASA Group are on hand to expedite the process and ensure that passengers and crew



"All our business aviation flights choose to use Subang, mainly because of its proximity to the city center and the VIP services we can offer there"

Julie Ambrose, director of aviation, ASA Group

can complete arrival and departure procedures as quickly as possible.

Tax changes benefit MRO operators

One of the big growth areas in the business aviation sector in the city has been in maintenance, repair and overhaul (MRO). This is partly down to the increased number of aircraft based in Malaysia, but the country's reputation and ease of access means that operators are bringing their aircraft in for maintenance from further afield. "Hong Kong and Singapore airports were popular, but they are too congested now," comments Tsng, whose company has an MRO operator as a tenant. "Now more are coming to Subang as it offers good service and facilities, and our people are proficient in the various Asian languages."

A major benefit for MRO operators is that aviation parts can now be imported tax free into Malaysia. The change was implemented as

part of government efforts to stimulate the local aviation industry.

"The MRO and aircraft management divisions of ExecuJet in Malaysia have experienced a year-on-year growth for the past five years," says Lim. "We attract aircraft from Hong Kong and China for maintenance, demonstrating that government efforts to promote MRO services in Malaysia are producing positive results. Strong business aviation growth in China has also contributed positively to our operations in Malaysia."

Although there are some troubles on the horizon, particularly with China going through its own economic upheaval, the outlook for business aviation in Malaysia still looks good. "Malaysia has a great mix of cultures, languages and opportunities," Ambrose notes. "While it is hard to say exactly what the future will hold for the country, the path that has been established leads me to be certain that there will be many more positive things emerging in the near term." ✈

Vital statistics

Location: Senai Airport Johor Bahru

Operating hours: 24 hours

Facilities: Senai Business Aviation Terminal

Fuel: Jet A1 and Avgas 100 provided by Petronas

Runway length: 12,467ft

Distance from city center: 20 miles

Business Airport International **FREE APP** now available!



GO TO THE APP STORE **NOW** TO
DOWNLOAD THE APP FOR YOUR TABLET

RECEIVE THE
LATEST ISSUE
WEEKS BEFORE
THE HARD COPY
IS AVAILABLE

DOWNLOAD NOW!

READ
ANYWHERE,
WITHOUT
WI-FI!




PLUS
**THE LATEST NEWS &
FREE MAGAZINE ARCHIVE**





Ready for business

The San Francisco Bay Area in California will welcome an influx of sports fans during Super Bowl 50, and Oakland Airport is gearing up to provide a smooth and efficient service to all general aviation operators

 Situated at Oakland Airport in California, USA, KaiserAir was originally the flight department of Kaiser Industries, a global ship building and construction company that was disbanded in the 1980s. KaiserAir began as an aircraft management company, but has since developed, opening an FBO at the airport in 1982. It took over a larger terminal in 1991, then later opened its second FBO at the Sonoma County Airport, in the heart of wine country.

"Things have changed considerably since we first opened our doors here in Oakland – there is more competition, as general aviation has grown in the region, and as a part of that so have the GA facilities at Oakland Airport," explains Otto Wright, general manager of KaiserAir.

General aviation customers have the choice between KaiserAir and Landmark Aviation when they fly into Oakland, with KaiserAir maintaining more than 50% of the market share on the field. "The airport provides a fairly clear black and white choice for operators – they can either choose a national chain, the 'Starbucks' if you will, or a local company that specializes in a number of services. We're not just an FBO – we provide maintenance, aircraft management and we also have an airline. We are very experienced in these areas and are very service-oriented, and provide a great alternative to a large FBO chain," says Wright.

The company can handle all types of aircraft, up to the Boeing 777 and 747, and it is seeing an increase in the number of larger jets flying in to Oakland. "We've kind of been at the forefront of that growth because KaiserAir started an airline about five years ago and became a Part 121-certified carrier with our first 737. We now have two 737s and have developed a specialized service with these first-class Boeings," Wright says. "We're finding the demand for these higher capacity, VIP aircraft is really increasing, because there is a greater demand from people who own their own private jets but want to take more

people on board with them – perhaps they want to take their whole family on a trip or additional staff to a business meeting. We provide this service for a number of local Bay Area VIPs and we are providing an increasing number of VIP shuttle services to high-end destinations."

Expansion plans

In response to this growing market, KaiserAir is expanding its footprint at Oakland Airport, and will invest US\$10m in turning its FBO into an updated world-class facility. "We've reached an agreement with the airport to expand our footprint and redevelop several buildings to create an improved GA terminal," Wright comments. "We'll also be creating a separate dedicated large group terminal where we can accommodate TSA screening for large groups of passengers in a high-end VIP manner."

The company will also take on two additional hangar bays and will completely redevelop one of

them to allow it to accommodate more 737s. "Our new facilities will allow for more VIP amenities and we'll be able to wrap our customers in more service in a nicer facility," adds Wright.

Perfect for the Super Bowl

Super Bowl 50 will take place in Santa Clara, in the San Francisco Bay Area of California, on February 7, 2016, and the surrounding area is busy preparing for one of football's biggest events. Oakland Airport expects to have up to 900 airplanes over the Super Bowl week (February 1-7), many of which will be operated by NetJets, and Wright anticipates there will be 200-300 aircraft on the ground at any one time. "Oakland will be the epicenter of the Super Bowl activity, which presents a number of challenges for us, all of which we're prepared for. We'll need to make sure that aircraft are parked in such a way that we can facilitate easy departures, but the good thing about Oakland is that we have a lot of

Above: **KaiserAir will be making special preparations for the increase in traffic during February's Super Bowl 50**

Below: **Otto Wright, general manager of KaiserAir**





Vital statistics

Location: California, USA

Operating hours: 24 hours

Runway length: 12/30 – 10,520ft;
10R/28L – 6,213ft; 15/33 – 3,376ft

Fuel: Jet A1

US Customs: Available on request

Above: **The company has a fleet of Boeing 737 aircraft for its KaiserAir airline**

Left: **The FBO at Oakland Airport will undergo a US\$10m upgrade and expansion**



space, so we can spread out the parking pretty well and can get the aircraft on line quickly so they can meet their slot objectives,” he explains.

Oakland Airport also offers a number of other benefits compared to its rivals San Francisco International (SFO) and San José International, according to Wright: “We’re closer to downtown San Francisco than the others, the weather is nicer and we have three accessible runways. There’s also a short taxi, and passengers can get out of the aircraft, into their car and into downtown San Francisco within 25 minutes, and to the Silicon Valley in about 40 minutes, which is something none of the other airports can touch.”

Dedicated to general aviation

Weather at SFO can be notoriously bad, with a lot of fog, something that Oakland Airport doesn’t have to contend with. “SFO can get very congested when there’s fog and general aviation is always put in second place behind the commercial operators, so Oakland offers a great alternative. There are very few delays here,” Wright comments.

