Business Airport

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GROWTH IN EASTERN EUROPE AND RUSSIA; GRAHAM STEPHENSON ON TRAINING; BEST CUSTOMS AND IMMIGRATION PRACTICE; POLAND AND UKRAINE GEAR UP FOR EURO 2012





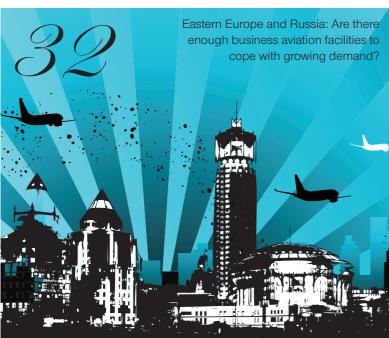
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6 Arrivals lounge

New concepts, facilities and equipment

12 EBACE 2010 preview

FBOs exhibiting at EBACE 2010 reveal the facilities, capabilities and upgrades they will showcase

14 Interview: Graham Stephenson

Over 50 years in aviation has taught Graham Stephenson the importance of training

22 Interview: Signature Flight Support

Signature Flight Support's David Best provides an update on VIP Cyber Port and its pre-clearance approval at Shannon Airport

88 Business Airport International Expo Index to advertisers



56 Planning ahead

Skylink Services is soaring with its new Executive Terminal and head-of-state lounge, opening in June

60 Opportunity knocks

DC Aviation saw the potential for business aviation on the island of Malta, and is now actively supporting its growth

64 Many happy returns

Arrindell Aviation Services is marking two decades of success in Sint Maarten

66 Bridging the gap

RusAero is working hard to simplify travel between Europe and Russia

68 All aboard

TLC not only runs an FBO for aircraft, with a sister company in the yacht business it can offer seafaring customers a seamless experience

70 A warm welcome

St Thomas Jet Center in the Virgin Islands is expanding its services with a new customs facility and enlarged fuel farm

72 Big business

ASE Handling is benefiting from Scandinavia's strong economy

74 Expand and conquer

Ocean Sky's network is growing with investment in new Jet Centres in Europe

76 Russia with love

Vipport takes care of business aviation services at Vnukovo International Airport's third terminal

77 Irish charm

Shannon International Airport is not just a port of call for preclearance to the USA, it is also a gateway to Ireland's stunning Shannon region

78 Smooth transition

Alliance Aviation aims to ensure customers have the best experience possible when they visit the Virgin Islands

80 Stress-free service

FBO 2000 at Antigua's V. C. Bird International Airport allows passengers to avoid the hustle and bustle of the airport's main terminal building

82 Gaining ground

Euro Jet, which provides ground support services at airports across central and eastern Europe, recently launched an aircraft handling business at Baneasa Airport in Romania

84 Alternative hubs

The IDRF – which represents German regional airports over dealings with public authorities, the EU, and unions – presents four of its member airports

86 Classic combination

Marshall Business Aviation offers efficiency and luxury to customers at its integrated MRO and FBO



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Welcome

Welcome to the second issue of *Business*Airport International. The response to the first issue, published in January this year, was nothing short of overwhelming, with executive jet owners and operators clearly hungry for a magazine that is dedicated to showcasing the latest news and developments in FBOs and business airports from around the globe.

This second EBACE special issue builds on that initial success, with more exclusive features. For example, check out the exciting new ideas and facilities in our 'arrivals lounge' section on page 6, which features Hawker Pacific's stunning new Shanghai base. Or how about learning more about developments at some of the leading FBOs? Turn to page 22 for an update on Signature's VIP Cyber-Port trial, or to page 56 for details of Skylink Services' new Executive Terminal and head-of-state lounge.

We have also interviewed a host of leading industry figures for in-depth discussions on topics ranging from best customs and immigrations practices (page 50), to how business airports are differentiating from their competitors with first-class crew rest facilities (page 44). Dallas's Business Jet Center at Love Field, for example, features NASA-style zero-gravity chairs, fish tanks, and a miniature indoor putting green!

As you'd expect in an EBACE special, European issues are to the fore in this edition. You will find details on preparations in Poland and Ukraine for the EURO 2012 football tournament (page 38); discover more about London's developments for the 2012 Olympics (page 26); and learn about the significant growth and trends in eastern Europe and Russia (page 32). Russia in particular, as such a vast country with a huge wealth of natural resources, has naturally become a business aviation hotspot, but new facilities are needed to meet growing demand: "Before the economic crisis. Vnukovo

almost reached capacity with regards to passenger numbers, therefore some users are starting to look at Sheremetyevo International Airport and Moscow Domodedovo Airport as alternatives," says David Macdonald of aircraft charter broker Air Partner, which is increasing its presence in Russia. "A new dedicated business facility at either of these airports would certainly be a great asset for the Russian business jet market." And this is exactly what is planned at Sheremetyevo...

Perhaps the most exciting story in between the covers of this magazine can be found on the back page, because that's where you can learn more about Business Airport World Expo (as well as checking out the ads on pages 17, 19, and 20)! From the publishers of this very magazine, Business Airport World Expo will take place from March 1-3, 2011 within the modern, on-site exhibition facilities at Farnborough International Airport, UK - itself a world-leading business aviation hub - and will showcase FBOs and business airports from around the world to you, the executive jet owners and operators. The three-day exhibition will in effect bring the pages of Business Airport International to life and we fully expect that all 150 stands at the 3,150m² exhibition facility, which overlooks the runway at Farnborough, will be sold out very soon, Indeed. at the time of writing this foreword, over 30 FBOs have already confirmed their participation – and we only announced the Expo three weeks ago! It certainly looks set to be a very exciting event.

In the meantime, we will continue to bring you the latest and greatest news and views from all over the world. If developments in the industry continue at this pace, I might need one of those zero-gravity chairs! <

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Editor, Business Airport International



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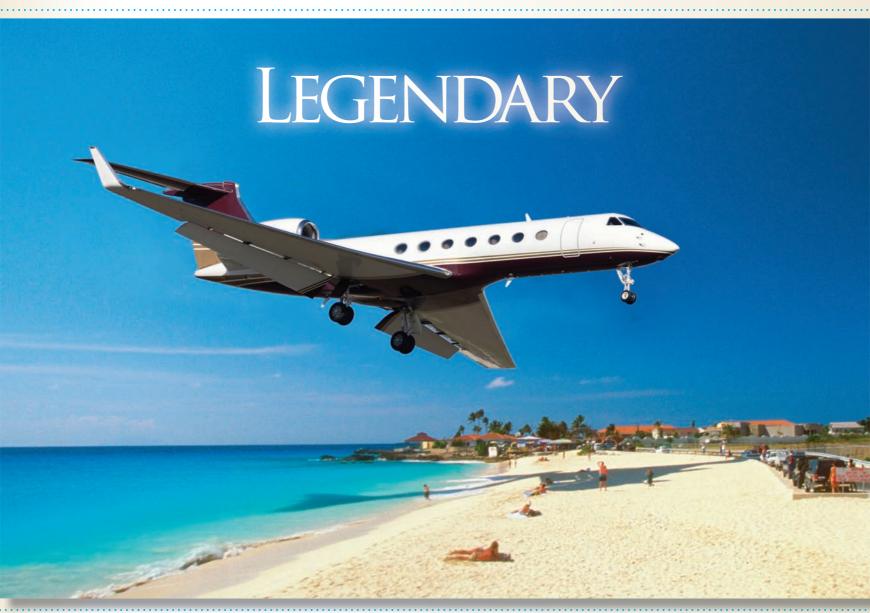
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Modular heliport could transform luxury travel in the Middle East

A modular heliport design has been unveiled with all facilities fully integrated. Its creators, Gary Doy and Howard Guy of international design consultancy Design Q, designed it to transform VIP travel, particularly around the Middle East.

The proposition is for VIP customers' vehicles to drive right up to the heliport, step straight from their car into an air-conditioned luxury lounge, where they can enjoy a quick check-in. The whole lounge module then raises or lowers, as required, so VIPs can step straight out onto the appropriate landing port and into their helicopter.

"The idea behind the heliport is that the whole transport experience becomes seamless and opulent – it almost takes on a space station feel," said Doy. "The 'door-to-door' nature of the design means we can virtually remove transfers between vehicles, departure lounges and your helicopter. The effect is air-conditioning throughout the journey and fast travel, in total luxury."

As the heliport is modular, it can be constructed specifically for major events, such as Formula 1 races and conferences.





Hawker Pacific opened a new FBO at China's Shanghai Hongqiao International Airport on March 26. The Shanghai Hawker Pacific Business Aviation Service Centre (SHPBAS) is a joint venture between Shanghai Airport Authority and Hawker Pacific. Shanghai Airport Authority is the owner and operator of Hongqiao International Airport and Pudong International Airport.

VIP services include executive lounges with access to a boardroom, private meeting rooms, PCs with internet access, telephones, scanner, fax, photocopiers, on-site shower and changing room facilities. Security measures include CCTV cameras, 24-hour security guards, access-controlled security doors, and direct airside access for VIP cars.

There is also a dedicated crew lounge providing PCs with access to the internet and flight planning tools, a document library, lounge chairs that convert into full-length beds, TV and DVD, shower and changing room facilities, a bar, plus light refreshments.

SHPBAS's aircraft services include parking, hangarage, towing, fueling and aircraft detailing.

www.fboshanghai.com





Jet Aviation and Universal Aviation team up at Le Bourget

Jet Aviation has signed an agreement with Universal Aviation France to establish a line maintenance and AOG operation at Le Bourget near Paris, France. Pending EASA approval, it should be fully operational in May.

The new operation will provide line maintenance services, small inspections and AOG support for various aircraft types, including Airbus, Boeing Business Jets, Bombardier and Gulfstream.

The deal means Universal Aviation can make maintenance services available to its customers through Jet Aviation, and Jet Aviation will benefit from Universal Aviation's operational infrastructure, including a 3,000m² heated hangar, VIP lounge, crew lounge, conference facilities and ramp access. Operators using Jet Aviation's maintenance services will also benefit from discounts on Universal Aviation's ground support services.

"Having this new capability from Jet Aviation at our facility at Le Bourget will be a great benefit for aircraft that require line maintenance when they come into the airport," said Sandrine Jackson, managing director of Universal Aviation France. "It is a need that is not met today and will be welcomed by our customers and other operators flying to Paris."

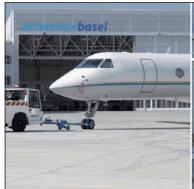
www.jetaviation.com

Supermarine of Little Rock opens new FBO and heated hangar facilities

Supermarine of Little Rock, based at Little Rock International Airport in Arkansas, USA, recently completed and opened two new facilities to serve the general and business aviation markets – a 10,000ft² FBO and a 23,000ft² heated hangar. An additional 50,000ft² hangar is scheduled for completion later this year. Supermarine of Little Rock is a recent addition to the Avfuel network of branded FBOs.

Customer and pilot amenities include US customs service, a large concrete ramp, and a spacious terminal with two telephone work areas, two executive conference rooms and wireless internet. The pilots' lounge features a large television, two snooze rooms, and a fitness/ weight room complete with shower.

www.supermarine.com, www.avfuel.com









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NetJets Europe sees the silver lining in volcanic ash cloud

NetJets Europe says it has seen demand for its flights surge, as customers seek to avoid the disruption to transport services caused by the volcanic ash from Iceland. In-bound customer enquiries were up 61% over the previous week.

While the airspace restrictions that applied to all other operators also impacted NetJets Europe, it managed by arranging ground transportation from affected areas to airports that were not affected. It was then able to reposition aircraft to take customers to and from open airports. In one

but needed to join their family in Venice. No flights were allowed out of Paris, but NetJets arranged ground transportation to Auxerre Airport outside the city and then positioned an aircraft and crew to take the customers to Venice before the airport closed.

Then, when restrictions were lifted, NetJets was quick to respond, and was the first business jet operator to land at Luton Airport once the ban had been lifted. News of the reopening of the airport reached the pilots while in the air, and they were able to re-route the flight to Luton following the customer's request.



Expansion for Saker Aviation Services at Garden City

Avfuel-branded FBO dealer Saker Aviation Services, based at Garden City Regional Airport in Kansas, USA, has moved into a larger facility. The expansion comes in conjunction with the company's recent rebranding efforts and name change from FirstFlight. The location offers a full-service FBO with charter, aircraft rental, flight instruction and maintenance, as well as many amenities and pilot services. Two more locations have been rebranded as Saker Aviation Services – Wilkes-Barre/Scranton in Pennsylvania and the Downtown Manhattan Heliport in New York.

ProJet Aviation opens facility at Leesburg Executive

ProJet Aviation, an aircraft management and charter company, has opened a new corporate aviation facility at Leesburg Executive Airport in Virginia, USA. The facility features over 25,000ft² of hangar and office space, and fuel services for corporate aircraft. The Leesburg expansion will complement ProJet's existing flight operations in Winchester and Manassas.

The airport's growth plan includes a runway extension, additional hangars, and an aircraft control tower. "ProJet is exactly the type of company that can help stimulate economic expansion, and attract new users," said Timothy Dieke, Leesburg airport manager. www.projetaviation.com

Heritage Aviation at Burlington expands to 24-hour service

Heritage Aviation, an FBO at Burlington International Airport in Vermont, USA, has expanded its hours of operation to offer 24-hour service, 365 days a year, with US customs and all amenities on-site.

The 79,300ft² facility features a large heated hangar, forced air de-icing, aircraft detailing, pilots' lounge, movie theater, snooze rooms, exercise room, showers, conference rooms and a luxury passenger reception area. There is also a maintenance and avionics part 145 repair station on-site. The facility is partially powered by renewable resources including solar and wind energy from an on-site wind turbine.

"Pilots from around the world have said Heritage Aviation is the finest FBO they've visited and wished we were open around the clock," said Rheal Gagnon, director of FBO services for Heritage Aviation.

www.heritagefbo.com





Virgin Galactic's commercial manned spaceship, VSS Enterprise, successfully completed its first captive carry test flight in March, taking off from Mojave Air and Spaceport, California. VSS Enterprise remained attached to its WhiteKnightTwo carrier aircraft, VMS Eve, for the duration of the two hours 54 minutes flight, achieving an altitude of 45,000ft (13,716m).

Both vehicles are being developed for Sir Richard Branson's Virgin Galactic, by Mojavebased Scaled Composites. Founded by Burt Rutan, Scaled developed SpaceShipOne, which in 2004 claimed the US\$10 million Ansari X prize as the world's first privately developed manned spacecraft. Virgin Galactic's new vehicles share much of the same basic design but are being built to carry six fare-paying passengers on sub-orbital space flights.

Virgin Galactic has already taken around US\$45 million in deposits for space flight reservations from more than 330 people wanting to experience space for themselves.

The VSS Enterprise test flight programme will continue though 2010 and 2011, and is planned to progress from captive carry to independent glide and then powered flight, prior to the start of commercial operations.

www.virgingalactic.com

ACI takes over FBO at Bakersfield, California

Aviation Consultants (ACI) has established a new corporate jet center and maintenance facility in Bakersfield, California, USA. Epic Jet Center and Precision Aviation Services (PAS) recently closed their doors in Bakersfield and ACI saw an opportunity to expand. "Although we have chosen to keep the names the same, current and prospective clients can expect a fresh new look and feel to the Epic Jet Center

and PAS," said Bill Borgsmiller, president of ACI and the San Luis Jet Center.

Epic Jet Center offers a variety of services, including fuel, flight planning, Hertz rental cars and aircraft cleaning. The modern facility was completed in August 2007 and features a pilots' lounge, passenger lounge, showers and conference room.

www.epicjetcenter.com

SCHOPF unveils new electric aircraft tow tractor

SCHOPF Maschinenbau, one of the leading manufacturers of specialist vehicles for civil and military aviation, has launched a new F110 electric aircraft tow tractor, in the 16 tonne weight class.

From a technical point of view the layout of the tractor has been kept as simple as possible to meet operator requirements. Power is stored in lead-acid batteries available on the market today, and SCHOPF says they will be easily replaceable as and when new technology batteries become available. Battery recharging is carried out by standard battery chargers.

The tractor is driven by two electric motors connected directly to the drive axles of the four-wheel steering system. Infinitely variable speed control is made possible by modern electronics, while the braking and steering functions are hydraulic and the same as the systems used in the existing diesel version.

The prototype of the tractor was tested at Stuttgart Airport. "Pushbacks and transport runs

went without problems or breakdowns, which is remarkably good for a prototype. Drivers and pilots alike were won over by the gentle starts and acceleration during pushbacks. All scheduled pushbacks, which are normally carried out by diesel-driven SCHOPF tractors, were performed using the E-Tractor," said operations manager Henrik Sickinger.

Naturally, electric vehicle charging stations need to be installed at the airport.

www.schopf-gse.com



NATS Services helps air traffic take off for FIFA World Cup

Consultants from NATS Services have been working with partners in South African air traffic control to reshape procedures at one of the country's main airports to ensure thousands of extra flights taking place because of the FIFA World Cup can be managed safely and efficiently.

Air Traffic Navigation Services South Africa (ATNS) called on NATS Services to support its preparation by reviewing and updating procedures at King Shaka International Airport in Durban.