The airport has a great history that makes it attractive to aviators. “Oakland is where Amelia Earhart flew out from for her transoceanic flight from Hawaii in January 1935 and it had great significance during World War II,” says Wright.

The north field of the airport is dedicated to general aviation (commercial is mostly conducted on the south field). He explains, “Here on the north field we have a little bit more flexibility and can operate as a semi-exclusive GA airfield within the main Part 139 commercial airport.

“KaiserAir is uniquely qualified because, owing to our airline, there are a lot of FAA and DOT regulations that we’re very good at – we have to manage all our operations to a much higher standard than some other FBOs and we are very specialized at what we do. We offer one of the safest, smoothest operations you’ll find at any FBO,” concludes Wright. ✈

FREE READER INQUIRY SERVICE

KAISERAIR

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

**READER
INQUIRY
101**

KAISERAIR, INC.

OAK+STS

THE GOOD SIDE OF GROUNDED

The KaiserAir FBO in Oakland offers personalized service, on-site maintenance, and the best guaranteed fuel price in the San Francisco Bay Area. No other FBO gets you in and out of the Bay Area better, faster, and for less.

KaiserAir is proud to be your preferred FBO for Super Bowl 50 on February 7, 2016. Contact us now for your slot reservation, 1-800-JET-2OAK.

Visit us at NBAA # C10143

FBO | CHARTER | MANAGEMENT | MAINTENANCE

Your only Platinum Rated,
Full-Service FBO in So Cal.



FBO - Charter - Management - Maintenance - Avionics

www.jetsource.com

Sweet success

Vital statistics

Location: Houston, Texas

Operating hours: 5:00am-11:00pm

Runway length: 8,000ft

Fuel: Shell 100LL and Jet A1

Aircraft movements: More than 7,500 total take-offs and landings per month



Business aviation visitors to Houston, Texas, are well catered for thanks to the first-class passenger handling and amenities offered at Sugar Land Regional Airport

Sugar Land Regional Airport has grown from a small general aviation airport to a very active business jet aviation airport, and serves as a reliever airport to George Bush Intercontinental and William P Hobby airports in Houston, Texas.

The airport's FBO, GlobalSelect, is owned by the City of Sugar Land and is nationally recognized in the aviation industry. With a name that represents the superior service given to each and every customer, and the ability to handle all business aviation customers, GlobalSelect at Sugar Land Regional Airport is a business traveler's destination of choice. The airport is located a short distance from the Texas Medical Center, Energy Corridor and downtown Houston, and is only a few minutes away from all of the major highways in the city and the surrounding area. GlobalSelect offers first-class customer service from the moment the aircraft arrives to the time the passengers depart.

Seamless service

The customer service staff will reserve hotels and rental cars, book catering and organize fuel orders to assist in making the customer's experience as seamless as possible. For international travelers, on-site US Customs Service is available with an overflight permit, 24 hours a day. With an 8,000ft concrete runway and over 500,000ft² of aircraft parking, GlobalSelect is ready to serve every aircraft, from a single engine aircraft, to larger business jets

such as the Global Express and Boeing Business Jet. Additionally, the airport has a high-intensity runway lighting system and an instrument landing system that provide precision guidance to pilots landing on the runway.

The line service personnel at GlobalSelect collectively has more than 180 years' experience in aviation. Staff are able to handle specialized requests such as quick turns and are able to get passengers from the aircraft to their vehicles in a matter of minutes. Every aircraft is given a red carpet welcome, and valet car service and secured covered parking are available as well.

Above: **The line crew provides the highest standard of aircraft handling**

Below: **The FBO was voted Best Independent in the 2015 Pro Pilot Magazine awards**



Ample facilities

Three conference rooms are available, ranging in capacity from 6 to 24 people. A business center is also available to customers who need a quiet and private place to work. A gift shop and café are located in the terminal for customers to shop and enjoy a beverage, a quick lunch, breakfast or snack. In addition, two car rental companies, Hertz and Enterprise, are located in the terminal for the convenience of customers, and free wi-fi is available on the ramp and inside the terminal so every customer can stay connected.

The airport is committed to excellence not only in customers' experience with the FBO, but in all aspects of operations and facilities. Recently, the airport has undertaken the development of an operations department to ensure that it meets the highest standards in all aspects of airport operations. This includes working with air traffic control personnel to ensure a high level of customer service is delivered to the pilots, ensuring a safe flying environment.

The airport has three corporate hangar pad sites available and a taxiway to meet the demands of the largest business jets. It is currently working on a new US\$5m corporate hangar that is expected to be completed in 2018. ✈

FREE READER INQUIRY SERVICE

GLOBALSELECT

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
102

Fontainebleau Aviation's state-of-the-art facility will open in July 2016

Vital statistics

Location: Miami, Florida

Operating hours: 24 hours

Runway length: 9L-27R – 8,002ft; 12/30 – 6,800ft; 9R-27L – 4,306ft

Fuel: Phillips 66



A multimillion-dollar expansion project at Miami-Opa Locka Executive Airport will further improve the already first-class services for business aviation clients

Key figures

- 235,000ft² of hangars
- 50,000ft² of office space
- 12,000ft² canopy
- 6,000ft² of lobby and lounge area



The ultimate FBO

- First-class hangars and office suites
- Full service concierge
- Branded Phillips 66 fuel supplier
- Ability to accommodate aircraft up to and including Boeing Business Jets
- Aircraft maintenance
- Aircraft detailing
- Executive suites with direct hangar access
- VIP access at sister properties in Miami: Fontainebleau Miami Beach, Turnberry Isles and Aventura Mall

Right: Passengers can relax in a luxurious atmosphere



When the summer winds down and the weather grows brisk, those that like it hot descend on Florida. Located at Miami-Opa Locka Executive Airport – the largest Miami-Dade County general aviation airport – Fontainebleau Aviation is a full service FBO that is convenient for visitors to Miami, Hollywood-Fort Lauderdale and other surrounding communities.

After transitioning from a private hangar to an FBO in 2012, the company experienced rapid growth and increased jet traffic. A typical day at Fontainebleau Aviation consists of a golden sunrise with bright smiling faces servicing the constant arrivals and departures scheduled.

Over the past few years, the FBO has never experienced an off-season pause. The continuous flow of people visiting the Miami area, from real-estate investors, vacationers and snowbirds (those from colder climates), to fashion lovers and art enthusiasts, has increased the FBO's business.

The facility is currently undergoing a major expansion project that will enable it to handle the additional traffic both now and in the foreseeable future. The US\$25m construction project broke ground in late 2014 and is scheduled for completion in July 2016.