"What we have built together are new procedures fundamentally to improve capacity," said Alec McLaren, project manager for NATS Services. McLaren added that the brief was to ensure compliance with international air traffic standards and to design new instrument procedures, which incorporate the latest satellite navigation technologies for the FIFA World Cup and beyond, when air traffic volumes are forecast to rise.

The tournament is scheduled to commence on June 11 and end on July 11.

www.nats.co.uk

50 years of business aviation at Le Bourget

Dedicated business aviation airport Le Bourget celebrated its 50th anniversary on April 19. Le Bourget was built in 1919 and has hosted the Paris Air Show since 1951. It was at Le Bourget that Charles Lindbergh landed on May 21 1927, after the first non-stop transatlantic flight. On March 17 1960, IBM World Trade's aviation division, later to become Euroflight, based an Aero Commander 680 there -the first business aircraft at the airport. At the controls were Charles McKinnon, then head of operations, who imported the US model of business aviation to France, and François Chavatte, a fighter pilot and co-founder of the EBAA, who would head up IBM's European fleet for 40 years.

Pioneers such as Euralair (which operated the first Learjets and Unijet), the launch company for the Falcon 20, and then, in the 1980s, Europe Falcon Service (which would later become Dassault Falcon Service) established themselves at Le Bourget. Business aviation coexisted with commercial airlines for over 20 years, until scheduled flights moved to Roissy CDG and Orly in the 1970s and 1980s.

Le Bourget, less than 15km from downtown Paris, has three runways, 70,000 annual flights, and employs more than 5,000 people.

www.aeroportsdeparis.fr

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Show preview

FBOs exhibiting at EBACE 2010 (May 4-6, Geneva, Switzerland) reveal the new facilities, capabilities, and upgrades they will showcase at the event



PACKAGE DEALS

For safety reasons, Roskilde Airport in Denmark is introducing mandatory handling of both private and commercial aircraft using the airport's apron with a MTOM above 3 tonnes. The mandatory handling includes, among other things, marshalling of aircraft onto the apron, and ensuring compliance with regulatory requirements for dynamic critical security restricted areas at the airport. Roskilde Airport

will therefore offer two different ground handling categories – light handling (applicable to aircraft with a MTOM between 3 and 20 tonnes), and premium handling.

With light handling – the airport's basic product, available from 07:00 to 22:00, aircraft will receive free GPU for 30 minutes, free apron parking for six hours, free car parking, and a marshall service to assigned parking

on the main apron in front of the terminal. Premium handling, which must be ordered in advance, is coordinated by the airport's handling agent, Roskilde Executive Handling. It includes personal assistance by FBO staff and free access to the VIP lounge and crew lounge, both of which offer free refreshments, newspapers, magazines, TV. and wireless internet service.

www.rke.dk





REPAIR AND CARE

Air Service Basel has just been granted certification as an FAA repair station in Switzerland. The company has also extended its capabilities to include line and base maintenance for Hawker 700/800/800XP and Citation Ultra models, and is now offering full VVIP handling and FBO services at EuroAirport Basel-Mulhouse-Freiburg. The facility boasts a pilot briefing room, wireless LAN, fuel on request, customs clearance, a passenger lounge, and aircraft parking.



FAMILY AFFAIR

www.airservicebasel.com

RayaJet will showcase its executive jet charter enterprise, which is headquartered in Amman, Jordan. As well as organizing charter flights, RayaJet's offerings include aircraft management, aircraft handling, medical evacuation, dining, and onboard catering. It also has a private VIP lounge.

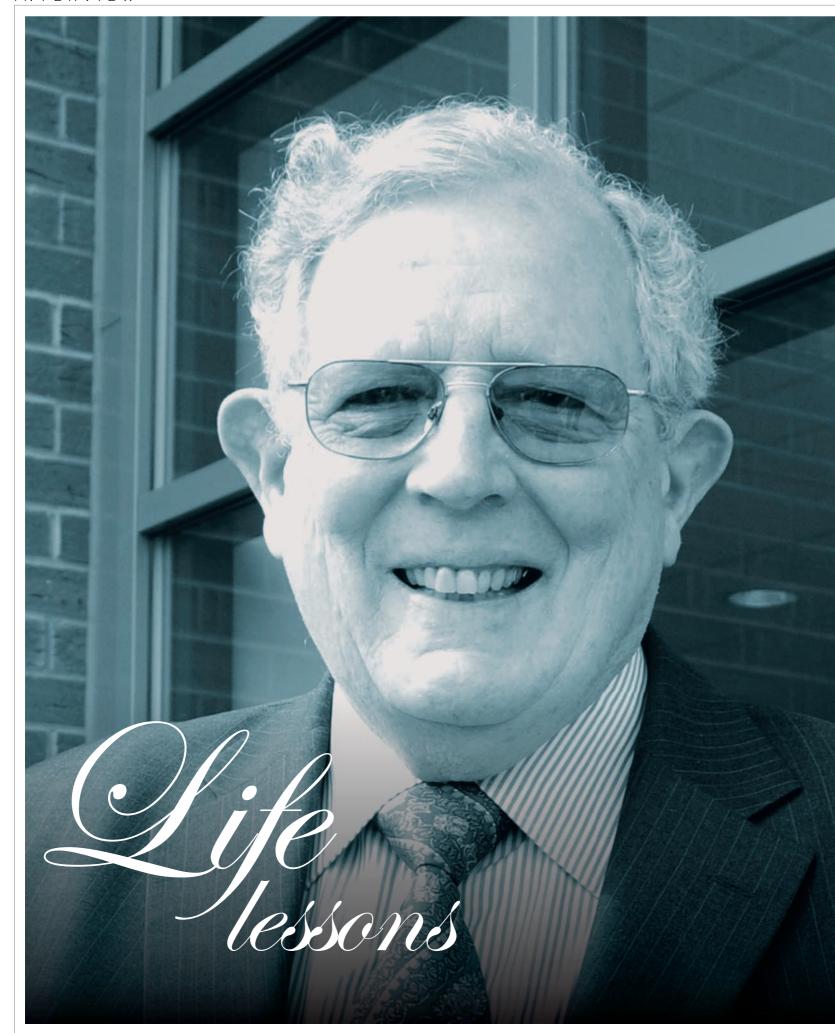
RayaJet's sister company, SAMA for aircraft handling, has bases at three airports in Jordan – Queen Alia International Airport, Amman International Airport, and Aqaba King Hussein International Airport. The company's range of ground handling supervision services for executive aircraft and passengers include refueling, parking, cleaning, catering and floral decorations, flight clearances and overflight permits, flight planning and weather updates, limousine services and car rental, hotel accommodation, crew lounge, business center facilities, customs, immigration, and baggage screening facilities.

www.rayajet.com, www.sama.com.jo

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www.signatureflight.com





Over 50 years in aviation has taught
Graham Stephenson the importance of training

Words | Izzy Kington

In March, Graham Stephenson was handed a lifetime achievement award from the organizers of BA Meet-Up. The award was recognition for a career spanning over 50 years and including crucial roles in the establishment of some of the world's top FBOs – Jet Aviation Jeddah, the Jet Centre at London City Airport, and SkyPark Malaysia, to name but three.

It's certainly an impressive CV – 21 years in commercial and 23 in business aviation. Stephenson started out in 1958 as an apprentice at British European Airways (BEA), moving to British Overseas Airways Corporation (BOAC) in 1966, where he was to become an airport manager, and was sent all over the world – taking in Tehran, Toronto, Dubai, Karno, Tel Aviv, Rome, Zurich and Moscow.

"BOAC sent its airport managers all around the world to all the airports it operated to, and we had to do all the technical work, like flight planning, which was all done manually in those days, and load sheets, which were also all done manually. So we had to be fully trained and licensed by BOAC as dispatchers," he says.

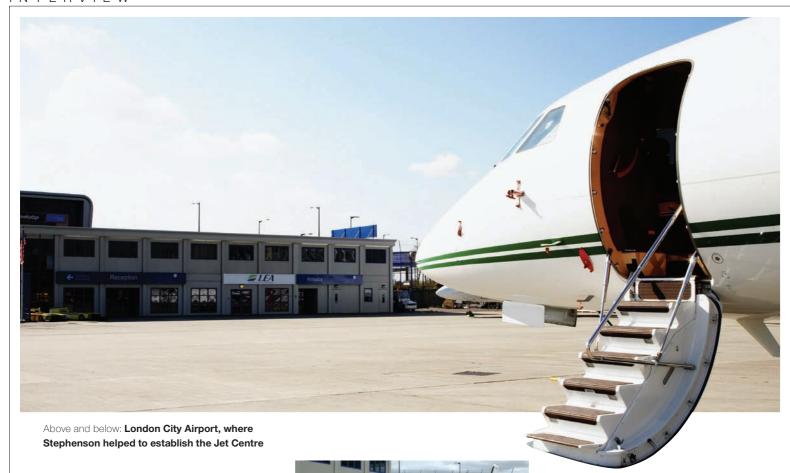
In 1973 Stephenson was sent to Zurich to merge BEA and BOAC's operations into one British Airways (BA) operation. He then ran BA's handling operation at Gatwick Airport until 1979, when BA shed 20,000 jobs – a result of the earlier merger. Stephenson took a 'golden handshake' and became director of development at Luton Airport. Wanting to get back into the airlines, he then went out to Saudi Arabia, working for Saudi Arabian Airlines for four years, subsequently taking over Jet Aviation's Saudi

Supersonic private jet

Just after setting up Jet Aviation's FBO at Jeddah, Stephenson and his family got a trip of a lifetime – on a near-empty Concorde that was positioning from London to Jeddah. The supersonic aircraft parked right outside his office. "That was quite exciting because no-one's really done that, flown on an empty Concorde," he says. "Even if you've got a Global Express, you don't get to park it outside your office!"



Left: Graham
Stephenson
Above and right:
Stephenson's
snapshots from
the day he flew on
Concorde to Jet
Aviation's FBO at
Jeddah, Saudi Arabia



Arabian operation and building the company's FBO in Jeddah. "I project managed the design, construction, outfitting and launch of the FBO," says Stephenson. "This meant dealing with the authorities, getting all the equipment that you need for an FBO, getting the staff trained and getting the business in."

Commercial crossover

Stephenson's commercial experience also came in useful in Saudi Arabia, enabling him to set up a lucrative line maintenance operation. "I got the contract with British Airways to do its line maintenance on B767 aircraft and then once I'd got British Airways, I got Air Lanka, Royal Brunei, Air Outre-Mer, Gulf Air and Egypt Air," he says. "It was all on contract and brought in good revenue, and it was my airline experience that gave me that opportunity."

Following his success in Jeddah, Stephenson was asked to go to London City Airport in 2001 to develop its FBO. "They thought there was a business opportunity there," he says. "So I developed the FBO, hired the FBO manager (Darren Grover, who's now the COO at London City Airport) and within a few short years, they went from three movements a day up to 80 movements a day."

About 40 of these movements were NetJets aircraft. Stephenson says the establishment of that company had a huge effect on the industry. "That made an enormous difference, because it brought general aviation to a lot of people who otherwise wouldn't have been able to use it," he says. "Until then, it had been mainly people with their own aircraft, so enabling people to have a

"Get as much training as you can, as early as you can, alout all aspects of the industry that you're in"

share in an aircraft opened the gates. There was a big explosion in general aviation, just after we completed the Jet Centre at London City Airport."

Stephenson was then hired by ExecuJet to help at its Zurich FBO, later opening FBOs for the company in Berlin and Kuala Lumpur. The Kuala Lumpur FBO, a joint venture between ExecuJet and Hawker Pacific, was a particular challenge for Stephenson, who was supported by representatives from both ExecuJet Australia and Hawker Pacific in Singapore. The companies wanted to set up a business aviation hub for Asia, but the facility built by Sky Park at what was formerly the city's main international airport, Subang, was in reality just a lounge. "I had two weeks to turn a lounge into an FBO and we had

no telephones, no radios, no internet, in other words, no communication with the outside world," says Stephenson. "It's not easy to get telephone lines and internet lines in and radios approved and on an airfield in a short space of time, so that was quite a challenge. There was also some resistance to a foreign company taking up residence there."

Despite having 'retired' in August 2009, Stephenson now works as an ad-hoc consultant. Recent projects include helping ExecuJet at its Zurich FBO during the World Economic Forum in January, and with the organization of the General Aviation Terminal operation in Berlin in February. He is also working with Rizon Jet ahead of its launch at Biggin Hill. He says the facilities there will be "a challenge to Farnborough".

Training

Asked what advice he would give to someone just starting out in the business, Stephenson's response is clear. "Get as much training as you can, as early as you can, about all aspects of the industry that you're in," he says. "I could do everything after my BEA training – ticketing, reservations, operations, load sheets, load planning, dispatch, I even did route planning. You have the opportunity to see the whole industry and then you can pick out what area actually interests you and pursue it."

In fact training is clearly something that Stephenson thinks is vital not just for individual development, but to the wider success of organizations. "It's something that if you're running a very tight operation, you can't really afford to do, but it is vital if you are going to run



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"Most FB Os don't have someone who has time to set aside to instruct a new staff member"





Top left and top right: **ExecuJet's FBO in Zurich** Above and right: **SkyPark Malaysia**



a successful business," he says. "Pilots are well trained, engineers are well trained, cabin crew are well trained, but people that handle business aviation on the ground are not always very well trained and they need to be better trained, in order to be safer and give a better service."

To address this need, Stephenson, working with London City Airport, has been advising London Metropolitan University (which already does Air Transport Pilot Licence Ground School) on content for an online course aimed at FBO staff. "The reason FBO staff are not well trained is because the money is not there to send them away on a training course and most FBOs don't have someone who has time to set aside to instruct a new staff member," says Stephenson. "The only way at the moment is having them sit with you for a couple of weeks and pick up what they can as you go along, which I thought was

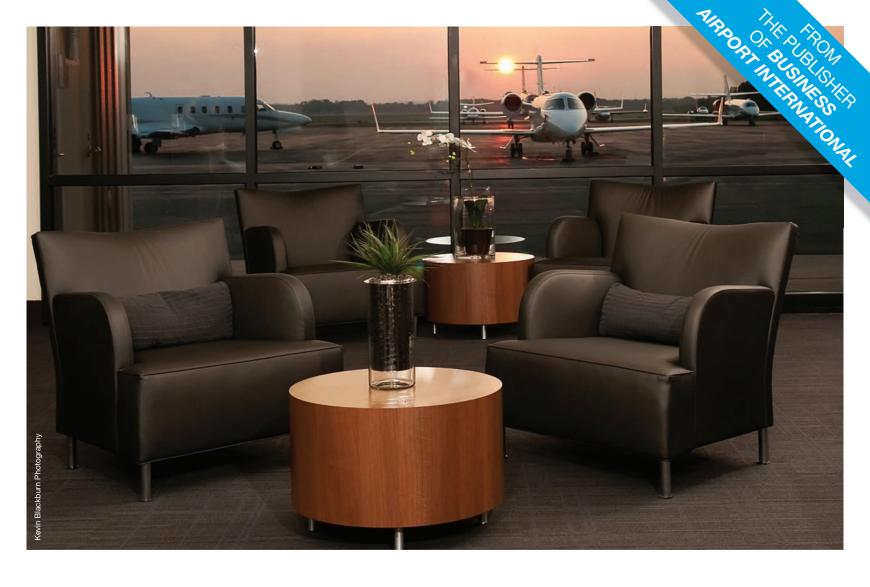
very unsatisfactory, because people learn very slowly. They have to know a lot of very simple things, like what's IATA and what's ICAO? Why are there three letter codes and four letter codes? What does CFMU mean? What do STA, ETA and ATA mean? What are the differences? What's a TAF and what's a METAR? And how do you read a TAF and a METAR?"

As well as priming staff to be able to handle customer demands and understand the industry's terminology, the course will also aim to promote safer, more secure operations. "FBOs really need to be licensed. Anyone could go and set up an FBO on an airfield, whether they have any knowledge or not. You don't need to convince anybody, you just need to be there to give a service," says Stephenson. "They're working on the airside of an airfield, in close proximity of aircraft, driving near aircraft, loading

aircraft, opening doors on aircraft, opening hatches, putting chocks in, putting pins in, towing aircraft, turning the nose wheels when they're towing aircraft, handling dangerous goods. Staff need training on all these things to avoid endangering themselves, passengers and expensive assets."

The course is expected to be ready for July. Students will be given a log-in and an assigned tutor, and work online when they have time, on the modules relevant to them. Stephenson hopes it will offer a cost-effective alternative for FBOs that can't afford to send staff away for training.

"I'm still very enthusiastic about my industry and I want to help people as much as I can, because I've enjoyed my life enormously in aviation," says Stephenson. "I think it's very rewarding, but you do need to get good training first."



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Starring role

Signature Flight Support's David Best provides an update on VIP Cyber-Port and pre-clearance approval at Shannon Airport

Words | Helen Norman

Signature Flight Support boasts one of the world's largest FBO and distribution networks for business aviation services, so it is perhaps not surprising that it is involved in so many exciting projects at the moment.

One of these is the trial of VIP Cyber-Port, a virtual customs and border protection system in operation 24 hours a day at Signature's executive business aviation terminal at London Luton. "The system will allow for the secure and efficient processing of persons entering the UK, and is an example of Signature's consistently innovative approach that sets it apart in the private aviation sector," says David Best, chief commercial officer at Signature.

The trial, for which the company teamed up with the UK Border Agency (UKBA), started in January this year and will conclude in June. This is the first installation of this new technology and could influence the way in which the UK Border Agency works with business and general aviation operators in the future.

Other recent coups for the company include being awarded a license for into-aircraft fueling at its Shannon Airport operation. The service commenced in December 2009 and is available to all customers that pass through Signature Shannon, ensuring a quick turnaround and minimizing ground time.

Pre-clearance at Shannon

Furthermore the company recently gained pre-clearance approval from the US Customs and Border Protection (CBP) at Shannon. As a result, Signature customers will now be able to fly directly into pre-approved US airports from Shannon without the need to stop at a gateway airport when entering in the USA.

Signature's services include fueling, hangar and office rentals, ground handling, and a wide range of crew and passenger amenities. Headquartered in Orlando, Florida, the company currently operates at more than 100 locations in the USA, Europe, South America, Africa and Asia.







Far left: Signature's environmentally friendly FBO in San Francisco, California Left: London Luton, where VIP Cyber-Port is being trialed Below: Signature's FBO in Orlando, Florida

David Best

As chief commercial officer, Best is responsible for Signature's global commercial functions, including revenue management, sales, marketing, and the customer experience. His team ensures that the company is appropriately priced in each of the markets it serves. He is also responsible for making sure that his team communicates regularly with the marketplace so that the company provides a customer-centric and highly personalized level of service.

"We have been adopting greener technologies at many of our locations to ensure we are more efficient in our use of resources"



Best is quick to point out the advantages of such a network. "The breadth of the Signature network allows our customers to fly from Signature bases point to point and benefit from programs specifically tailored to their flight profiles," he says. "It is the Signature service promise to our customers that they will always receive the best service in well-appointed and clean facilities, with competitive pricing, and most importantly, performed in a manner that safeguards our employees, our customers, and

Best emphasizes Signature's commitment to the highest standards of safety. "To deliver this, we ensure that we have the best-trained workforce," he says. "Everyone, regardless of rank, is trained and retrained and we see this as an ongoing commitment to our customers."

Rewarding loyalty

Aside from improving services at its FBOs around the world, Signature is also committed to rewarding loyal customers. In January this year, it launched Signature Status, a program tailored to aircraft operators and owners, which Best says "benefits everyone associated with a particular flight, including the crew and the customer flying in the aircraft".

A customer's Signature Status is based on their number of visits to Signature FBOs across

the network, and is tiered on three levels – Silver, Gold, and Platinum. At each level the customer enjoys increasing benefits, such as guaranteed crew cars, preferred ramp parking, and discounts on GPU start-ups, among others. "The program is proving to be a great hit with our loyal customer base," says Best.

Looking to the future, the company believes the USA and Europe will continue to be the fastest growing markets, however the organization is always monitoring the market and will remain focused on looking for new areas of growth around the world.

Green growth

Best believes that technology will play a growing role over the coming years, especially when it comes to protecting the environment. "Signature is committed to managing and reducing our impact on the environment," he says. "We have been adopting greener technologies at many of our locations to ensure we are more efficient in our use of resources."

Best cites the company's operations in San Francisco and Boston as two good examples of this policy. "We have applied environmentally efficient technologies combined with green design and building practices that utilize less energy and reduce our impact on the environment in the long-term," he says. Indeed the San Francisco operation was even awarded the US Green Building Council LEED Gold Cl certification following its renovation last year. And for Best, the San Francisco base's green credentials make it "a great example of the future of FBO facilities". <

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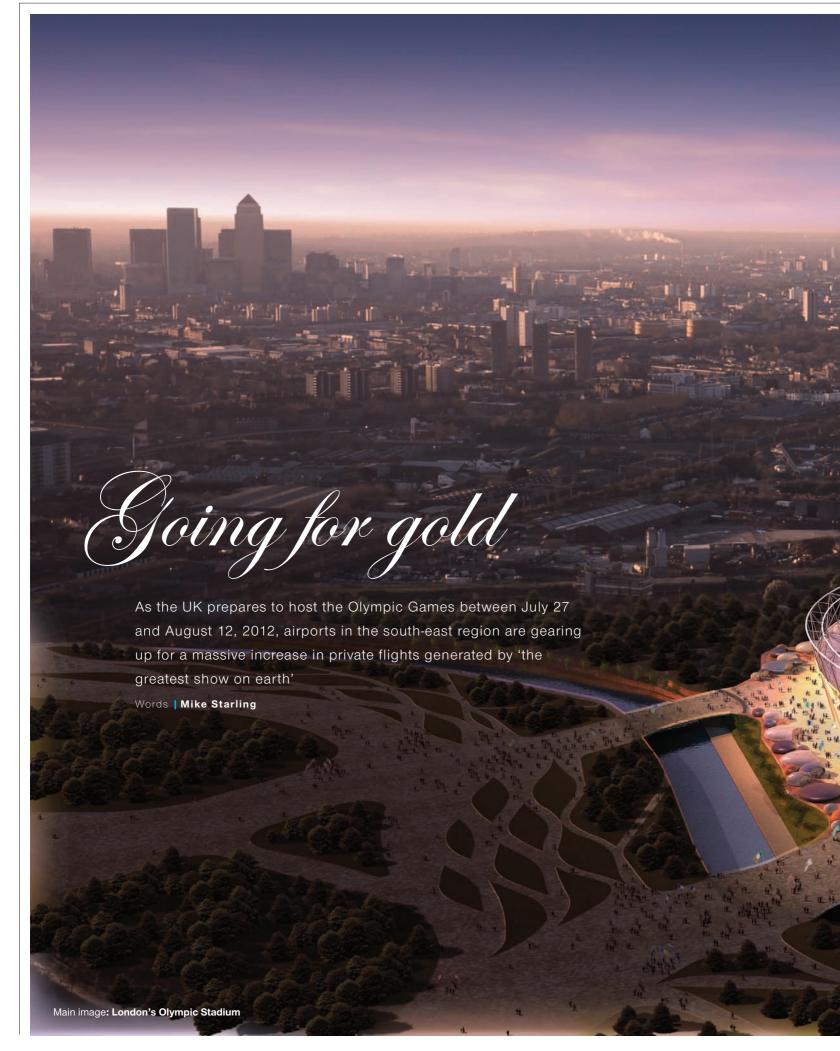
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London City Airport

With a number of Olympic venues within a few miles, London City Airport has a huge role to play in 2012. Only half a mile away is ExCel (the venue for many events including boxing, fencing and tennis) and within a few miles are the O₂ arena (artistic gymnastics and basketball), Woolwich Park (shooting), and Greenwich Park (equestrian). Chief executive Richard Gooding revealed that London City is already seeing economic benefits. He said: "Part of the economic benefit is the new Docklands Light Railway link – due for completion towards the end of this year – which will run from Woolwich Arsenal via the airport and up to Stratford. It will

be open nearly two years ahead of the Games and will take passengers to the heart of the Olympic site in just 10 minutes." London City has approximately 7,700 corporate aviation movements a year – 15% of its business. But does Gooding believe that the Games will be a catalyst for growth in 2012? "It will give a boost to the industry," he said. "The corporate aviation market will show what it is good at and can expose its product to new users. We think there will be a lot of day-trip traffic, not just spectators, but also VIPs and Games and Olympic officials." Olympic venues close to the airport will be served by a programme of shuttle buses.





TAG Farnborough Airport

Farnborough Airport's biggest project will be the construction of a new set of hangars that will be ready in time for the Olympics. The TAG hangars will consist of three 90 x 45m clear-span hangar bays that will form a triple-arched structure to match the existing hangar at the airport. Capacity is unknown at this time. Farnborough has also submitted a planning application to increase flight movements from 28,000 per year to 50,000 per year, to take into account predicted growth over the next decade. Although capacity is the key constraint, Brandon O'Reilly, CEO of TAG Farnborough Airport, is excited by the potential of the 2012 Games. "2012 is going to be extraordinary for Britain: with the Olympics, Paralympic Games and the Queen's Jubilee," said O'Reilly. "Farnborough is going to be a pivotal point in meeting the demand for travel to and from, not only those events, but also business aviation in general in 2012."

London 2012 venues

Olympic Park, Greenwich:

Olympic Stadium: athletics, Paralympic athletics **Aquatics Centre:** diving, swimming, synchronised swimming, water polo, Paralympic swimming, modern pentathlon

Basketball Arena: basketball, wheelchair basketball, wheelchair rugby, handball

Eton Manor: wheelchair tennis

Handball Arena: handball, goalball, fencing, modern pentathlon

Hockey Centre: hockey, Paralympic five-a-side soccer, Paralympic seven-a side soccer **VeloPark:** track cycling, paralympic track cycling, BMX

International Broadcast Centre/Main Press Centre, Olympic Village



Main image: Olympic bridge
Above: Inside the Olympic Stadium



London Oxford Airport

London Oxford Airport has massive capacity in terms of movement and is likely to build more apron space ahead of 2012. While the Olympic year has the potential to be lucrative, Oxford's head of marketing and development, James Dillon-Godfray, feels the event may only be short-lived and presents strategic challenges. "The reality is that I can't see post-Olympics that there will be any ongoing increase in traffic. I think it will be a one-hit wonder," he said. "The impact will be short lived, but it will be a very nice few weeks." Onward travel has been a major talking point and Dillon-Godfray believes the authorities should permit helicopter access in close proximity to the

Olympic Park. "There could be between 200 and 250 head-of-state aircraft movements and without VIP helicopter interlining into central London, the West End or the Stratford area, the transit of those passengers will be hugely problematical," he said. "For the Silverstone Grand Prix, we've coordinated up to 900 movements in just two hours, mainly helicopters, so a fraction of that flying over London really ought not to be a problem." He added: "The heads-of-state operation is going to be a nightmare to coordinate. We intend to add more staff at the time, especially on the peak days around the opening and closing ceremonies."



London Southend Airport



The Essex-based airport is currently undergoing major upgrades and one key feature is an on-site railway station. With a proposed operational date of July this year, the station will give passengers rail access to the Olympic Village and Park in Stratford in only 40 minutes. Other developments include a 4,800m² two-phase business aviation hangar project that will house fixed-base operator and maintenance operations. This would also come with an allocation of 2,400m² apron space.

In March, Southend was given the go-ahead to extend its runway. Scheduled to be complete by late 2011, the current runway will be extended to a declared distance of 1,799m. Jonny Rayner, head of business development, said: "The Olympic Games are ideal to exploit Southend Airport's potential to be a thriving regional airport and an asset to both the delivery of business aviation services to London, and easing congestion of the other seam-creaking London airports."

Other London venues:

Earls Court: volleyball

ExCel: boxing, fencing, judo, table tennis, taekwondo, weightlifting, wrestling, boccia, Paralympic table tennis, Paralympic judo, Paralympic powerlifting, volleyball (sitting), wheelchair fencing

Greenwich Park: equestrian events – jumping, dressage and eventing, Paralympic equestrian, modern pentathlon

Horse Guards Parade: beach volleyball Hyde Park: triathlon, 10k open water swim Lord's Cricket Ground: archery

North Greenwich Arena: artistic gymnastics, trampoline, basketball, wheelchair basketball Regent's Park: road cycling

The Royal Artillery Barracks: shooting, Paralympic shooting, Paralympic archery Wembley Stadium: soccer, plus possibly badminton and rhythmic gymnastics Wimbledon: tennis

Right: Broxbourne
White Water
Canoe Centre



Above: Handball Arena



Out of London venues:

Broxbourne White Water Canoe Centre,
Hertfordshire: canoe slalom
Eton Dorney, Buckinghamshire: rowing,
Paralympic rowing and canoe sprint
Hadleigh Farm, Essex: mountain biking
Hampden Park, Glasgow, Scotland: soccer
Millennium Stadium, Cardiff, Wales: soccer
Old Trafford, Manchester: soccer
St James' Park, Newcastle-upon-Tyne: soccer
Villa Park, West Midlands: soccer
Weymouth Bay and Portland Harbour, Dorset:
sailing, Paralympic sailing



Above: Eton-Dorney

London Luton Airport

As one of the largest general aviation airports in the UK, London Luton and its three fixed-based operators – Signature Flight Support, Harrods Aviation and Ocean Sky – have recorded growth in recent years. Jo Lloyd, head of marketing and communication, said: "London Luton is not involved [with the Olympics] to the extent that BAA is, but we can handle additional capacity. "It will come down to the general aviation operators based here at Luton to consider the demand. But if they choose to put on additional capacity, we can take it. Our operators have seen growth and I am sure they will be in demand for the Games in 2012."



Manston, Kent's International Airport

Located 70 miles from Greenwich Park (where eventing, dressage and jumping will take place), Manston is building an Equine Border Inspection Post (BIP) facility that will be finished this year.

Tom Wilson, chief executive of the airport's parent company Infratil, said: "The equine BIP facility is the main development we currently have and will be fully functioning this summer. This development will be key for the Olympics in 2012." According to the airport's master plan, there are currently 17,000 general aviation movements annually, and this figure is expected to increase to 20,000 by 2013.



"With so many airports around the city, capacity should not be a problem and we would expect Southend, Biggin Hill, Stapleford (for smaller aircraft) and Stansted to be leading the way"

Stansted Airport

Mark Davison, head of media relations, expects the airport to be busy with additional charter and general aviation flights, but anticipates that only a small proportion of athletes are likely to use Stansted. The additional demand will come from visitors attending the Games. Davison added: "We have three general aviation companies that

operate at Stansted, all from their own separate facilities – Inflite, Harrods Aviation and Universal Aviation. They will no doubt be involved in dealing with VIP flights for the Games." Inflite's expansion ahead of 2012 includes a new 59,000ft² hangar at Stansted. The FBO has also upgraded its executive lounge and arrivals hall.





London Executive Aviation
Operating at seven bases – London City,
Stapleford, Biggin Hill, Farnborough, Luton,
Stansted and Oxford – London Executive
Aviation (LEA) officials say there is big
potential for 2012. George Galanopoulos,
LEA managing director, said: "With so many
airports around the city, capacity should not
be a problem and we would expect Southend,
Biggin Hill, Stapleford [for smaller aircraft] and
Stansted to be leading the way. London City
will be as close to the action as it's possible
to be, so we're expecting a lot of interest from
people who want to fly in to watch the Games
with the minimum of fuss."

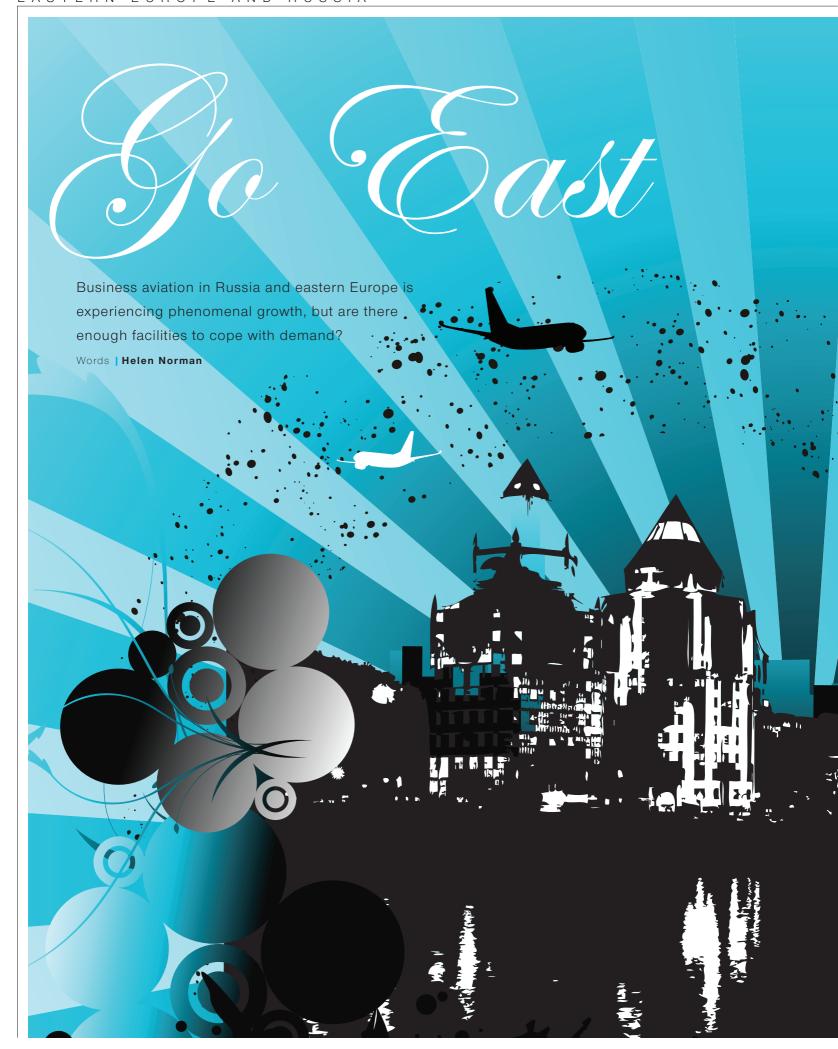


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In recent years, Russia has emerged as a highly lucrative market for business aviation. The Russian economy is on the up and the country is quickly seeing a great demand for business aircraft and jet charter services.