The development includes two 35,000ft² hangars and 19,000ft² of leasable office space. In addition to the hangars, the plan includes a 6,000ft² lobby and lounge area. The project's highlight is a 12,000ft² canopy attached to the new facility, which will accommodate the Gulfstream 650 and the anticipated Global 7000.

Fontainebleau Aviation, a branded Phillips 66 fuel location, has a total footprint of 45 acres totaling 235,000ft² of hangar space and 50,000ft² of office space.

Fontainebleau Aviation also owns and operates a 145 repair station – Precision Aircraft Maintenance – and a certified detailing company – Precision Aircraft Detailing – to complement its full FBO capabilities.

"What sets us apart is the support from the ownership to consistently improve through training, technology and facility investment. Fontainebleau Aviation is transitioning to better our company and more importantly respond to the needs of our clients," says chief operations officer Bobby D Courtney.

FREE READER INQUIRY SERVICE

FONTAINEBLEAU AVIATION

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER INQUIRY
103

Vital statistics

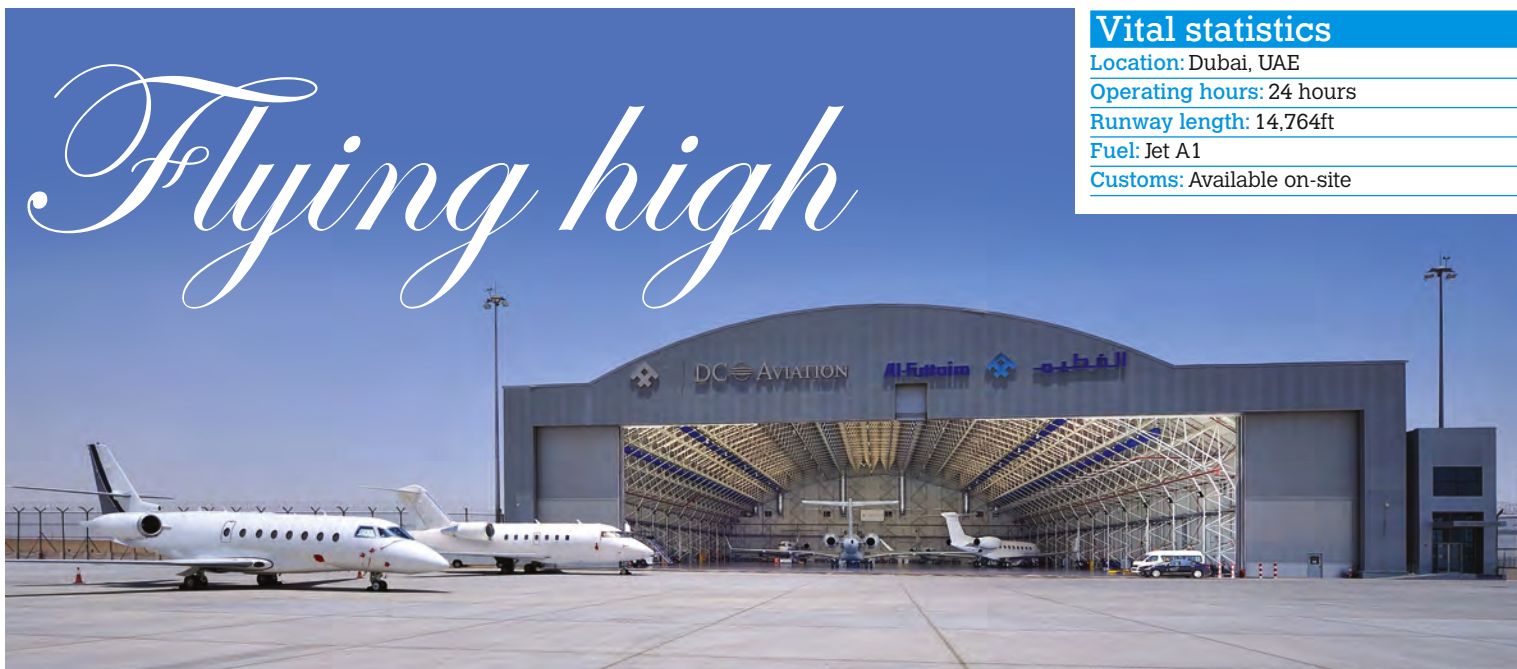
Location: Dubai, UAE

Operating hours: 24 hours

Runway length: 14,764ft

Fuel: Jet A1

Customs: Available on-site



Al Maktoum's leading business aviation facility posted strong growth in 2015, and is looking forward to more success in 2016

DC Aviation Al-Futtaim (DCAF), a joint venture between Dubai-based Al-Futtaim Group and Germany's DC Aviation, was formed in 2012. DCAF is currently the only fully integrated business aviation facility based at Al Maktoum International Airport (AMIA), located at Dubai South (formerly known as Dubai World Central).

The company began by building a state-of-the-art hangar, a maintenance facility, business offices, and a VVIP reception facility at AMIA. Completed in 2013, the DCAF hangar measures 61,300ft², and can easily accommodate four ACJ- or BBJ-type aircraft or two ultra-long-range business jets, such as the Falcon 7X, Global Express or Gulfstream G550.

Due to its unique location within AMIA, DCAF can offer customers minimal taxiing time and unlimited slot availability, thereby providing its VVIP customers with the ultimate convenience of boarding their aircraft in a matter of seconds. Their private jet will be parked right in front of the lounge, with security facilities such as immigration, customs and security services all provided within the FBO.

The 14,000ft² of exclusive lounge area is designed to host local, regional and international VVIP customers, and offers the highest levels of comfort and privacy, shower areas, a spacious conference room, covered parking and an exclusive contemporary finish.

Holger Ostheimer, general manager of DCAF, says, "Right from day one, the shareholders anticipated the opportunities arising out of being based at AMIA, and committed to investing in substantial infrastructure to serve as the home base of DCAF's integrated business jet operation. Currently we are the only organization at Dubai South with control over lounge and office facilities, ramp and hangar parking. We also

provide aircraft maintenance services alongside our commercial aircraft operator certificate for commercially registered business jets."

In 2015, the company had its most successful year, following the issuance of its Air Operator Certificate by the UAE's General Civil Aviation Authority. Ostheimer comments, "The receipt of the certification is the culmination of over a year's work, and we can now offer complete turnkey solutions to business jet owners."

DCAF currently has two aircraft in its managed fleet – a Bombardier Global XRS and a Challenger 604 – and is looking to add more aircraft, as clients are showing increasing interest in having the company manage their assets.