Russia is by far the largest country in the world – it stretches from western Europe to Asia, bordering 14 nations and is divided into 11 time zones. In addition, Russia has the world's largest reserves of mineral and energy resources, and is considered an energy superpower. The country also has the world's largest forest reserves and its lakes contain approximately one-quarter of the world's fresh water.

So when the Soviet Union was dissolved in 1991, Russia developed a relatively free market, which meant it began to exploit its considerable oil and natural gas reserves creating new entrepreneurs. Their corporate enterprises quickly embraced business aviation. In fact, according to the Russian United Business Aviation Association,

before the current recession, business aviation in Russia was growing by 15% a year in terms of movements.

"There are many reasons why Russia has become a strong market for business aviation, including the geography of the country, personal security concerns of the users, and the need for greater flexibility," says David Macdonald, sales director at Air Partner, an aircraft charter broker that has recently announced it is increasing its presence in Russia. "The sheer scale of the country means that by definition there are business people and individuals with the means and desire to fly privately – this is a growing pattern."

The most popular destination for business aircraft users in Russia is Moscow. Moscow airports currently handle approximately 100 business flights a day. The main destination for business aviation in Moscow is Vnukovo International Airport, which has its own dedicated FBO – Vipport. Vnukovo's business aviation terminal opened for business











in 2000, and a new terminal was opened in 2006 to provide more services to clients. Clients can now choose from a domestic terminal or an international terminal. The new international terminal is a 7,000m² building and is located next to the 480m² VIP terminal. The facility offers six fully equipped conference rooms, immigration and customs clearance, security checks, baggage handling, and separate departure and arrival halls. The Vnukovo FBO also offers ground handling services, line maintenance, apron facilities, hangarage, refueling, catering, crew visa support, transportation services, and hotel accommodation arrangements.

Vnukovo's business aviation terminal handled 138,913 passengers in 2007. It is Moscow's busiest airport for corporate aviation and handles nearly 70% of all business aviation traffic in Russia.

"Before the economic downturn, Vnukovo almost reached capacity with regards to passenger numbers, therefore some users are starting to look at Sheremetyevo International Airport and Moscow Domodedovo Airport as alternatives," says Macdonald. "A dedicated business facility at either of these airports would certainly be a great asset for the Russian business jet market."

Indeed there are plans to develop a new 2,700m² business aviation terminal at Sheremetyevo Airport by 2011. Currently, Sheremetyevo caters for around 20% of Moscow's business traffic, but this is expected to jump to around 30-50% once the new terminal is opened.

The terminal will feature a spacious arrivals/departures lounge, two VIP lounges, two fully equipped conference rooms, conference hall, crew lounge, and a bar with a view to the airfield. All lounges will have WiFi access. The project is projected to cost around US\$16.6 million. The new terminal will be managed by Avia Group, a subsidiary of the airport. Avia

"Before the economic downturn, Vnukovo almost reached capacity with regards to passenger numbers, therefore some users are starting to look at Sheremetyevo and Moscow Domodedovo"

Group has been partnered with Sheremetyevo since mid-2006. Sheremetyevo started to service business jets in 1993, and opened the Business Aviation Center (BAC) in 1995 – offering passengers a separate lounge equipped with internet and cable TV, a bar, and conference room. Passengers pass passport control, security and customs in the lounge, and are then taken directly to the aircraft by a premium-class shuttle.

Sheremetyevo also opened a new center for business aircraft maintenance and storage in December 2008, featuring a new 9,500m² hangar and a renovated 4,500m² hangar. Parking places were increased to 25.

Meanwhile in eastern Europe, business aviation has had a slow start, but there are plenty of opportunities for the sector to grow – all of the major airports in the region have the facilities to



"Countries that have recently joined the EU will benefit from EU support and international interest because investors are looking into new options and lower cost models"

cope with business aviation customers, but only a few have dedicated FBOs.

The Baltic Business Aviation Centre (BBAC) based at Riga International Airport in Latvia is one example. This facility has a 400m² business aviation terminal and a 2,500m² aircraft hangar. BBAC can handle more than 2,000 flights a year. All routine operations are offered, including aircraft refueling, flight planning, aircraft hangarage, catering, and permissions.

"Most of the airports in eastern Europe do not have separate FBO facilities," says Karol Bodnar, director of Euro Jet, which offers flight support services in the region. "Capital cities have extra staff for general aviation, but it's usually the same people that also handle airlines and low cost carriers. Prague International Airport Terminal 3 is dedicated to general and business aviation – Euro Jet has its own crew lounge there. Zagreb Airport has recently opened a new business and general aviation terminal, however the passenger flow there is not ideal as passengers walk directly into the commercial terminal."

Euro Jet provides its services (which include flight plans, hotel bookings, handling, and fuel arrangements) mainly in central Europe, the Baltic States, the Balkan region, Ukraine, Belorussia, Russia, and the CIS countries. The company expects an increase of roughly 8% in corporate traffic in eastern Europe in 2010.

For the airports that don't have dedicated centers, it is companies like Euro Jet that enable business aviation clients to travel to many airports in eastern Europe. Ground support companies also help the journey pass as smoothly as possible. For example, Air Link International, a national aviation handling company, provides its services at every airport in Ukraine and Moldova. Services include Ukrainian and Moldovian entry and landing permissions, weather briefs, organization of ground handling on the ramp, check-in procedures for passengers and baggage, liaison with airport authorities, flight planning, crew administration, crew lounge and rest facilities, VIP terminal facilities, fuel arrangements, hotel reservations, visa services, consulting services, and security reports.

So who goes where in eastern Europe? "The Croatian coast gets very busy in the summer season, with Dubrovnik, Zadar, and Pula being the most frequently used airports. Zadar is in a perfect position as it is close to the harbor and business customers can clear customs and get on their boats within a few minutes," says Bodnar. "Furthermore, capital cities like Moscow, Budapest, Sofia, Kiev, and Vienna are extremely busy catering for corporate customers. There are also strategic locations, such as Riga, which is the preferred stop on the way to Moscow. Small airports are also used for technical stops. For example, Constanta Airport in Romania is a frequented fueling location on the way to and from the Middle East and the CIS countries."

The future of business aviation in eastern Europe is promising – an increasing number of international airports are looking at developing specialized FBOs for the growing number of business aviation clients. But there are still some challenges, namely the current economic situation, and the risk involved in investing – the attractiveness of a location might change, making traffic numbers unpredictable.

EU support

However, there are still factors that look set to drive business aviation growth over the next few years. "Eastern European countries that have recently joined the European Union will benefit from EU support and international interest simply because investors are looking into new options and lower cost models. We can expect an increase in business aviation traffic in these countries," says Bodnar. "Also, depending on how the political situation unravels in Ukraine, we might see more business in this part of the region."

There are also a number of regions that are completely underserved in eastern Europe. Although there are business aviation facilities at major airports, the Balkans, especially Albania, and Tbilisi in Georgia, are yet to feel the impact of business aviation growth.



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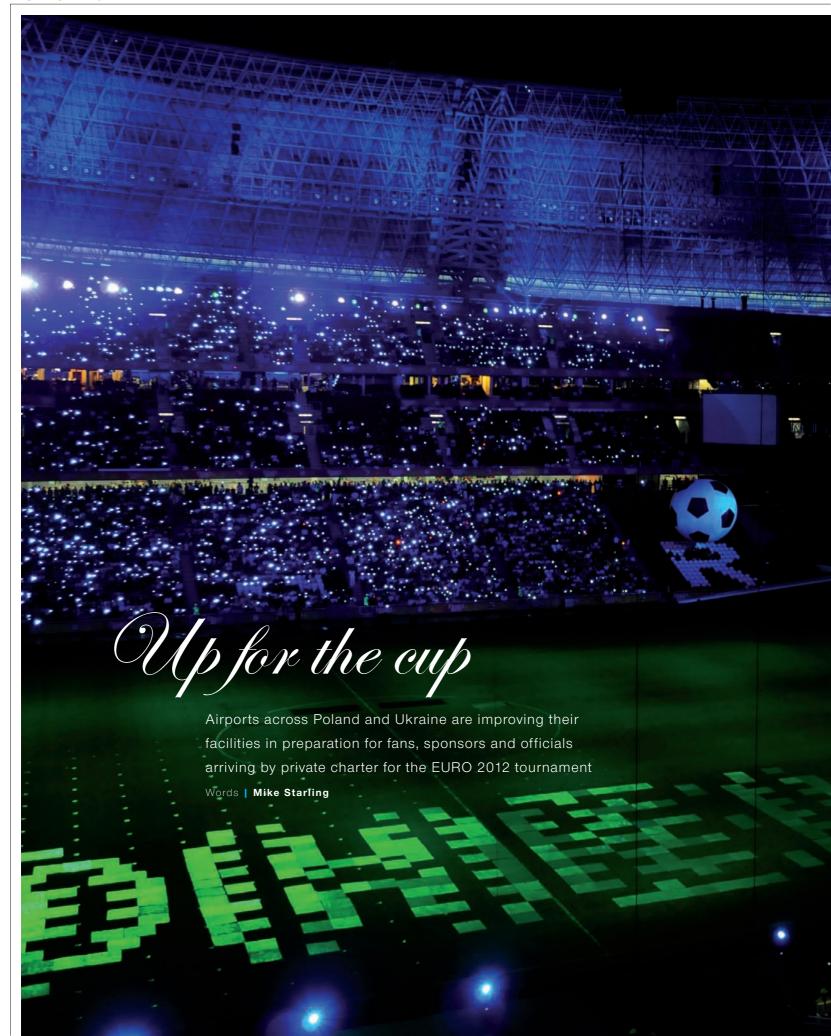
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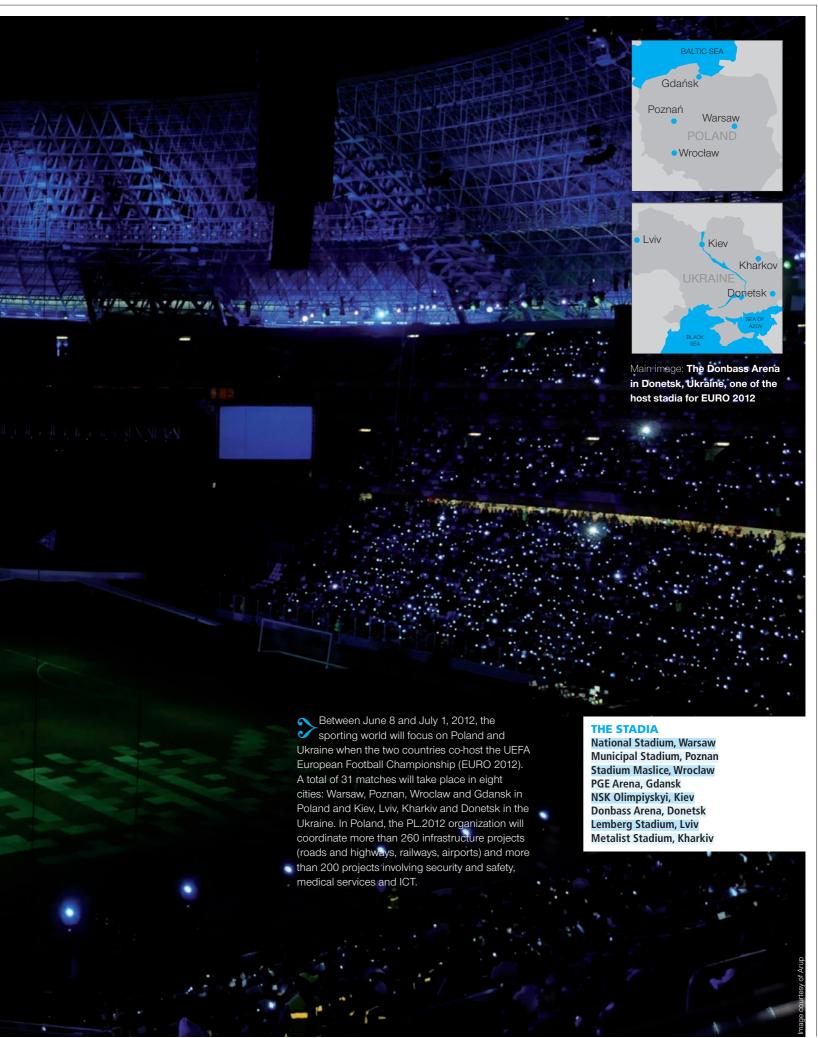
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Poznan-Lawica Airport

Agent Excel Handling and FBO handler POZ Airport Services are based at Poznan-Lawica, which is one of the few airports in Poland to possess a separate general aviation terminal adapted to service crews and passengers of small aircraft. Located only 4km from the city's Municipal Stadium, the international airport's planned upgrades include the modernization of the runway, construction of a taxiway parallel to the runway, expansion of the apron and construction of de-icing apron, and a two-phase expansion of the main terminal and associated infrastructure. The first phase will include construction of an arrival terminal. The second phase, from 2012-2013, will see the conversion and expansion of a departure terminal.



Copernicus Airport Wroclaw

In the run-up to the tournament, 'Project EURO 2012' will see major changes and upgrades at Wroclaw Airport – located 7km from the stadium in Maslice. The project will focus on two main tasks: the construction of a new terminal, and the construction and extension of areas for class C aircraft (the apron, repair of the southern apron, and building of the surface for aircraft de-icing). Estimated to cost over US\$46 million, the extension and modernization of airside and landside infrastructure is due to be complete by 2011. Copernicus is home to agent excel handling, a ground handling company that provides VIP services for executive flights, and handler WRO-LOT Airline Services.



Warsaw Fryderyk Chopin Airport

There is a terminal at Warsaw Fryderyk Chopin Airport dedicated for general aviation traffic, as well as an apron used exclusively by general aviation aircraft. In 2009, 12,706 passengers and 6,180 movements were handled by Terminal GA. Currently there are two ground handlers specialized in general aviation traffic based at the airport (excel handling and IMPEL Airport Services). The National Stadium in Warsaw is located 10km away. A major project taking place in time for EURO 2012 is a fast connection train service to the city center, due to open in the summer of 2011. Infrastructure upgrades at Poland's busiest airport will include a new Terminal Two, providing passengers with 27 boarding bridges and more than 45 gates. The modernization of Terminal One and its integration with Terminal Two will continue from 2012-2014.





Gdansk Lech Walesa Airport

Gdansk Lech Walesa is an international airport that handles on average 1,300 general aviation movements per year – but in 2012 that number is expected to triple. Located 12km from the host stadium in Gdansk, GDN Airport Services provides FBO handling at the airport. The other agent based at Lech Walesa is excel handling. The first stage of Gdansk Lech Walesa Airport's expansion, started in 2008, is due for completion in 2012. Upgrades include stage one of the construction of passenger terminal two and extension of aprons.

AUXILIARY AIRPORTS IN POLAND

Katowice Airport

Home to agent excel handling and GTL-LOT Airport Services, Katowice's international airport is 200km from the stadium in Maslice, Wroclaw. Development at the airport includes the construction of two new terminals with an overall area of 21,300m². Further expansion is also planned, with the extension of the aprons, construction of a third passenger terminal, and a new runway strip. While Katowice is one of the Poland's major international airports, general aviation only accounts for a small proportion of its overall traffic.



airports. It will probably take no more than

to the National Stadium.



Modlin Airport, Warsaw

There are plans to open a second airport for Warsaw in the first quarter of 2012 in Modlin, which is located 30km northeast of Fryderyk Chopin Airport. Designated to handle business traffic flying to the Polish capital city, Modlin will also be used for international (short and medium distance) flights and domestic flights between regional 20 minutes to reach the center of Warsaw by rail, making Modlin a good choice for a visit



Bydgoszcz IJ Paderewski

Bydgoszcz Airport is a regional aviation facility located in northern Poland and 100km from the nearest EURO 2012 stadium in Poznan. It operates regular connections with Warsaw, charter flights and general aviation movements. The airport has received finance from the European Regional Development Fund to implement its 2007-2013 strategic masterplan. Upgrades include: the development of the airport car park; extending and modernizing the runway strip, taxiways, and lighting; and the modernization of aprons and de-icing areas. The airport has a 2,500m x 60m runway and a modern terminal that opened in 2004.



Lodz Wladyslaw Reymont

Although not based in a host city, Lodz Wladyslaw Reymont's location in the center of the country gives it great potential for private aviation. Terminal 1 operates general aviation, business, and VIP domestic and international traffic, and onward travel options include a direct link to the main rail network. The major development taking place at Lodz Wladyslaw cargo terminal. The new terminal will be able to handle three million passengers per year and with a new apron, it means Lodz can operate as a back-up for other regional airports.



Zielona Gora-Babimost

One of Poland's smaller airports. Zielona Gora-Babimost is located 140km from the EURO 2012 stadia in Wroclaw and Poznan, and 34km from Zielona Gora. The airport is run by the state enterprise Porty Lotnicze, operator of Warsaw's airport. Facilities include a terminal for 150,000 annual passengers, a 2,500m x 60m runway, operational capability for all modern aircraft, and six parking areas. Recent investments include new cold weather equipment and capital restoration of the passenger terminal.