Increased activity

There was a dramatic increase in movement of business aircraft taking off or landing at DCAF's state-of-the-art facility in 2015. The privately owned facility saw aircraft movements increase more than threefold compared with the same period in 2014. The GCC region (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE), India and major European cities were the



Above: **The 61,300ft² hangar was completed in 2013 and can accommodate ultra-long-range jets**

Below: **The passenger lounge has a contemporary design and luxurious furnishings**

top destinations for the majority of the aircraft movements handled by the company.

"We've seen an overwhelming interest from aircraft owners and operators in our aircraft and passenger handling services, resulting in a significant increase year-on-year compared with 2014. This trend has continued throughout 2015," explains Ostheimer.

In anticipation of the increased activity at its facility at Dubai South, DCAF has already put in place the necessary tools and resources to expand its line maintenance capabilities to include the Airbus 320 family, Bombardier Global Express and Challenger 604/605, in addition to the Global 6000 and Global 5000 Vision Flight Deck aircraft types, with maintenance performed in a dedicated hangar – the only business jet hangar at AMIA.

DCAF's core areas of business include aircraft management, maintenance, FBO and ground handling, and business jet charter. ✈

FREE READER INQUIRY SERVICE
DC AVIATION AL-FUTTAIM

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER INQUIRY
104

LEARN MORE ABOUT OUR ADVERTISERS **NOW!**



FREE SERVICE!

Visit **www.ukipme.com/info/bai** to
request exclusive and rapid information
about the latest technologies and
services featured in this issue

www.ukipme.com/info/bai

Business Airport
INTERNATIONAL

Right: **McKinney Air Center** offers luxury facilities for passengers and crew
Below: **The FBO and control tower** were named number one in the 2014 Pilots' Choice Awards



Travelers to McKinney will have access to a wealth of new facilities as the leading GA airport in the region finalizes a multimillion-dollar development project



Vital statistics

Location: Texas, USA

Operating hours: 6:00am-10:00pm

Runway length: 7,002ft

Fuel: Jet A and Avgas

Gateway to Texas

McKinney, Texas, is home to the only premier general aviation business airport in the region – McKinney National Airport. Just 30 minutes north of Dallas, it provides the best connection to the Dallas/Fort Worth Metroplex. The airport is located on the fringe of highly controlled airspace, which means that aircraft can arrive and depart with minimum delay, saving owners and operators time and money.

With the support of city, state and federal agencies, McKinney National Airport is a progressive state-of-the-art facility designed with the business traveler in mind, and is home to several Fortune 500 corporate flight departments with offices in surrounding Collin County cities.

In 2013, the City of McKinney invested US\$25m in acquiring the airport's FBO, McKinney Air Center, and hangar facilities. This acquisition provided the city with a wide variety of services, including 24-hour fuel and ramp services, catering, courtesy crew cars, flight planning and weather facilities, on-site auto rental, private crew lounge, sleep room and showers, and US Customs on-site. An FAA contract control tower and a fire station equipped with specialized equipment and specially trained personnel provide additional safety measures for airport users. These services, added to advanced perimeter management and control systems,

make domestic and international travel hassle-free, and enhance safety and security.

Winning awards

In just the first year of operation, McKinney Air Center was voted number one in the nation in the 2014 Pilots' Choice Awards by FltPlan.com. In addition, voters named the Pete and Nancy Huff air traffic control tower at McKinney National Airport number one in the same awards.

In 2015, for the second year running, McKinney Air Center ranked in the top 10 (number 6) in the Pilots' Choice Awards and the ATC tower was ranked the country's number one.

Future plans

Airport infrastructure will remain a high priority in the coming year. To better serve general aviation and business customers, McKinney National Airport is constructing a new 15,000ft² hangar. This will accommodate transient aircraft of all sizes, from small, single-engine aircraft, to large jet aircraft for either long- or short-term stays. Before construction even began, the available space in the hangar had already been fully leased, and it is scheduled to be ready for occupation in February 2016.

Additional hangar development is planned over the next four years. Pad sites are available

today for owners wishing to construct their own, sole-use hangars.

A US\$6.7m parking apron designed to accommodate large aircraft will be complete in early 2016. An airport masterplan update is also scheduled to start at the beginning of the year that will bring stakeholders together to plan airport expansion and development for the next 20 years.

Ready for take-off

The North Texas region's population is continually growing. Recently released demographic forecasts suggest that the 2040 population in North Texas will be around 10.7 million. Much of that growth is projected in Dallas County and Collin County, with McKinney listed in the top 10 cities for population growth between now and 2040.

Given this landscape, the McKinney National Airport is well positioned to capitalize on growth potential. Identifying appropriate needs, such as land acquisition, general aviation passenger terminal space, additional hangar space and increased auto and aircraft parking, will be extremely important. ✈

FREE READER INQUIRY SERVICE

MCKINNEY NATIONAL AIRPORT

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
105 ✈

Island retreat

Vital statistics

Location: Cyprus

Operating hours: 24 hours

Runway length: Larnaca – 9,823ft;
Paphos – 8,855ft

Terminal capacity: 60 passengers (Larnaca)




Left: **Skylink Services** has a fleet of luxury vehicles for passenger transfer

Below: **The heads of state lounge** at Larnaca International Airport



First-class business aviation amenities at Larnaca and Paphos airports make a trip to Cyprus more enjoyable than ever

 Skylink Services is a well-established company, providing specialized services for executive aircraft at Larnaca International and Paphos International airports in Cyprus. Since beginning operations in 1998, it has expanded, gaining an excellent reputation for qualified staff trained to meet customers' requirements.

Skylink Services is proud to be the sole owner and operator of the only FBO facility in Cyprus, based at Larnaca International Airport. Officially opening its doors in June 2010, this 17,000ft² facility is unique in Cyprus. Skylink Services offers 24-hour professional VIP ground-handling services and is dedicated to providing a stress-free experience for both passengers and crew.

Currently representing more than 400 companies worldwide that either own or operate executive aircraft, Skylink Services caters for aircraft ranging from very light jets to large aircraft, among them Boeing 747s and Airbus 340s. It is the preferred choice of most VIPs, celebrities and business people traveling to or from Cyprus.

Heads of state lounge

Skylink Services also manages and operates the new heads of state lounge facility at Larnaca International Airport. The Government of the Republic of Cyprus granted Skylink Services sole responsibility for the building, management and operation of this new facility, on account of the company's high standards and quality services. This lounge is used by all heads of state, as well as other dignitaries visiting the republic.

On June 6, 2010, His Holiness Pope Benedict XVI completed a historic official visit to Cyprus, departing through the heads of state lounge facility at Larnaca International Airport.

In the second half of 2012, the Republic of Cyprus held the rotating EU Presidency, during which the executive FBO and heads of state lounge were efficiently operated by Skylink Services, ensuring that the extra traffic, due to the visiting delegates and heads of state, was handled smoothly and successfully.

Facilities and services


The facilities available all year round at Skylink Services Executive Terminal in Larnaca include a spacious lounge, which can accommodate up to 60 passengers at any given time; a luxurious and

relaxing environment, complete with state-of-the-art media and visual equipment; and wi-fi. There is also a selection of complimentary hot and cold beverages and snacks. A separate crew rest area and briefing facility are available, as well as a private area suitable for meetings.

With customs, immigration and security screening located within the FBO, passengers and crew are escorted through the terminal with maximum convenience and efficiency.

At present, Skylink Services operates at Paphos International Airport, providing all of the company's usual amenities, with the exception of an FBO.

The company also owns a fleet of executive vehicles. These include Mercedes seven-seater Viano minivans for ramp and crew transfer, and Mercedes-Benz S-Class and BMW 7 Series vehicles for executive limousine transport.

Skylink Services employees have years of experience in providing ground-handling services to commercial, private and executive aircraft. Employees receive regular training and updates on industry practice, regulations and safety to ensure continued improvement in professionalism and service. The company is ISO-certified and the services provided are professional, discreet and personalized. 



Above: **Skylink Services' facility** at Larnaca International Airport is the only FBO in Cyprus

FREE READER INQUIRY SERVICE

SKYLINK SERVICES

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

**READER
INQUIRY
106**



Reliable connection

An expanding FBO network provides business aviation operators with consistently high-quality facilities and services in the USA and Germany



Top: Sheltair and Jet Aviation operate 23 FBOs throughout the USA

Above: Kurz Aviation Service and Jet Aviation manage seven FBOs in Germany

Jet Aviation recently signed preferred partner agreements with Sheltair and Kurz Aviation Service, two leading FBO providers in the USA and Germany respectively, expanding the company's FBO network to more than 40 locations worldwide.

In the USA, Jet Aviation and Sheltair offer a combined total of 23 FBOs where customers can benefit from favored hospitality services, personalized interactions and additional reward programs. The two companies are working together to share best practices and leverage combined purchasing power. The program marks a shared philosophy of superior service, management excellence and an uncompromising commitment to safety, and will provide customers with a better travel experience through joint market offerings.


"Jet Aviation's legacy of success in the service business is one with which we are proud to be associated, and we look forward to offering our customers consistent service excellence and exceptional value through our shared best practices," notes Danny Walsh, senior vice president, FBO operations, Sheltair.

John Langevin, vice president of Jet Aviation FBO operations in North America, adds, "We are delighted to partner with Sheltair to serve our

clients with reciprocal privileges while providing the highest standard in the FBO industry."

Likewise in Germany the decision to cooperate is based on the realization that sharing resources to provide a total network solution offers considerable benefits to clients.

The cooperation agreement between Jet Aviation and Kurz Aviation Service includes the exchange of nationwide operational and service-relevant flight data to best ensure a seamless customer experience. The two companies manage a total of seven FBOs in Germany, including Berlin Tegel and Schönefeld, Dusseldorf and Munich (Jet Aviation) and Cologne, Egelsbach, Frankfurt and Stuttgart (Kurz Aviation Service). All seven facilities will be made available to customers at both companies through one point of contact.

Dirk Laufenberg, chief operating officer of Kurz Aviation Service, comments, "We are confident that our partnership with Jet Aviation creates an unparalleled quality network for FBO services in Germany." 

FREE READER INQUIRY SERVICE

JET AVIATION

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
107 

Business Airport International **FREE APP** now available!



GO TO THE APP STORE **NOW** TO
DOWNLOAD THE APP FOR YOUR TABLET

RECEIVE THE
LATEST ISSUE
WEEKS BEFORE
THE HARD COPY
IS AVAILABLE

DOWNLOAD NOW!

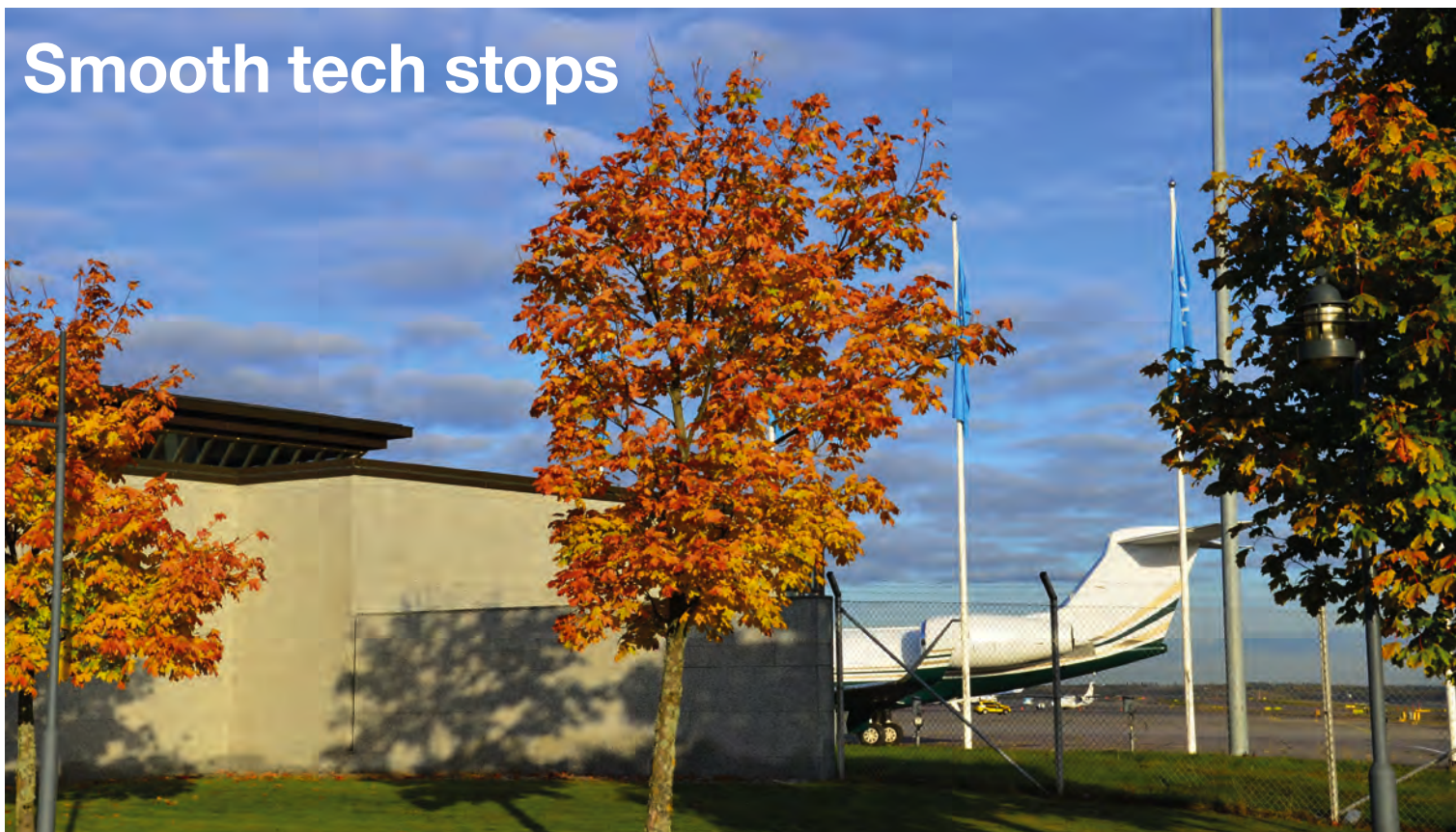
READ
ANYWHERE,
WITHOUT
WI-FI!