AIRPORTS IN UKRAINE



Lviv International Airport

Lviv International Airport, located in western Ukraine and 70km from the Polish border. is small in size, but has big ambitions. Lviv's existing terminal is likely to be involved in the city's plans for EURO 2012, but there are talks that after the tournament it will be used as a VIP departure terminal for private aviation. Air Link International currently offers handling and FBO services at Lviv. The airport – 6km from Lemberg Stadium – will undergo an expansion project costing an estimated US\$200 million. EURO 2012 upgrades include the extension and renovation of the runway, reconstruction of the aprons, reconstruction of the existing terminal, construction of a new terminal, and also construction of a temporary terminal. By 2011, the runway will be extended from 2,500m to 3,200m.

Boryspil International Airport, Kiev

As one of three airports to serve the Ukrainian capital, Boryspil International Airport is the country's largest. Its C Terminal caters for business jets and VIP passengers. FBO handlers based at Boryspil include Boryspil International Airport, Air Link International, Aerohandling, Swissport Ukraine, and UkrAir. Agents include EVO Jet Services, Flight Planning Services, Shannon Air Ukraine, and SkyHandling. Also based at the airport is the Business Aviation Center, which provides private charter and air taxi services. The airport has two other operating terminals: Terminal A for domestic flights and Terminal B for international. For EURO 2012, expansion plans include two new terminals.



Donetsk International Airport

Situated 8km from the Donbass Arena, Donetsk International is home to a modern VIP terminal for business and general aviation flights. Passengers arriving at Donetsk have included statesmen, sports stars, and actors. Handling companies include Air Link International, which also provides FBO services in Ukraine, Moldova, and Belarus. Now estimated to cost more than US\$415 million, the development of Donetsk International will include a new terminal complex and runway.



Zhulyany Kiev Airport, Kiev

Management at Zhulyany has stated that business aviation is an area in which it hopes to increase business. Challenge Aero is an FBO at Zhulyany and handling companies include Air Link International and Aviahandling. Only 9km from the NSK Olimpiyskyi stadium in Kiev, visitors can take the number nine trolleybus to connect to the main railway station in the city. Kyiv-Volynsky railway station is also near the airport. To complement the renovation of its 2,310m-long runway in 2009, plans include building a new terminal complex to create areas for business aviation and general aviation flights.

Kharkiv-Osnova International Airport

Kharkiv-Osnova Airport, situated 10km from the Metalist Stadium, has only recently been granted international status. Its EURO 2012 development consists of two phases and is projected to cost US\$205 million. The first phase, due for completion this year, includes constructing airport complex number one and a new parking lot, and the reconstruction/construction of the runway, aprons, and taxiways. The second phase, which will run until 2028, includes the construction of the second airport complex, parking expansion, and a new airport hotel.





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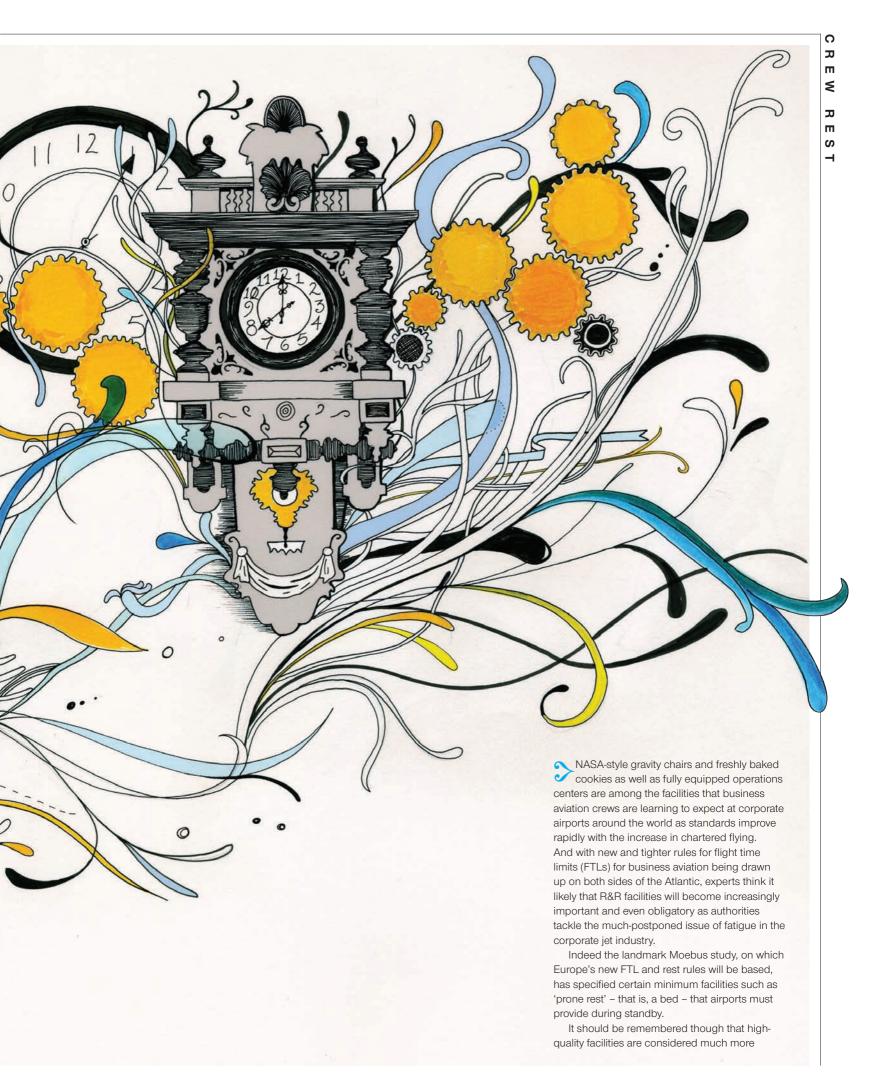
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CREW REST

important for crews
working frequent, short-haul
flights that are more typical
of the USA and Europe than of
the Middle East and Asia. "After a

long leg into Hong Kong from Anchorage, the crews don't stay at the airport," says Simon Wagstaff, chairman and chief executive of luxury flight and travel services group ASA. "They just want to get downtown to their hotel as fast as they can." In fact, operators report, some new R&R facilities at Asian stopovers are hardly used.

However at those airports where crew facilities are much-appreciated and utilized, services are improving all the time. "Our customers are flight crews as well as their passengers," says Brandon O'Reilly, chief executive of TAG Farnborough. "Therefore we ensure they have everything they need." In practical terms, that means a slick ops department, quiet rest room, high-quality catering, on-demand transportation and on-site hotel Aviator Farnborough, the rooms of which are hung with pictures of historic aircraft.

US airports seem to be setting the pace in crew pampering facilities, for instance Dallas's Business Jet Center at Love Field, which is regularly rated among the top business airports by crews as well as passengers. Hardly surprising when it offers a Tranquillity Base with fish tanks and massage chairs; a Zero-Gravity Room; a Diversion Lounge with video games and miniature indoor putting green; a Crash Pad

with bed, bathroom and books; and a Flight Deck that is anything but.

This last features satellite television and movies as well as CCTV, which allows crew to keep an eye on passengers. A fully equipped ops room boasts a WSI/weather planning computer,

all-in-one communications, and ATIS.

Asked why the airport invested so heavily in crew facilities, director Bill Moltenbrey explains that it's all about recovery. "We did some research on the benefits of aquariums and [found] they tend

to lower blood pressure," he says. "And zerogravity chairs look to reduce stress on the heart while relieving muscle tension." Although not all crew play golf or like looking at fish, Moltenbrey says the strategy was to please as many crew as it could, "not one size fits all".

Developed for astronauts to relieve G forces at take-off, the zero-gravity chairs take the weight off the spine by putting feet above the head. Although they can cost up to US\$2,300 each, gravity chairs may yet become a popular piece of equipment in crew quarters.

Most corporate airports have come a long way from the days of providing a fridge and a kettle and a chair or two. Besides fully equipped ops rooms, increasingly standard are small kitchens, satellite television, a lounge area, and sometimes a bedroom, cut-price memberships at nearby gyms, and instant transport. It's Dallas's Business Jet Center that serves up the cookies.

Looking to the future, Asia is investing in world-ranking facilities. Kuala Lumpur's new Sky Park FBO Malaysia (at Sultan Abdul Aziz Shah Airport in Subang) offers table tennis as well as kitchen, lounge, and bedrooms.

The imminent arrival of new rules could make such investments more or less obligatory.









Managing fatigue

Fatigue management has come to the top of the agenda as aviation authorities tighten the rules on flight duty limits. And it's not before time, according to Dr Mark Rosekind. founder and chief scientist at Californiabased Alertness Solutions. An adviser to NASA, he says it's important for corporate pilots to understand the linkages between sleep, circadian rhythms, and performance. Alertness Solutions' research has established that 85% of operators "identify fatigue as a moderate or serious safety issue" and that nearly three-quarters of pilots confessed to nodding off in the cockpit. For Rosekind, the management of fatigue is a companywide issue that should involve schedulers, management and maintenance as well as crew.

Alertness Solutions has devised a comprehensive system for managing fatigue. Called AvAlert, it requires operators to develop an ongoing, company-wide program that covers a raft of factors such as the differences between healthy and unhealthy sleep, adequate off-duty time, and flight duty hours. "Is there, for instance, a written policy that addresses diagnosis, treatment, and continued flight status of personnel with possible sleep disorders?" asks Rosekind. "But most important, is corporate management involved in alertness management and policy development?"





"We are confident we will reach a mutually acceptable accord, underwritten by scientific evidence"

In Europe, the entire issue of FTLs and proper recovery periods has been left until recently in the too-hard basket, say pilots' associations. The European Business Aviation Association (EBAA) reports that until 2008 there were no regulations for FTLs and rest periods. It was left to operators or national aviation authorities to fill in the gaps.

Work in progress

The present position across much of Europe is a default one, with sub-part Q of EU-OPs rule book applying in the absence of a specific standard. "Sub-part Q will be the FTL law until the introduction of new rules in 2012," explains Belarmino Goncalves Paradela, technical affairs manager at the EBAA. Operators cannot apply lesser standards than these rules and some draw up higher ones under collective labor agreements. The general principle is that operators abide by the regulations of the country of the aircraft's registration. Although the current default rules do not cover standby procedures, most crews exercise common sense. As one source said, "Pilots don't want to crash either."

Sources say the new rules will recognize that corporate flying is different from general aviation, requiring multiple non-flight duties, frequent short hauls and unscheduled flights, among other significant departures. In the meantime the EBAA, which notes that sub-part Q "inadequately covers" business aviation, is working closely and cooperatively with the European Aviation Safety Agency (EASA) on the development of FTL rules for the sector. "We are confident we will reach a mutually acceptable accord with them, underwritten by scientific evidence," says Brian Humphries, EBAA president and chief executive.

On the subject of standby facilities, current EU regulations say only that crews should have access to "a quiet and suitably furnished place not open to the public". More specifically, FAA regulations require "a suitably furnished bedroom with single occupancy for each crew member, which is subject to minimum noise, is well ventilated and should have the facility to control the levels of light and temperature in the room."

The Moebus study, released late last year, will provide the scientific basis for the new rules.

Addressing the issue of rest in detail, the study notes that all time spent on airport standby should be considered as flight duty. This is on the grounds that it is "unlikely that crews would normally be able to sleep when on airport standby in view of the lack of suitable facilities." And in a comment that is clearly important in the future provision of crew facilities, the team of experts was unaware of "any scientific evidence to suggest that airport standby should be considered as any less fatiguing than flight duty".

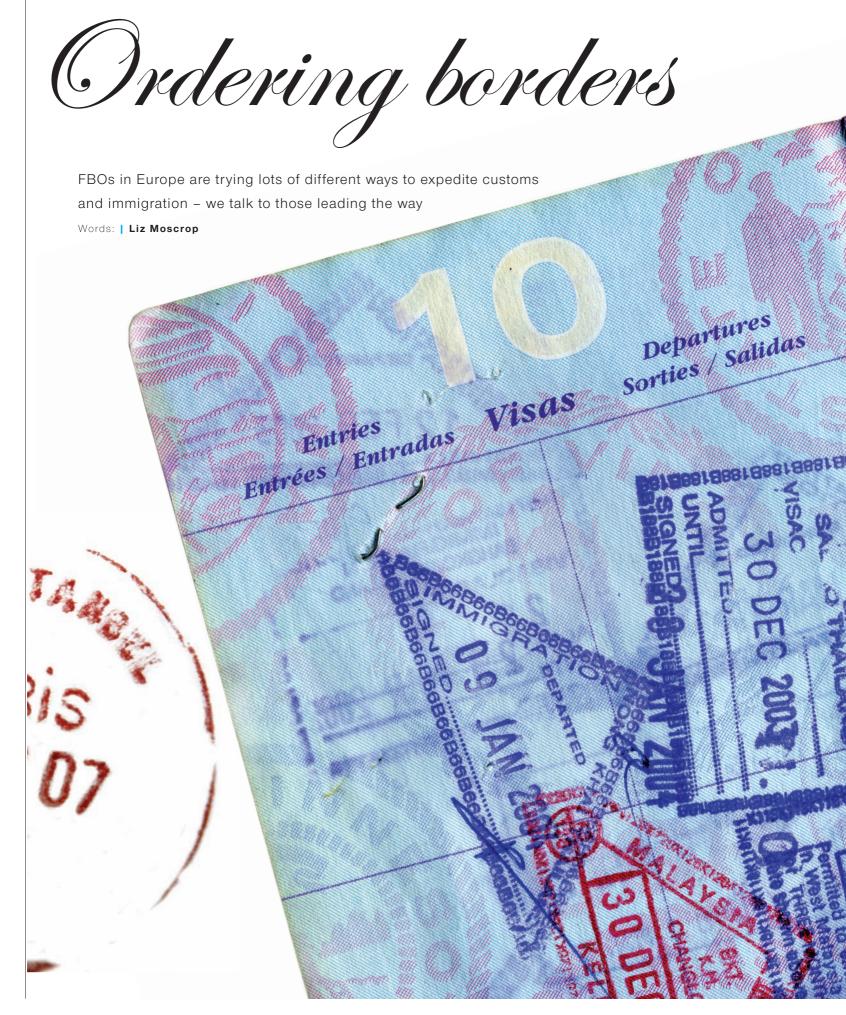
In the USA, there's been a similar vacuum in FTLs for business aviation. Crews operate under part 91 of the Federal Aviation Regulations, which do not specify flight or rest periods. According to surveys, two-thirds of crew had duty time limits of nearly 15 hours a day, and a daily flight limit of nearly 10 hours. Few operators stipulated monthly or annual limits. However, about 60% of crews had minimum rest times of 9.4 hours in every 24 hours.

After 15 years of stops and starts, the Federal Aviation Administration (FAA) released a business aviation framework earlier this year. As in Europe, it's based on the latest findings in fatigue science.

But it seems that not even the finest facilities will tempt crews to stay at an airport after a long-haul flight. "I've never known any charter jet to stay here for as little as 24 hours," says Wagstaff from Hong Kong. "It's a waste of time providing quality crew facilities." Still, they may become compulsory.









Europe is working hard to become a single entity as far as airspace is concerned, however it is a different matter on the ground, where there are myriad ways to process passengers through customs and immigration. It takes considerable skill to decipher them all. European rules differ depending on which jurisdiction you enter, not all of which are general aviation friendly.

The UK government, for example, is working on electronic border proposals that could affect business aviation traffic inbound to and outbound from the UK. Prior to departure operators will be required to collect data held within the machine-readable part of travel documents and transmit it to an operations centre, where it will be checked against information held by the border agencies.

e-Borders is a key component of the UK's border transformation policy. By harnessing passenger information and new technology it allows the border agencies (Immigration, the Police, the Serious Organised Crime Agency, HM Revenue and Customs and UK Visas) to assess passengers. The system will not replace existing controls and agency officials are aiming to streamline arrangements for general aviation through a common platform that could transmit information to each agency, rather than the present system where port operators have to send data to each entity individually. According to the British Business and General Aviation Association (BBGA), operators fear that e-Borders may be expensive to implement. The association is working closely with immigration officials to lessen the impact, by testing schemes such as remote data collection on handheld portable devices.

Operators and FBOs are keen to resolve any potential challenges before they arise. For example, Signature Flight Support is working with the UK Border Agency (UKBA) and British software company Technology Store to test new software at Luton Airport. VIP Cyber-Port allows international passengers arriving at Luton to be processed 24 hours a day through Signature's executive aviation terminal. Customers present themselves to a remote UKBA officer via a secure video link from Signature's terminal. The officer then processes the passenger using the same facilities as at the main terminal building, including scanning passports, verifying identity and producing relevant immigration approvals. The initiative started in January this year and will run to June. It could pave the way to a streamlined method of entry into the UK.

"The UKBA has a clear remit both to maintain a strong border and facilitate travel and trade, and this trial activity at Luton offers the chance to test an innovative new approach," says Catherine Mealing-Jones, director of the UKBA



"This is a seamless, customer-friendly method of entry into the country, since we do as much of the work as possible in advance"

border transformation group. David Best, chief commercial officer at Signature adds: "This is a seamless, customer-friendly method of entry into the country, since we do as much of the work as possible in advance." He remained tight-lipped about the results of the trial, which will be released at a later date.

Signature has a history of working with border agencies to prevent potentially damaging legislation from affecting general aviation operators. At the end of 2007 it launched the Secure Fixed Base Operator Program with the US Transportation and security Administration (TSA). The program allows FBOs to check passenger and crew identification against manifests or Electronic Advance Passenger Information System filings.

Anything that relieves the squeeze on operators is welcome. The US National Business Aviation Association warned that the TSA might release new security requirements in the form of 'regulatory mandates' that target business aviation. General aviation security remains a top priority and there are fears that the TSA wants to make the process of clearing business



Above: Signature's London Luton facility, where VIP Cyber-Port is being trialed

aircraft similar to that of clearing passengers on commercial flights.

European operators could fall foul of such new regulations, particularly at larger and busier US airport, where hours could be added to the process of clearing customs, just for a tech stop. However, part 91 private flight operators can now avoid delays by flying from Shannon Airport in Ireland. Shannon has signed an agreement with the US Customs & Border Protection (CBP) to offer pre-clearance services on site. Once cleared, operators are able to fly directly into 200 pre-approved US airfields.

"This has been a long time coming and Dublin Airport Authority has made a substantial investment in CBP," says Jonathan Howells, regional director EMEA for Universal Weather and Aviation. Although the facility does not yet extend to commercial (part 135) operators, Howells is hopeful that this will change. "When officers in the US are happy with the first part, then they may be willing to extend the capability to Part 135 operators," he says.

Different methods

European FBOs offer a mixture of border processes, such as officers coming over to the general aviation terminal from the commercial buildings, or on-site officials like at Paris Le Bourget, which has dedicated screening facilities. There are no hard and fast rules for the way immigration works. "You can pay for a full-time person or work around arrangements. It depends on the set-up of the airport," says Best.

European rules on passenger processing also differ. In Europe 25 countries (including Switzerland, which is not part of the European Union) have an arrangement – the Schengen Agreement – that allows passengers residing in those countries to travel between borders without showing a passport. The Schengen area operates as a single state for international travel, with border controls for passengers travelling in and out of the area, but no internal border controls.

"Non-Schengen passengers have to go through immigration to get their passports stamped, otherwise they just go through a different channel with no passport control," explains Bernard Ratsira, who has managed Jet Aviation's FBO in Geneva, Switzerland, for 28 years. The key is the origin of the flight, not the nationality of individual passengers. However, there are no agreements on customs between Switzerland and Schengen countries, so all passengers landing at Geneva have to go through customs. There are customs and immigration staff on site between 05:30 and 22:00, paid for as part of airport services by the three FBOs that share the general aviation terminal.







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"If we don't keep our eye on the ball the security restrictions that could be imposed on small airfields could be expensive"



Above: Jet Aviation's Geneva FBO Right: ExecuJet's facility in Berlin



"We recommend operators announce well in advance so that we can arrange, inform the police and arrange pick-up and customs"



Nearby EuroAirport Basel Mulhouse Freiburg, where general aviation movements account for 25% of all traffic, has binational status, with French and Swiss sectors, so passengers can choose whether to enter Switzerland or France. At Air Services Basel's FBO, on the Swiss side, passengers pass through Swiss immigration and customs as either Schengen or non-Schengen arrivals.

Being part of a chain of airports can help cut customs expense. Lyon Bron Airport in France guarantees a two-minute turnaround between the car and aircraft. Although there are no customs on site, the airport is owned by the same company - Aeroports de France - as Lyon St Exupery 20km away. Staff at Lyon Bron call for customs to meet an aircraft when it lands.

Established chains like ExecuJet work around customs facilities at different fields. "In Berlin we have a separate GA terminal on the opposite side to the main terminal. There is normally a representative of border police present, who will come to relevant flights either to the FBO or the aircraft," says Tobias Laps, general manager of ExecuJet Germany. That cost is covered in the fees ExecuJet pays to the airport. "We recommend operators announce well in advance so that we can inform the police and arrange pick-up and customs," says Laps.

UK airfield Oxford is in the fortunate position of having customs on site. "We have a customs concession certificate of agreement

at the airport and notify officers as and when we deem it appropriate," says James Dillon Godfray, marketing manager for the airport. He recommends operators give four hours notice 12 for international arrivals – to surrender the necessary forms to HMRC and police and immigration. Oxford's staff will then decide if it is necessary to have customs meet and greet passengers at the door of the aircraft when it arrives. "We tend only to do that with non-EU citizens we have never heard of before," Godfray adds. There are Thames Valley border and police representatives on-site full time, as the airport is the only international border in the force's jurisdiction so it is obliged to be there.

Other issues

There are other immigration aspects to consider. For example Gatwick Airport in the UK attracts a great deal of traffic to and from the Middle East. Signature has set up separate processing rooms for men and women at the airport to cater for religious sensitivities.

Security goes hand in hand with immigration and can cause problems for business jet operators. However, the BBGA is working with European counterparts to create a known traveler scheme that fights against an EU directive that requires all aircraft and cargo between 15 and 45 tonnes to be security screened. The BBGA recommends operators adhere to an international industry standard so that organizations are compliant, rather than individual flights.

Chief executive Guy Lachlan warns that safety and security legislation could negatively impact small airfields, and urges common sense. "If we don't keep our eye on the ball the security restrictions that could be imposed on small airfields could be expensive," he says. "There is no point taking cutlery off an aircraft if someone in the cabin is sat next to the crash axe, mandated by law to be on board."





Skylink Services is soaring with its new Executive Terminal and head-of-state lounge, opening in June

Words | Andreas Andreou, Skylink Services

Skylink Services provides ground handling services for general aviation aircraft in Cyprus. The company began operations in 1998, after seeing a gap in the executive aircraft ground handling market at Larnaka and Pafos airports.

Since then, the company has grown in size and reputation, and now offers around-the-clock VIP aircraft and passenger handling services. It handles more than 1,500 movements per year, and represents over 300 companies that own or operate executive aircraft worldwide. Skylink Services caters for aircraft ranging from very light jets, to larger types such as the B747 and A340.

The staff employed by Skylink Services are carefully recruited and receive regular training and updates on industry practice, regulations, and safety procedures. Currently, the company employs 32 personnel, who are multilingual and trained to be polite and discreet. The staff have a great deal of experience in all aspects of ground operations and handling of private and executive aircraft, both in Cyprus and abroad.



Main image: Skylink Services' Arrivals Tunnel at Larnaka International Airport

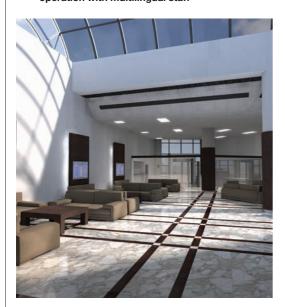


Skylink Services offers:

Passenger handling **Ground handling Executive ramp transport Executive aircraft charter brokerage** Flight planning and weather services VIP passenger transport Crew transport Car rental Aircraft security services **Credit facilities** 24-hour flight operations VIP handling Landing and parking permits Overflight permits Aircraft refueling VIP catering **Customs and immigration**

Above: A press conference area in the new headof-state lounge

Below left: The Executive Terminal lounge Below right: Skylink Services provides a 24-hour operation with multilingual staff



As well as being an attractive holiday destination, Cyprus's location makes it a convenient technical stopping point for corporate and private aircraft on their way in or out of the Middle East, Africa, and Europe. The new terminal at Pafos International Airport became operational in October 2008, and the one at Larnaka International Airport in November 2009. Up to that point, the closest FBOs were based in Beirut and Athens. Executive aircraft traveling through Cyprus, despite having top-quality



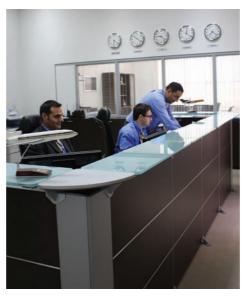
Above: Skylink Services' Executive Terminal at Larnaka International Airport

Meeting point

Cyprus lies at the crossroads of three continents, where East meets West. It can be reached by air in no time from continental Europe, the Middle East, and Africa, and is ideally situated for people from all four corners of the world to meet. The island also boasts a wide range of business-class hotels, making it particularly suitable for hosting meetings, conventions, or other corporate events.

The island of Cyprus and its enticing beaches and seas has always been considered an attractive tourist destination. Clear seas and water temperatures ranging from 60-80°F also make it ideal for scuba diving. In addition, the island attracts an increasing number of visitors for medical purposes, because of the high-quality care at competitive prices and comfortable recuperation facilities that are available on the island.

In recent years, Cyprus has also emerged as a golfer's paradise, with a number of new hotels built in close proximity to 18-hole golf courses.



services in terms of aircraft ground handling, have not had a dedicated FBO facility.

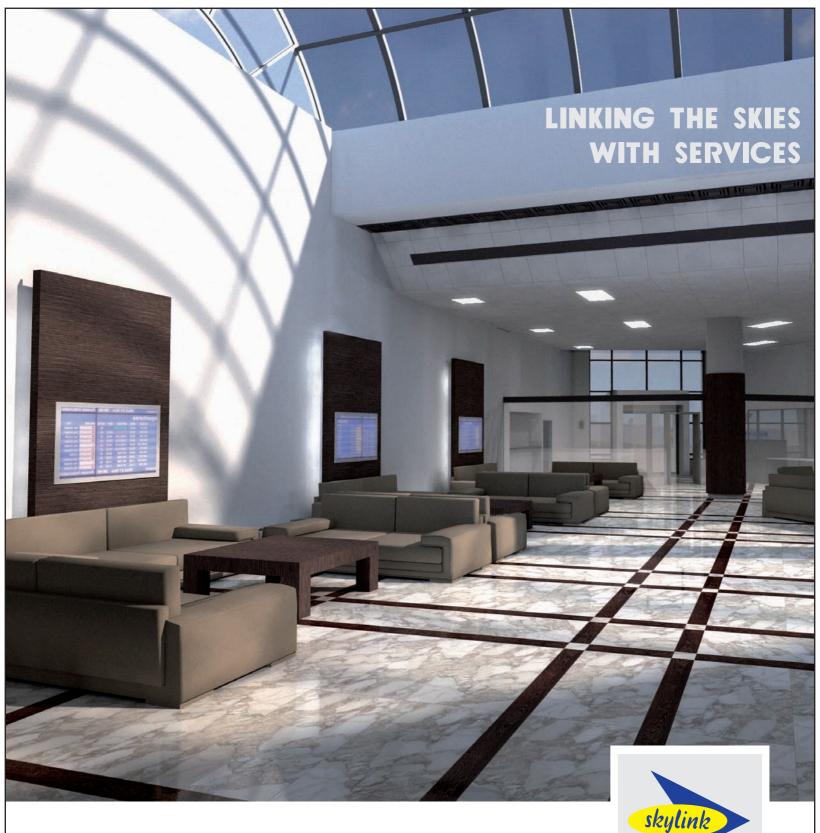
Skylink Services provides a full range of services to clients at both Larnaka and Pafos airports - ranging from aircraft ground handling, to organizing accommodation and transportation using the company's fleet of executive cars.

Executive Terminal

Skylink Services' Executive Terminal is due to officially open for business in June 2010 at Larnaka. This 1,600m² facility will be the first of its kind in Cyprus and is designed to offer a stressfree, enjoyable experience for passengers and crew, as well as consistently providing the aircraft handling services that clients demand.

Operating on a 24-hour basis, facilities available at the Executive Terminal will include a spacious lounge that can accommodate up to 60 passengers at any given time in a luxurious environment with state-of-the-art media and visual equipment, and WiFi internet access. There will also be a selection of complimentary refreshments such as hot and cold beverages and snacks available. There will be a separate crew rest area and briefing facility, as well as a private area for meetings. With customs, immigration, and security screening located inside the FBO, passengers and crew are escorted through with minimum inconvenience.

Skylink Services was also recently appointed by Cyprus's government to build, manage, and operate a new head-of-state lounge facility at Larnaka. This lounge will be used by all heads of state visiting Cyprus, as well as a host of other visiting dignitaries. High-quality and problemfree operation will be crucial because Larnaka is expecting a huge increase in traffic through both the head-of-state lounge and the Executive Terminal, as the country will host the EU Rotating Presidency in the second half of 2012. www.skylink.com.cy



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Opportunity knocks

DC Aviation saw the potential for business aviation on the island of Malta, and is now actively supporting its growth

Words | Stanley Bugeja, DC Aviation



Main image: Malta
International Airport can
handle all aircraft types
Right and far right: DC
Aviation can provide
luxurious transportation
from the ramp

As the operator of one of the largest and most modern business jet fleets in Europe, DC Aviation has cemented its strong international presence with expansion in Russia, as well as new business activities in the Mediterranean, the Middle East and Central Asia.

Emerging market

With its strategy firmly focused on expansion, the firm's move to establish a presence in Malta in 2008 was a natural one. Malta is one of the most recent countries to join the EU and also an emerging market in business aviation. According to Eurocontrol, European Business Aviation Association (EBAA) and Malta Business Aviation Association (MBAA) statistics, while many EU countries experienced negative growth during the economic downturn, Malta stayed in the black and business aviation traffic to Malta continued to grow throughout this period.

A thriving services sector, coupled with strong local government support for the industry, demonstrates why Malta has the potential to play









"H thriving services sector, coupled with strong local government support for the industry, demonstrates why Malta has the potential to play an important role as a business aviation hub in the near future"







DC Aviation Malta's services:

Limousine service on ramp and across Malta
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VIP lounges
Crew lounge
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Aviation fuel
Hangarage
Discounted hotel rates
Car hire and taxi service
Concierge services



Malta International Airport

Malta International Airport (MIA) enjoys a unique position as the only airport and the main gateway to the Maltese islands, in the strategic center of the Mediterranean. With infrastructure capable of handling all types of aircraft, MIA is served by two runways – the longer at 3,544m, and the second at 2,377m – aligned at nearly right angles to each other. With two recently opened executive VIP lounges as well as a VVIP building for heads of state and diplomats, MIA is looking to support the growth of business aviation in Malta. MIA, which offers competitive landing and parking charges and impressive hangar facilities, is also a popular technical stop for all types of aircraft.

an important role as a business aviation hub in the near future.

DC Aviation's FBO facility in Malta helps it keep track of any business aviation developments on the island, and it has invested heavily in both equipment and personnel. The company is exclusively dedicated to business aviation and aims to use its long-term experience as an operator to offer a customer service that is second to none.

Local challenges

Airline business in Malta does not come without its problems, however. The island doesn't have a general aviation terminal, and only the two largest airline handlers have a license to provide handling at Malta International Airport. DC Aviation continues to lobby the Maltese government and local authorities on these issues.

However, there are reasons for optimism. The government's initiative to revamp the Maltese Aircraft Register ratifying the Cape Town Convention is an important step in putting Malta on the map. Also, the European Council is reviewing airport security measures and aircraft handling policy, and DC Aviation feels that Malta would stand to gain significantly if it took this opportunity to license FBOs and make a general aviation terminal available to the business aviation industry on the island.

For this reason, DC Aviation supported and was involved in the formation of MBAA. It currently holds the presidency of the non-profit organization and has published a number of articles in international magazines in an attempt to raise the country's business aviation profile. Members consist mainly of business jet operators on the island, as well as a number of service providers. The association's aim is to provide both a reference point for new investors interested in the Maltese business aviation industry, and also to provide industry information and support to the local authorities, all the time staying in line with the policies of EBAA, of which MBAA is a full member.

DC Aviation has signed a three-year contract with Air Malta under whose license it provides its services. The choice was a natural one, Air Malta being one of the largest airline handlers on the island, with a large amount of equipment, hangars and maintenance personnel.

Although new aircraft are constantly being developed with increased efficiency and range, Malta is geographically well-placed for business users at the heart of the Mediterranean. Its 24-hour airport, extensive facilities and five-star hotels make the country an attractive fuel stop for long-range flights. DC Aviation aims to help exploit this potential.

www.dc-aviation.com.mt



Malta: Probably the best aviation jurisdiction







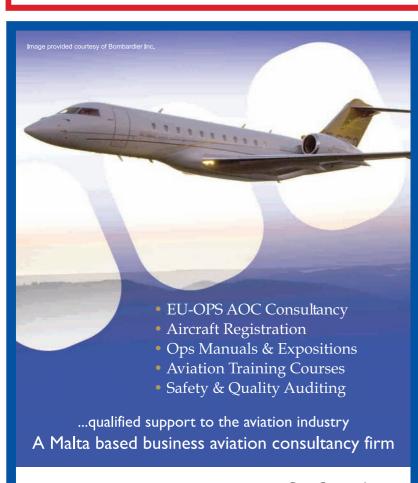


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Many happy returns

Arrindell Aviation Services is marking two decades of success in Sint Maarten

Words | Erin and Diana Ries

Arrindell Aviation Services has just celebrated its 20th anniversary at Princess Juliana International Airport in Sint Maarten in the Netherlands Antilles. The FBO held a gala fundraising event in November 2009 to mark the occasion and raise money for a new charity called Arrindell: Supporting, Promoting, Inspiring & Rewarding Youth in Education (ASPIRE).