PLUS
**THE LATEST NEWS &
FREE MAGAZINE ARCHIVE**



Smooth tech stops



Since 2010 the FBO Helsinki Business Flight Center (BFC) has focused on developing services for various kinds of aircraft tech stops. There are two main benefits in using Helsinki for tech stops: the location is perfect between East and West and the airport and FBO services are open 24 hours a day all year round.

The number of tech stops at the airport has been steadily growing. FBO supervisor Erik Lindholm, who has worked for BFC for 20 years, says, "We have managed to create specialized procedures for tech stops and visiting aircraft. Our professional and experienced staff can identify different needs for different kinds of customers. Smooth service is a very important factor in tech stops. Of course it is equally important to provide fast service, but our number-one priority is to

provide the best customer service to passengers. After the passengers are in the limousine and on their way to the planned location, we have plenty of time to work with the crew."

One mentionable benefit for smooth and easy travel via Helsinki BFC is the on-site border control. As one of the easternmost points of the EU, Helsinki is the perfect place for entering Europe. "Many of our tech-stop customers from the East are using the opportunity to show passports while the aircraft is being fueled. This gives the passengers a real benefit as the rest of the flight is operated as a Schengen flight and the formalities at the final destination are minimal," explains Lindholm.

Various weather conditions are usually one of the things that people talk about when flying

to Helsinki. FBO manager Sami Simola is also in charge of apron services and he knows all the facts about turnaround operations. "For those who don't know, I can assure you that our winter know-how is the best in the world. Our airport maintenance staff are well trained and well equipped and, most importantly, well motivated," he explains.

According to Simola, Helsinki Airport has never been closed due to snow and the three-runway combination ensures that the flow of aircraft doesn't stop during strong winds. ✈

FREE READER INQUIRY SERVICE

FINAVIA

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
108 ✈

Revenue boost

Lower airport fees, faster turnaround times, 24/7 customs availability and superior customer service have long been hallmarks of Maine's Bangor International Airport (BGR), all contributing to its popularity as a tech stop on transatlantic routes.

Higher cargo revenues can now be added to that list of attributes, following the classification of the airport as an 'economic tech stop'. BGR marketing manager Risteen Bahr explains, "The term was coined following a study by Maine Maritime Academy and tested on visitors to our booth at the World Routes development forum in Chicago in 2014, where it found particular resonance with those involved in cargo.

"The premise is a simple one: using Bangor International as an economic tech stop allows aircraft to take on less fuel for the initial leg of their journey, thereby facilitating an increase in their payload by as much as 30%.

"So, if an aircraft is making a transatlantic crossing to or from anywhere west of the Mississippi, they can break their journey at BGR, where flexible fuel arrangements and contract pricing make us the most competitive fuel supplier on the East Coast, and top up for the next leg," she continues.

The economic tech stop business model is proving equally attractive to inbound and outbound traffic, though aircraft making BGR

their USA port of entry from overseas have the added benefit of clearing Customs and Border Protection more quickly due to the lack of congestion, according to Bahr.

"The largest aircraft to come through the airport stand to save US\$100,000 on a 40,000 gallon top-up. Add that to the ability to carry more cargo and you soon see why the economic tech stop concept is proving so popular," she adds. ✈

FREE READER INQUIRY SERVICE

**BANGOR INTERNATIONAL
AIRPORT**

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
109 ✈

Full package

Jet Source is the leading provider of aviation services at McClellan-Palomar Airport in Carlsbad, California, USA. From its humble beginnings in 1997, the company has grown into an FBO, an FAA Approved Repair Station for both airframe and avionics maintenance, and has more than 200,000ft² of hangar and office space, as well as a very successful aircraft management and charter program.

The company's FBO provides a comfortable waiting area, a customer service center and two conference rooms. Pilots have their own lounge, which includes a 108in projector screen, satellite TV and luxurious seating. Jet Source provides sleep rooms, showers and wi-fi. Pilots can purchase fuel, file flight plans and pick up catering. For added security of all aircraft, the facilities are gated and monitored 24 hours a day.

As an FAA Approved Maintenance and Avionics Repair Station facility, Jet Source is authorized to repair any and all types of aircraft and can provide mobile maintenance too. All of the company's maintenance and avionics technicians are factory trained and have decades of hands-on experience.

Jet Source's aircraft management program helps aircraft owners, individuals and businesses who frequently don't have the time or interest to oversee the daily upkeep that is required. Jet Source offers a turnkey ownership experience that includes search for and selection of pilots, oversight of all maintenance requirements, interaction with the FAA, flight planning and scheduling, aircraft storage and cleaning, and assistance in buying and selling. The company's managed clients have the option to add their aircraft to its successful charter program. The charter revenue generated can help reduce ownership costs while improving aircraft use and providing tax benefits as well.

Jet Source's charter department is ARGUS Platinum rated and Wyvern rated. The company's charter team provides a viable alternative for individuals and companies needing greater flexibility in choosing departure times and city pairs that might better fit their specific needs. Chartering provides greater flexibility to land at airports that are often much closer to the traveler's ultimate destination.

Companies also appreciate the ability to conduct business during flight in the privacy of their own jet, with the added security that private jet travel provides. This is a great opportunity to invite business associates and friends to join you at no extra cost. Charter aircraft are available in all sizes and prices, designed for a wide range of mission requirements.

Jet Source is open 365 days a year and on call 24 hours a day. ✈

FREE READER INQUIRY SERVICE

JET SOURCE

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
110 ✈

Save time

Having spent money to save traveling time in the air, business aviation customers expect to waste zero minutes waiting at the International Airport Kortrijk-Wevelgem in Belgium.

Flanders International Airport (FIA), the handling company at the airport, supports this aim and works in collaboration with the airport authorities to guarantee that the time between touchdown and the motorway network is less than 15 minutes, irrespective of the passenger's origin or the time they arrive.