The charity was conceived by Frank Arrindell, president and founder of Arrindell Aviation, to help support a school called The Unity Foundation in Sint Maarten. Arrindell Aviation has donated money to many important causes over the years, including flight training sponsorships for local students, and more recently, for relief efforts in Haiti. In January 2009, Sint Maarten's Hospitality and Trade Association honored Arrindell as person of the year in recognition of his business leadership and community support.

Arrindell Aviation Services believes a key part of its success over the past two decades can be attributed to its customer service training. November 2009 marked the fourth year in a row that the company provided formal customer service training for its employees at Sint Maarten. Pam Harlow, owner of It's All About Attitude, a customer service training company based in Arizona, USA, provided nine days of onsite training, at the end of which a total of 79 employees graduated. "Our staff is dedicated to delivering the highest quality service in a warm, friendly and professional manner," says Arrindell.

Arrindell Aviation Services was founded in 1989 with five employees who set out to provide unmatched service, while meeting the meticulous demands of the industry. By never compromising this goal, the company has grown to 100 employees and is one of the busiest in the region.

The Netherlands Antilles has a tropical climate, with warm weather all year round, hence why a lot of Arrindell Aviation Services' business is with VIP clients looking for a luxurious holiday. Clients come in from all over the world in their private jets. Arrindell Aviation Services provides fuel, rental cars, and an array of concierge services, including arranging boat trips to the surrounding islands, or guided tours of St. Martin/Sint Maarten's Dutch and French sides, hotels, beaches, restaurants and shops.

The two-nation island of St. Martin/Sint Maarten is one of the few completely duty-free ports in the world, with no charges for goods coming either in or out of the island. It attracts a lot of yacht owners. On the Dutch side of the island, the city of Philipsburg is lined with over 550 duty-free shops – selling electronic goods, leather, jewelry, and alcohol (notably the infamous











Above: Arindell Aviation's FBO is based at Princess Juliana International Airport
Left: La Samana Beach,
St. Martin

local Guavaberry liqueur). On the French side, the best shopping is in the capital city of Marigot. A crafts market offers jewelry, T-shirts, carvings, and Haitian paintings. Marigot is also home to boutique shops, which offer liqueur, cognac, cigars, crystal, china, jewelry, and perfumes, many from France.

Of the neighboring islands, perhaps the biggest draw for VIPs is St. Barthelemy (St. Barth's), long considered a playground for the rich and famous and known for its pristine beaches, gourmet dining and high-end designer shops. Its sister island, Sint Eustatius, is one of the great historical gems of the Caribbean, while

Anguilla, north of Sint Maarten, boasts 33 white powdery beaches formed from crushed coral.

Meanwhile St. Thomas is known as the shopping hub of the Caribbean, and also boasts stunning white sand beaches. National Geographic has rated the island as one of the top destinations in the world for sailing, scuba diving, and fishing.

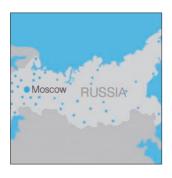
Other neighboring islands include the volcanic Saba, which with its steep reefs and unspoiled beauty is especially attractive to scuba divers, hikers and bird watchers; and the dormant volcanic sister islands of Nevis and St. Kitts. \$\frac{4}{2}\$ www.arrindellaviation.net

Bridging the gap

RusAero works hard to simplify travel between Europe and Russia

Words | George Vardanashvilli, RusAero





Main image: RusAero provides ground handling and flight support services

Right: George Vardanashvilli

The world of business aviation is constantly moving forward and, with this in mind, RusAero is always looking to stay ahead of the game. As a supervision and handling agent for business jets, the company provides a wide range of ground handling services and flight support for the business aviation industry, including private and corporate flights, business and commercial charters, ambulance and humanitarian services. The company was established in 1994 and now services more than 3,000 flights per month – with a wide

network of representatives in more than 100 Russian cities.

Flying from western Europe to Russia can throw up difficulties with regards to permits, slots, and services. However, RusAero offers a full range of services for the clients regardless of flight complications, terms, and routes. The company works with partners such as Vipport (at Vnukovo) and Jetport (at St Petersburg) to ensure that foreign operators flying into Russia will not experience any problems with permits, slots, and so on.

RusAero's staff routinely undergo training to increase their qualifications. The company is a member of the European Business Aviation Association and an active participant of the IATA ground handling council.

To improve links with its Europe-based clients, the company opened a RusAero Europe facility in Shannon, Ireland. This new base helps eliminate complications that may be caused by time differences and travel distance between Europe and Russia

www.rusaero.aero



Being the first carries a big responsibility: after establishing our company more than 15 years ago and receiving number one certificate of the business flight support and ground handling arrangement agent in Russia we are guided by this rule to this day and always offering modern, attractive and cost-efficient services. Together with our partners we are always looking for the shortest routes to smooth and reliable cooperation with customers.

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TLC not only runs an FBO for aircraft, but with a sister company in the yacht business, it can offer sea-faring customers a seamless experience

Recognizing the need for an exclusive private/corporate handling company focused on providing exceptional service, TLC (The Logical Choice) was founded in 2004. It is based at Princess Juliana International Airport in the Netherlands Antilles island of Sint Maarten. In the short time since its inception, it has become established as one of the leading FBOs in the Caribbean, and has grown from its founding four to a team of 10.

TLC's founders previously worked at a commercial and corporate jet handling company, but left to set up a business catering strictly to the demanding needs of corporate clients. "We understood that the two types of clientele (commercial and corporate) could not, would not, mix - it's like oil and water," says Steven Kong, managing director at TLC.

Besides setting up the FBO, TLC's founders also established a yacht agency - Sea Grapes International - at the same time, to deal with mega yacht customers. This dual role means that TLC can provide seamless travel from aircraft to yacht and vice versa.

The company organizes transportation between the FBO and yachts using the best vehicles available, and knowledgeable and friendly drivers. Sea Grapes communicates closely with the relevant yacht captain, keeping TLC informed of customer arrivals and departures so that it is ready every single time. TLC's fleet of luxury cars includes four Chevrolet Suburbans, which are equipped with DVD and allleather seating. The company also has two boats to take passengers and baggage out to yachts.

TLC handles aircraft from private A340s right down to Piper Aztecs and everything in between. Ground handling services on offer include aircraft push back, lavatory service, and GPU. The company can arrange fuel for flights on a direct bill basis, or using any major credit

card. Currently the company retails fuel in Sint Maarten, Barbados, St. Kitts and Tortola.

TLC also provides a wide range of passenger services - including clearing passengers through immigration. Passengers do not have to physically present themselves at immigration; TLC will do it on their behalf. Diplomatic guests can be escorted as per protocol requirements.

In fact, the company goes out of its way to make things as smooth as possible for clients, and can make arrangements for air charter to any island in the Caribbean or to the mainland, accommodation for crew and passengers at preferred five-star resorts (with crew discount rates at participating hotels), and vehicle hire. It also organizes permits at the airport for longterm parking.

"TLC offers today's progressive customers and crew a haven whereby they can sit back, relax and experience world-class services in an elite club atmosphere," says Kong.

For crew, TLC's services include providing computer-generated flight plans to any destination, producing and briefing crew with weather updates for anywhere in the world, and providing pre-paid cell phones with international dialling capabilities.

www.tlc-aviation.com







cars. Full concierge services, from catering to hotel arrangements, are also available. The FBO provides on-call maintenance for all commercial flights arriving on the island and into-aircraft fueling services.

This year, the company is aiming to improve convenience for private aircraft owners by building a new customs and immigration facility, with construction expected to begin late in 2010. Owners Michael and Susan Hancock are waiting for the ink to dry on the approval to build the facility on the north side of the airport. They also plan to expand their fuel farm this year.

St. Thomas is home to a huge mega yacht marina – the recently completed Yacht Haven Grande – and is also a convenient portal

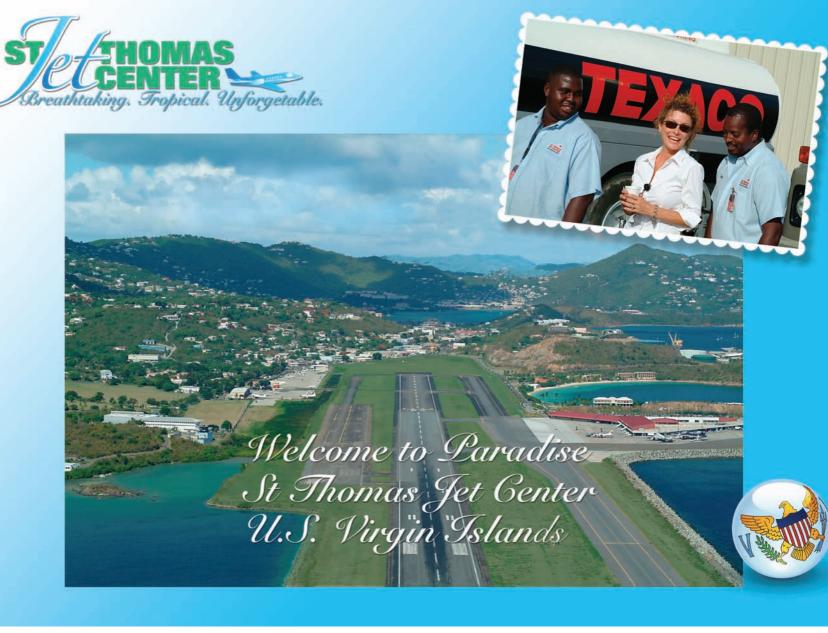
American Eagle, Air Sunshine, Cape Air, LIAT, Seabourne Airlines, and Sun Country.

Visitors to the area can enjoy a range of entertainment, including theater performances, concerts by regional and national bands, public festivals, and museum exhibitions. Marlin tournaments and sailing regattas also take place regularly.

The local climate is a major attraction. From November through until May, St. Thomas has constant trade wind breezes, low humidity and stunning blue skies, with less of a breeze in the summer months of June through September. The area also boasts pristine sandy beaches, fine dining, and a string of upmarket resorts. www.sttjetcenter.com

Meet the owners

St. Thomas Jet Center's co-owners Michael and Susan Hancock both have solid backgrounds in aviation. Michael has more than 35 years of aviation experience, with 29 years in commercial ground handling. He also served as vice president of international services for AMR/American Airlines. Susan has been in the industry for 26 years and her achievements include being involved in founding AVCard, a globally accepted aviation credit card company. She has also worked as director of marketing for one of the largest FBO chains in the USA.



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- Boat charter/Helicopter tours & charters
- Inter-Island information





ASE Handling is benefiting from Scandinavia's strong economy

Words | Colin Abbott, ASE Handling

Based at Copenhagen Kastrup International Airport (CPH) in Denmark, and Stockholm Arlanda International Airport (ARN) in Sweden, ASE Handling has rapidly become one of Scandinavia's largest and most successful VIP and executive handling agents. Its dedicated services were used by over 1,700 aircraft during 2009, ranging from small Citations to large A340 and B767 corporate jets, on a variety of missions, including VIP, executive, military, ambulance and general aviation flights.

Although Scandinavia is sometimes thought of as having cold, dark days, ASE Handling has benefited from the region's steady and positive economy. This has resulted in a greater number of executive and VIP aircraft operations in the region, and therefore an increase in traffic at Copenhagen and Stockholm.

Special events

ASE Handling works in cooperation with Copenhagen Kastrup and LFV Airports, which operates Stockholm Arlanda, to organize special



Above: ASE offers ground handing at Copenhagen Kastrup and Stockholm Arlanda

events and future business developments. Most recently, the ASE Handling team assisted with the airports' organization for the UN Climate Conference, which was held in Copenhagen during December 2009, and attracted more than 300 VIP aircraft in a 10-day period. The team is currently working on the organization and logistical planning for the air transportation expected to accompany the Gumball 3000 road race, due to pass through Stockholm in May.

FBO services

Every client is different and each has their own unique requests, so it is impractical to advertise a standard service. ASE Handling offers a handling experience tailored to each client and coordinated by a dedicated member of staff. Clients can relax in ASE Handling's Scandinavianstyle lounges, watch TV, or surf the internet in a quiet atmosphere while enjoying complimentary beverages and snacks. In addition the company can provide VIP catering, transport, ground equipment, aircraft cleaning, aircraft hanger facilities and deicing. Its services have won high acclaim from clients, for some of which ASE Handling is a preferred ground handler.

ASE Handling is a family-owned company that credits its success to the hard work of its team of dedicated and skilled employees. The company recognizes that the industry is changing and anticipates that new challenges may arise, but promises it will always focus on providing friendly and professional service. <

www.asehandling.com

CPH/ARN

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Ocean Sky's network is growing with investment in new Jet Centres in Europe

Ocean Sky is set to open further FBOs across Europe in 2010 to expand its presence in the global business jet market. It has been confirmed that by the end of the year Ocean Sky plans to have Jet Centres at locations in Spain, Italy and Ireland. "The Jet Centre growth is a vital part of our strategy to establish ourselves within the top three players in European business aviation," says Stephen Grimes, CEO of Ocean Sky. "Our plan is to see our brand of premier Jet Centres stretching across Europe and into the Middle East."

Ocean Sky currently has Jet Centres at Manchester, Prestwick and London Luton airports in the UK.

The Luton Jet Centre, which opened in April 2009, offers extensive facilities. The FBO is comprised of three airside buildings and is located adjacent to the 120,000ft² South Ramp, making it the nearest FBO to the main runway. The Luton Jet Centre currently offers line maintenance support for both Bombardier and Dassault aircraft. By the end of 2010 there



Above: Ocean Sky's Luton Jet Centre
Main image: The Manchester Jet Centre

will be additional ramp space and hangarage to support the growth of both its transient and tenant customer base. It will also provide capability for heavier and more complex maintenance activities.

The Manchester Jet Centre provides 20,000ft² for hangarage, parking and maintenance. It is one of only a few centers in the world that offers an authorized Bombardier service facility for all Lear, Challenger and Global type aircraft. The Jet Centre is also home to Ocean Sky Aircraft Interiors, which offers extensive interior

refurbishment capabilities that extend to private jets and helicopters. It has a dedicated ramp area directly in front of the Jet Centre, giving immediate access for customers and crew. There is also a pre-clearance system in place for all UK and EU nationals.

Meanwhile Prestwick, in the west of Scotland, is a prime refueling point for flights between the USA and Europe, as well as being a convenient airport for sporting holidays in Scotland. It also boasts two major runways, the longest stretching to 2,987m, and has a reputation for being fog-free.

"We are here to serve every possible need of visiting aircraft and we offer our customers the highest standard of service at every level," says Grimes. "However, it is not just about the service, we believe clients want excellence at competitive rates, and the key to a successful aviation business at this high end of the scale is not just to focus on delivering quality, we also need to pay attention to price. Our rates – be it for fuel, landing or parking – are highly competitive." "



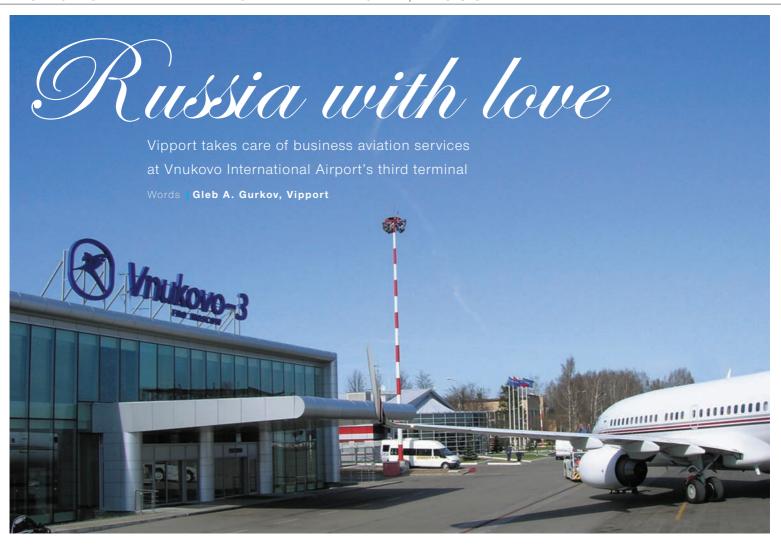


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Above: Vnukovo International Airport's third terminal, Vnukovo 3

Russia's Vnukovo International Airport (VIA), is the nearest airport to Moscow, located seven miles outside the city center. Vnukovo-3 – part of VIA – is one of the biggest FBOs in eastern Europe, and boasts a new international terminal and a domestic terminal. The facility has 210,000m² of apron space, 32,000m² of hangar space, and more than 100 parking places.

Vipport, the exclusive handling agent for all private, business, and government flights to VIA, offers business aviation services at Vnukovo-3, providing services 24 hours a day, seven days a week.

Vnukovo-3/Vipport FBO can accept and handle aircraft with a MTOW weight of up to 250

tonnes. All requests have to be made in written form and sent via SITA, AFTN, fax, or email at least five hours before planned arrival. Services offered by Vipport include fueling (it accepts World Fuel, UvAir, Multiservice, and AVCard), slot coordination, overflight and landing permissions, handling and supervision, VIP catering, organizing crew hotel accommodation, and crew visa support.

Vnukovo-3 has a full complement of technical equipment to provide private services, including four tow trucks, tow bars for all aircraft types, three de-icing trucks, several GPU, ASU, water trucks, lavatory trucks, and passenger steps.
www.vipport.ru









Above: Doonbeg Golf Resort, County Clare Far left: Bunratty Castle, County Clare

Left: Adare Manor Hotel and Golf Resort, County Limerick

Shannon International Airport has been making the headlines recently for its US pre-clearance facility, which allows US-bound passengers to undertake all immigration, customs and agriculture inspections at Shannon prior to departure – making arrival in the USA easier and faster, as passengers are treated as domestic arrivals. Originally only available to commercial passengers, the service was also recently extended to business aviation customers using the airport.

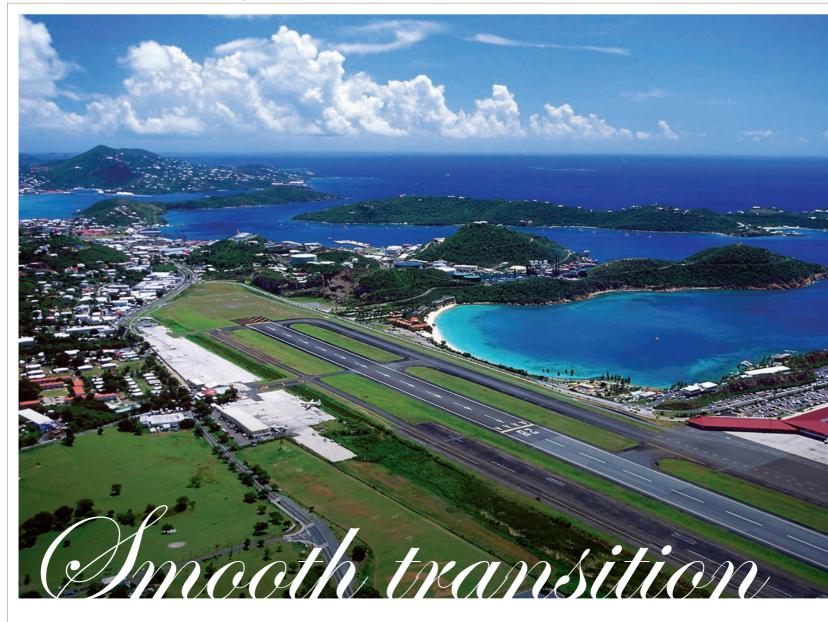
But it's not just pre-clearance bringing custom to the airport – people are drawn by the charm and natural beauty of the Shannon region itself, which extends from the midlands of Ireland to the Atlantic Ocean.

Spectacular countryside terrain combined with rivers, lakes, and the ocean make it an ideal setting for many pursuits. Canoeing, water-skiing, kayaking, surfing, and sub-aqua diving are some high-energy options on Lough Derg (known as Ireland's pleasure lake), the River Shannon, and off the Atlantic coast. These waters also offer game, coarse, shore, and sea angling. Visitors can take a leisurely cruise on the Shannon, on Lough Derg, or on the high seas from Kilrush Marina in County Clare.

Sporting pursuits

There is a superb choice of walking trails, such as the Burren Way through limestone territory in County Clare, the Great Southern Way in County Limerick, and the Offaly Way. Another option is to go cycling through areas such as the Silvermines in County Tipperary. County Clare cycling routes have been voted among the world's top 10 in *Lonely Planet's Best in Travel 2010* guide. The Shannon region also has a wide selection of golf courses, ranging from world-rated championship links to mature parkland courses.

Local towns and villages offer a wealth of antiquities, fine architecture, traditional and modern music, and parks. The region also encompasses Limerick City, a modern university city with a revitalized waterfront and vibrant city center, which boasts a wide choice of restaurants, lively pubs, and great shopping. www.shannonregiontourism.com



Alliance Aviation aims to ensure customers have the best experience possible when they visit the Virgin Islands

Words | Je'Von Gilpin, Alliance Aviation

Since its formation in 1998, Alliance Aviation has been serving the FBO needs of St.

Thomas in the Virgin Islands, aiming to provide the best possible service and care for its clients from touch-down to take-off. The company's staff are fully trained to ensure they can deal with all customers' ground handling needs.

Alliance offers a full range of services to ensure that its passengers' airport experience is as straightforward and stress-free as possible. Services offered include customs clearance, aircraft parking, hotel/transportation arrangements, charter arrangements, email and internet access, and catering. If required, food will be delivered one hour before flight time and provided by a catering company that meets CBP compliance standards for aircraft pre-clearing. Staff can also point visitors in the right direction for the best hotels and restaurants in the area. Alliance Aviation is a primary agent for Universal, Air Routing and Jeppesen Data. 🔇



Above: Alliance Aviation's services include aircraft fueling



Local attractions

- . Coral World
- . St. Peter's Great House and Botanical Gardens
- . Paradise Point and St. Thomas Sky Ride
- . Virgin Islands Game Fishing Club
- Submarine and helicopter tours
- . Golf, tennis, scuba diving, snorkelling, sailing, kayaking



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Stress-free service

FBO 2000 at Antigua's V. C. Bird International Airport allows passengers to avoid the hustle and bustle of the airport's main terminal building



A truly first-class flying experience does not end when the wheels touch the tarmac, whether by private jet or scheduled flight. With a decade's experience of working with the world's premier carriers and private customers, FBO 2000 does all it can to make sure a visit to the Caribbean begins and ends in style.

Customers expect the highest standards of comfort, service and convenience and that is exactly what the facilities at Antigua's V. C. Bird International Airport aim to deliver. As soon as the wheels touch the tarmac, the company's representatives are waiting to offer immediate customs clearance at the foot of the steps, followed by transfer into either luxuriously appointed limousines or the client's own car. Should customers be continuing onto a yacht, FBO 2000 is located conveniently close to Antigua's Shell Beach Marina.

The full-service facilities are located a discreet distance from the main airport terminal to ensure privacy and peace of mind. Here, clients will find customs and immigration facilities, a conference suite, passenger lounge and separate VIP facilities, all overseen by highly trained staff. Private air crews are also welcome and provided with facilities in which to freshen up and plan further flights.

Main image and left: FBO 2000's passenger lounge at V. C. Bird International Airport





Above: FBO 2000's passenger lounge extends out into the Antigua sunshine

Safety is a priority and the entire facility is fitted with the latest in security technology. All areas are monitored by CCTV cameras, including the baggage screening areas and aircraft ramp. The entire area is constantly scrutinized by private security patrols and additional peace of mind can be guaranteed by guards assigned to individual aircraft if required. FBO 2000's subsidiary, Bizjetto-Yacht, will make sure the aircraft is fully fueled and ready for take-off as soon as the customer requires.

Private jet clients can use the departure lounge facilities while in-house agents take care of check-

in, immigration documentation and baggage handling. The company also grants lounge access to British Airways' first- and business-class passengers. On offer are gourmet food, fine wines and soft drinks. Passengers are transferred directly to the aircraft when the time comes to depart.

FBO 2000 will also soon be able to offer the same high level of service on the islands of St. Kitts and Nevis, upon completion of its bespoke facility at Vance Amory International Airport.

www.fbo2000.com









Throughout airports in central and eastern Europe, languages, currencies, regulations, cultures, and infrastructure vary greatly from one location to another. Euro Jet's way of dealing with these differences is to standardize service levels, ramp-up safety procedures, and be knowledgeable about different locations' customs, regulations, fuel and catering requirements, and practices.

Euro Jet has 10 years' experience of arranging ground support service for private and business aviation. The company aims to create a unified, high-quality ground service network in those territories of the world where business aviation is still in its infancy. The company's flight support network is set up to give business jet operators, passengers, and crew the confidence to travel to any location and experience a standardized, secure, and prompt service on the ground.

"We are building a brand that everyone in the business aviation industry recognizes and associates with high-end customer service in central and eastern Europe and the CIS," says Karol Bodnar, managing director of Euro Jet.

Headquartered in Prague, Euro Jet's operations center is staffed by multilingual employees who are available 24 hours a day, seven days a week, and can arrange hotel bookings, handling arrangements, and flight or landing permits. The flight planning department is led by licensed dispatchers, who can assist in several flight planning systems for each customer. Euro Jet has also worked with a number of heads of state and royalty worldwide. The company operates on a 'one call does it all' basis: one phone call or email will be the trigger for Euro Jet to arrange all the client's travel requirements.

Many eastern European airports are favored holiday destinations for low-cost airlines, and during the summer months, private jets do not enjoy any priority in handling or refueling. However, clients using Euro Jet ground services

Gaining ground

Euro Jet, which provides ground support services at airports across central and eastern Europe, recently launched an aircraft handling business at Baneasa Airport in Romania

Words | Attila Papai, Euro Jet



and refueling will enjoy priority, no matter how busy the given airport may be.

Recently, Euro Jet became a handler at Baneasa Airport in Romania. "It was a strategic decision for us after our local partner went out of business and we wanted to maintain the high standards we had set there. The only way this was possible was by acquiring our own license," says Tomas Chobot, commercial director of Euro Jet. "Even though we are not a typical handler and it might not be our core business, we are committed to business aviation."

The firm is also improving facilities for flight crews, with crew lounges available at Prague, Zagreb, Bucharest, and most other capital cities in the region. Despite economic turbulence in the aviation industry, Euro Jet has continued to provide services tailored to customers' needs at competitive prices, and as a result gets a lot of repeat business.

www.eurojet-service.com

acquiring our own license,"
commercial director of Euro
are not a typical handler
ur core business, we are
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sproving facilities for flight
ges available at Prague,
and most other capital cities
economic turbulence in

Above: Euro Jet's management team

Top left: Euro Jet's network spans
Russia and central and eastern Europe
Left: Multilingual staff at Euro
Jet's Prague headquarters man the phones 24/7
Above: The company provides ground support services



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A Question of Trust ...





www.eurojet-service.com

Alternative hubs

The IDRF – which represents German regional airports over dealings with public authorities, the EU, and unions – presents four of its member airports



ESSEN/MÜLHEIM AIRPORT

Essen/Mülheim airport is located in the Rhine-Ruhr region between Cologne and Dortmund, and in close proximity to surrounding cities (Essen is 12 minutes away, Duesseldorf 35 minutes away and Mülheim 8 minutes away). The runway is 1,553m long and the airport is permitted to handle turboprop aircraft up to 14 tonnes maximum take-off weight (MTOW) for commercial flights and 2 tonnes MTOW for non-commercial flights (prior permission is required for aircraft over these weights and up to 40 tonnes MTOW). The airport handles 46,000 aircraft movements each year, and opening times are from 06:00 to 22:00. AVGAS and Jet A1 fuel cards are accepted, and facilities available include an airship hangar, conference rooms and a restaurant.

www.flughafen-essen-mulheim.com



ADOLF WÜRTH AIRPORT SCHWÄBISCH HALL

Adolf Würth Airport meets all requirements for a business airport and at a competitive price. It offers state-of-the-art air traffic control and precision landing capability. A general aviation terminal offers crew comfort with a generous pilot lounge and passenger comfort with a VIP-style waiting room. Customs and border patrol services are available. Its highly motivated crew takes care of transport, handling and refueling. The airport is open seven days a week, 24 hours a day, allowing quests to get where they need to go, when they need to go. Its location close to the A6 highway between Mannheim and Nuremberg means it can be reached quickly and easily. The runway is 1,540m long, and the airport is certified for up to 35 tonnes MTOW. The airport also offers heated hangars, maintenance, restaurant, car rentals/taxis/buses and catering service.

www.edty.de

CITY AIRPORT MANNHEIM²

City Airport Mannheim² is located in the Rhine-Neckar region near Heidelberg and Ludwigshafen, just a few minutes from Mannheim city centre and close to the A6 highway. Major companies such ABB, BASF, SAP, Mercedes Benz, John-Deere and Heidelberger Druckmaschinen all operate nearby and can be reached easily within 15 to 20 minutes from the airport. Its 24hour-a-day operation makes City Airport Mannheim² a very user-friendly destination for business aviation in the Rhine-Neckar region. Passenger parking is very close to the check-in area and the departure gate is just behind the check-in, meaning that check-in typically takes only 20 minutes from start to finish. Ground handling is carried out by Cirrus Airlines.

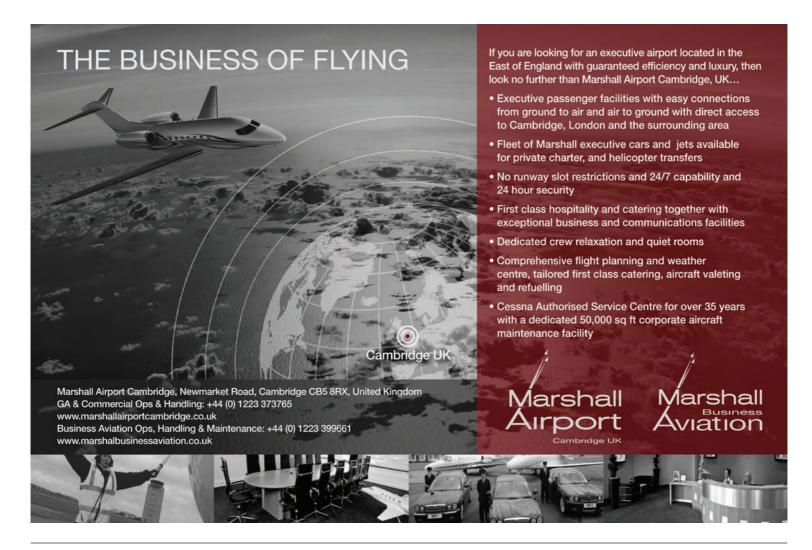
www.flugplatz-mannheim.de



each year, Schoenhagen is the busiest airfield in the newly formed federal states. It is situated 40 minutes south-west of downtown Berlin, 25 minutes from Potsdam, 40 minutes soon-to-be-completed Berlin-Brandenburga modern terminal, lounge, AVIS rental car station, restaurant, guesthouse and a conference center. The Aviation Technology Park Schoenhagen on the airfield hosts a thriving community of businesses, including maintenance and service companies, aircraft manufacturers and flight schools.

www.edaz.de





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Aircraft services:

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- Passenger steps
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- Interior and exterior aircraft cleaning services
- Fuel service- A1 Jet fuel
- Weather and NOTAMS services















The new must-attend event from the publishers of *Business Airport International* – bringing FBOs, business airports and private charter and executive jet operators together

Business Airport World Expo is the new international exhibition of the world's FBOs and business aviation destinations for executive jet and private owners and operators. The event will be held from March 1-3, 2011 in the modern, purpose-built exhibition center that is actually onsite at Farnborough International Airport, UK, one of Europe's busiest and premium destinations for business aviation. And readers of *Business Airport International* will be able to attend for free!

Graham Johnson, managing director of UKIP Media & Events, the global publishing and exhibitions company that is staging the event, comments: "In effect, Business Airport World Expo will bring the pages of this magazine to life. We're inviting more than 10,000 chief

pilots, scheduling directors, owners, CEOs, and managing directors to attend this launch show to come and discover new routes, FBOs, new partners, and MRO facilities, as well as network with existing contacts.

"At the time of writing, we had only announced the creation of this event three weeks ago, yet we already have dozens of exhibitors confirmed from all over the globe, including the likes of Airline Support Executive, DC Aviation Limited, Euro Jet Intercontinental, FBO Riga, First Class Cars, Hadid International Services, Inflite, Jetex Flight Support, Hadley Executive Chauffeurs, Royal Jet, Shannon Airport, and Sky Aviation Services. And of course, *Business Airport International* will be there in force too!

"The on-site exhibition facilities at Farnborough Airport are first-class and just a two-minute shuttle ride from the runway. I am 100% confident that all 150 stands available (covering 3,150m²) will be sold out very rapidly. Business Airport World Expo 2011 will be an international meeting and marketplace for FBOs, business aviation airports, and private charter and executive jet operators."

So whether you are looking for new routes, loyalty schemes, new partners, or to meet up with your established suppliers in one convenient location, Business Airport World Expo 2011 is the place to be. Be sure to visit www.BusinessAirportWorldExpo.com for regular exhibitor and visitor updates and to register for your free entry pass! \$\frac{1}{2}\$

Index to advertisers

Advanced Air Support3
Air Service Basel8
Airline Support Executive
Arrindell Aviation5
Birk Flight Services8
Business Airport International
Online Reader Enquiry Service31, 75
Business Airport International
World Expo 2010 17, 19, 20, 79

DC-Aviation Malta	63
EBACE	
Equity Aviation Services (T) Ltd	54
Euro Jet Intercontinental Ltd	83
FBO 2000 Antigua Ltd	81
IDRF	IFC
Marshall Airport Cambridge UK	87
MEBA	49
Ocean Sky Aviation Ltd	OBC

Rus Aero	67
Shannon Airport	25
Signature Flight Support	11
Sky Services SPA	54
Skylink Services Ltd	59
SPACE	87
St Thomas Jet Center	71
LC Aviation	IBC
/ipport	37







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