FIA plans to make more investments in the near future to increase traffic flow through its facilities. Thanks to its compact infrastructure (aircraft taxi time of less than one minute and all services in one building), in-house border control, customs and professional handling resources, the company guarantees to provide the quickest possible service.

The passenger's car/limo/taxi will be waiting less than 400ft from the aircraft.

"Fleet operation managers often choose larger, well-known airports to be sure of the services, but they often drop their customers straight into congested road traffic at rush hour. We have no such traffic congestion within a one-hour drive of our airport," comments Guy Putman, general manager of FIA.

Within that one-hour range, there is a high concentration of international business and

cultural activities, as well as some of the area's most famous cities, including Ghent, Bruges and Ypres. Within a 30-minute drive of the airport is the Lille-Kortrijk-Tournai Eurometropolis in France, another extremely dynamic and growing area with connections to the European high-speed train network. Even Paris is only two hours away.

There are no slots imposed at Kortrijk-Wevelgem, meaning arrival and departure is quick and easy. "It's important for us to see our customers returning again and again, so we do everything to ensure that the Belgian high standards of living are always present. We can't do much about the pure technical flight experience, but we give the on-board catering the 'Belgian touch' so that the customers feel they are important to us, even when they're flying away," explains Putman.

Being a fast processing airport, Kortrijk-Wevelgem is perfectly suited for urgent, limited volume cargo, while the 24/7 availability and the airport's location (there are several university hospitals nearby), make it ideal for handling medical flights as well. ✈

FREE READER INQUIRY SERVICE

**FLANDERS INTERNATIONAL
AIRPORT**

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
111 ✈



Ground control

Iceland's Keflavik International Airport is approximately 30 miles from the center of Reykjavik and was built in 1950 as a NATO base. The airport is in operations 24 hours a day, 365 days a year and features long runways that are kept as clear and dry as possible, closing only in very extreme weather.

Keflavik is considered a gateway to Europe due to Iceland's Schengen treaty agreement, which limits the need for border control to most European countries, excluding the UK, Ireland and Switzerland.

IGS is the leading provider of ground services at Keflavik International Airport. The company is composed of three units: aircraft handling, inflight catering and cargo warehouse services. IGS provides the best possible service at the airport and has all the necessary infrastructure, equipment, facilities and, of course, decades of experience. In addition IGS is the only handling

company that can provide all necessary services in a one-stop shop at the airport.

IGS has been ISO-9001 certified since 2008 and works hard at providing consistent services in all aspects of handling. As of December 2014, the company is also ISO-14001 certified. IGS uses FBO One to keep track of all handling requests as well as Altéa Ground Handling for passenger- and load-control services.

The company has been the leading ground handler at Keflavik International Airport since 1964, providing services for civilian and military aircraft passing through the airport.

IGS FBO guarantees short turnaround times. With over 35 years of experience servicing countless private aircraft, the company is ready to meet any requirements quickly and reliably.

IGS offers three service packages for VIP and private aircraft:

- Quick turnaround – basic fuel stop;

- Overnight stop – fuel stop plus hotel arrangements, transportation, etc;

- Luxury stop – hotel arrangements, limousine, visit to the Blue Lagoon, Reykjavik VIP tour, etc.

The company offers all other ground handling services, including flight plan filing, weather briefing, VIP and crew lounge, liaison with customs, immigration and security, liaison with fuel supplier, transportation in the airport area and to and from hotels, and escort of crew and passengers. IGS can plan for other services on request, such as hotel arrangements, transportation, catering, hangar space, cargo handling, warehouse service and arrangement of trips to the nearby Blue Lagoon. ✈

FREE READER INQUIRY SERVICE

IGS

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
112 ✈

Something for everyone

Food connoisseurs, alpine adrenaline junkies, avid bluegrass fans and anything in between can find their passion in the Vail Valley. The slopes of Beaver Creek Mountain become home to the Audi Birds of Prey World Cup every December. Avon welcomes the WinterWonderGrass Festival in February, and every March the Burton US Open kicks off on Vail Mountain. In June the GoPro Mountain Game competitions return throughout Vail Village. With an award-winning FBO just 25 minutes from the mountain, the team at the Vail Valley Jet Center is prepared to provide unsurpassed quality service to make a trip into Vail Valley a seamless delight.

Ranked as one of *Professional Pilot* magazine's top FBOs in the USA for each of the past 12 years, the Vail Valley Jet Center is the largest aviation service company in the region. With an on-site customs agent, award-winning line technicians and aircraft greeters, the company provides all the resources to meet its customers' needs and exceed their expectations.

After a very successful 2014-2015 season, the team at the Vail Valley Jet Center is gearing up for another exciting winter in the Rocky Mountains. The company has recently completed construction of a 28,000ft² solar-powered hangar, bringing its total hangar space to 184,000ft². Additionally, the Vail Valley Jet Center has over 20 acres of ramp space and is fully equipped to handle all types of aircraft, from a Cessna 172 to a Boeing 767.

Two full-time concierges are available to assist with any accommodation needs, including hotel reservations, recreation and transportation. They can also help secure the latest ski and snowboard rental equipment, which can be delivered right to a customer's condo or



residence. In addition, the Vail Valley Jet Center offers an early hangar reservation program, which enables booking up to a year in advanced in one of its six heated hangars to ensure customers aren't left in the cold during the winter months.

The full-time, on-site, FAA certified airframe and powerplant (A&P) maintenance team is also available to offer quality, experienced service without the delay of outsourcing. With so much to do in the Colorado Rocky Mountains, the Vail Valley Jet Center delivers the opportunity to enjoy the winter play ground by offering pilot perks. These include passes to the famous

Glenwood Hot Springs pool for every 400 gallons purchased or a complimentary lift ticket to any of Vail Resorts' world class ski mountains with every 1,000 gallons purchased.

No matter what travelers are looking for, the Vail Valley has it and the team at this award winning FBO is prepared to accommodate any travel needs. ✈

FREE READER INQUIRY SERVICE

VAIL VALLEY JET CENTER

To learn more about this advertiser, visit www.ukipme.com/info/bai NOW!

READER
INQUIRY
113 ✈

Business Airport

INTERNATIONAL

Join our LinkedIn group page at www.BusinessAirportInternational.com



The *Business Airport International* team will be at the NBAA Schedulers & Dispatchers Conference in Tampa, Florida, January 19-22, 2016

Come and meet the team on stand 839!

Business Airport International will be distributed at Schedulers & Dispatchers 2016.

On the web

- Industry analyst Robert Mark explains why the rising popularity in one-pilot aircraft is creating operational challenges for staff on the ground
- Gudmundur Olafsson from IGS Ground Services discusses the challenges of providing ground handling in Iceland

Visit www.BusinessAirportInternational.com for more exclusive interviews and industry opinions

Latest subscribers

- **Tabitha Knowles**, associate director – aviation, Nathaniel Lichfield & Partners
- **John Kay**, FBO manager, Aviapartner Executive
- **Bettina Auwaerter**, flight operations manager, BMW Group
- **Kurt Sendlein**, airport manager, CAA/Groton-New London Airport
- **Andra Wickham**, administrative assistant, Grenada Airports Authority

In the next issue

- Unmanned aerial vehicles regulations and what they mean for business aviation operators
- A guide to flying to France
- Business aviation developments in Chicago
- The latest news and views from industry experts... and much more

Contact our sales team to be involved!

Jag Kambo, publication manager: jag.kambo@ukipme.com
Web: www.BusinessAirportInternational.com

Subscribe at www.ukipme.com/bai

Index to advertisers

Aerolux.....	33, 55	Fontainebleau Aviation.....	30	Sapura Aero	58
Air Service Basel GmbH	60	GA Partner.....	60	Signature Flight Support.....	25
Air Total	Inside Back Cover	GlobalSelect.....	11	Skylink Services Ltd	15
Bangor International Airport	60	IAM Jet Centre.....	Inside Front Cover	Southair Iceland	22
Business Airport International Online Reader Inquiry Service	39, 52, 70	IGS Ground Services.....	47	Sundt Air Executive Handling	47
Brooksville – Tampa Bay Regional Airport & Technology Center.....	30	Jet Aviation	13	Tampa International Airport.....	28
DC Aviation AI-Futtaim LLC	19	Jet Source	66	Tradewinds Kenya	9
Finavia Business Flight Center.....	3	KaiserAir	66	Vail Valley Jet Center	50
Flanders International Airport NV	50	McKinney Air Center.....	17	www.businessairportinternational.com	79
		NEXUS	Outside Back Cover		

Business Airport

INTERNATIONAL.COM



- › All the latest news ‹
- › Exclusive features ‹
- › Industry interviews ‹
- › Expert opinion ‹
- › Video gallery ‹
- › Recruitment section ‹
- › Digital edition and magazine archive ‹

www.BusinessAirportInternational.com

Captain Eric 'Winkle' Brown is famous for holding the world record for flying the greatest number of different aircraft – 487 in total. *Business Airport International* speaks to him about his experiences in business aviation and his advice for those looking to emulate his success

Words | Hazel King

"It is important that every time you take somebody else with you on an aircraft, you have prepared yourself properly for the situation"

What advice would you give to others who want a career as successful as yours?

Prepare yourself for it – this has to go a long way back. It means you've got to start getting interested in physics and mathematics at a young age in school – not everyone's favorite subjects – but if you get involved in that you're preparing yourself for the role. And once you get into this business, you'll never regret it.

The joy of aviation comes from the injection of adrenaline into your system while flying. I have loved being involved in something that offers you an almost permanent state of excitement. I have loved every moment of my aviation career, and I wouldn't change a thing.

Describe one of your most memorable aviation experiences

In February 1938, I was invited to see the first helicopter, the Focke-Wulf 61, fly in the Deutschlandhalle sports stadium in Berlin, with the famous female pilot Hannah Reitsch at the controls. This helicopter looked rather like a normal aircraft fuselage with two outriggers, on each of which was a rotor. During the practice, Hannah got into the helicopter and lifted it about 30ft off the ground in front of a few people, demonstrating all the things she could do. Everything was ready for the main demonstration in the evening.

However, the organizers hadn't considered all the circumstances. There was a crowd of 5,000 people ready to watch Hannah's demonstration, but as she gave it full power, she rose just three inches off the ground! Nothing would persuade the helicopter to go any higher. What could possibly be wrong? This is when I realized the importance of situational awareness in aviation.

Suddenly some bright spark realized that the helicopter had a naturally aspirated engine – but where was the air? Everyone was breathing it! So we decided to open the hangar-like doors and then up the helicopter soared. Hannah did her stuff to muted applause because the gentlemen's hats were all over the place and the ladies were specializing in birds' nests for hair, and altogether it wasn't a highly successful occasion! 

Aviation pioneer

How has safety changed in the business aviation industry since you began your career?

Times have changed dramatically since I began flying. There aren't the types of aircraft around now that we had in those days. I have flown about 500 different types of aircraft and for each one I made a card with the vital safety essentials – not just routine things like RPM on take-off, but emergency things. They are in the handbook, of course, but they're the sort of things that don't penetrate unless you've flown the aircraft for a long time. I had one of these cards on my lap every time I flew. I never once flew without these emergency procedures. We've moved on a long way from that and things have improved no end. The safety of aircraft is steadily improving as the industry develops.

How can safety be further improved in the business aviation industry?

We must expand our awareness and look at the whole rather than the parts. To me, it is important that every time you take somebody else with you on an aircraft, you have prepared yourself properly for the situation. It's easy to make sure the bits and pieces are working, but remember to expect the unexpected.

I think business aviation safety can be improved by further, wide-ranging research into all aspects of aircraft engineering and handling, with the introduction of new standards such as IS-BAH going a long way toward these improvements. A continuing emphasis on airmanship and real flying skills should be a fundamental part of training for all business aviation pilots.

What is your favorite aircraft and business aviation airport?

My favorite piston is the de Havilland Hornet, which was a successor to the Mosquito. It is a single pilot, twin-engine aircraft, but is over-powered and there aren't many like that. It was wonderful. On the jet side, I like the F-86 Sabre – the Model E – because it had a flying tail, which helps to ease you through the sound barrier, and I loved it because it has got what every pilot looks for – perfect harmony of control. You don't have to fly it; it flies you.

As for my favorite business aviation airport, I would have to choose the London Heliport in Battersea for its ability to service the heart of London and its spectacular location on the south bank of the River Thames. Sywell and Fair Oaks are also firm favorites.

24/7 hotline

More than 180 airports

Online
fuelling
authorization

Online
competitive
pricing



Just a click away from serenity

Air Total, **a market leader in Europe and Africa**, has been a supplier of Jet Fuel to the Aviation Industry since 1955. We offer to airline companies specialized in business aviation a Fuel Card with **high added value services** which is accepted at more than 180 airports within our network.



To apply for Air Total International Fuel Card and take advantage of all its benefits, contact us by phone : **+33 (0) 1 41 35 65 44** or by e-mail: **rm.carte-ati@total.com**

www.airtotal.com



You know where to turn



TOTAL



nexus



MAKE YOUR CONNECTION.



nexus

www.nexus.aero

Our Locations

Jeddah Riyadh Hong Kong Manama Mumbai Monaco Kigali Vienna Shanghai Yardley