

Business Airport

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October 2014

SPECIAL ISSUE

NBAA 2014: October
21-23, Orlando, Florida

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8-10, Dubai

Hangar space just got more expensive!

A scarcity of land for development is pushing demand for hangar space in the USA – and rental fees are set to rise

Also in this issue

IS-BAH: How adopting a new aircraft handling standard can transform your business

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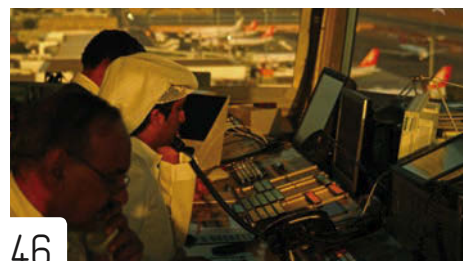


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Welcome

The 16-month run of consecutive increases in property prices in the UK came to an end in September 2014, with prices falling by 0.2% according to data from Nationwide Building Society. However, the annual rate of house price growth was still at 9.4% in September, down from 11% in August, meaning for people like me who live in rented accommodation, the prospect of owning my own property still seems out of reach.

One of the main causes for the increase in property prices is a lack of new homes being built, meaning demand is outstripping supply, leading to price rises. In fact, according to a report published by the Department for Communities and Local Government in November 2012: "For decades, there have not been enough homes to meet the needs of our growing and aging population. From 2009 to 2010, only 115,000 new-builds were completed in England – fewer than any year in peacetime since the 1920s." Unless supply catches up with demand, I might be living in my rented house for a few more years to come.

In the USA, a similar situation is facing aircraft owners looking for a safe and secure place to store their prized possessions. As Selwyn Parker writes in *Renter's market* on page 28: "More aircraft owners and operators are being forced to lease rather than buy hangars because of a shortage of land for construction, instead adopting the practices of the residential and commercial real-estate

markets." This means that demand for rental space is high and the cost of hangar leasing is on the rise. But it's not all doom and gloom – many airports in the USA are working with developers to build more hangar space for rent. For instance, real-estate consultant Ascend Development is about to break ground on a private, upscale hangar of 40,000ft² with six individual bays at California's Livermore Municipal Airport, while at Fort Lauderdale-Hollywood International, Sheltair Group is in the middle of a US\$25m, 11-acre development that is due for completion in 2015. Some projects also include additional amenities, such as fueling, ground handling and office space, to make leasing an attractive proposition.

Meanwhile, back in the UK, it's not all bad news for the housing market. Research by Hangar8 revealed that the number of £5m+ (US\$8m+) properties in London increased by 28% in 2013 compared with 2012 (see *Capital gains* on page 36), many of which were bought by foreign investors. With the rich and influential choosing the capital as their home, business aviation flights are also on the rise, increasing by 13.9% over the past five years. With six major airports in a 50-mile radius, and some smaller dedicated business aviation airports also on the doorstep, the business aviation community has plenty of choice in the London area – unlike those looking to get on the property ladder.

Hazel King, Editor



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Hawthorne Global Aviation breaks ground on customs facility



Hawthorne Global Aviation has broken ground on a US Customs inspection facility at its Atlanta Executive Jet Center/Cobb County Airport FBO. Once opened in 2015, it will be the first dedicated facility of its kind at an Atlanta metro area general aviation airport and will include on-site US Customs and Border Protection (CBP) staff.

"Travelers to our Atlanta FBO will soon have easy access to US Customs, making it an international destination for private jet travelers," said Steven Levesque, CEO of Hawthorne Global, at the groundbreaking ceremony on September 18. "This makes our new Atlanta FBO an even more attractive option for private jet travelers to the Atlanta area."

The airport has invested US\$1m in the new facility, following a review by the airport of how services could be expanded to provide opportunities to the flying public. According to airport manager Karl Von Hagel, despite the airport having the longest general aviation runway in the metro Atlanta area and investing US\$75m-worth of capital improvements (including new taxiways and a new control tower), it lacked on-site facilities and inspectors for customs inspection services.

"As we researched the opportunity to construct an on-site facility to provide first-class customs inspection services, we counted over 300 international companies located in Cobb County, representing 35 countries around the

Left: Hawthorne Global Aviation's FBO at Cobb County Airport

Right: A groundbreaking ceremony was held on September 18

Below: A rendering of the new customs facility

Airport by numbers

There are 358 aircraft based at Cobb County Airport in Atlanta: 251 single engine, 55 multi-engine, 39 jet aircraft and 13 helicopters. Of total operations, 49% are single engine and 49% are multi-engine. Only 1% of operations are air taxi. No major commercial airlines service Cobb County Airport, but there are two charter companies and two major fixed-base operators. Aerial tours are very popular at the airport as the Appalachian Mountains are less than a 30-minute flight away.



world with over 11,000 people employed by these international companies. As the airport evaluated all the information available to us, we concluded that international flights were not well served in Atlanta by not having customs inspection services facilities and staff available on a general aviation airport. So Cobb County, in partnership with Hawthorne Global Aviation Services, committed to constructing a customs facility that will provide first-class accommodations to arriving international passengers and crews, with a CBP officer standing by on-site to quickly process their arrival," he added.

Currently, passengers wishing to clear customs at a general aviation airport in the metro Atlanta area must be processed outside



in all weather conditions. "Cobb County Airport will be the first to provide a facility that will offer amenities not only beyond simple heated and air conditioned dry space, which surpasses what others can offer, but also a first-class facility

to make the customs process as pleasant and comfortable as possible," Von Hagel explained.

Architect Moreland Altobelli Associates has designed the new building at Georgia's second-busiest general aviation airport, while YLH Construction Company will construct the facility.

In addition to the customs facility, Hawthorne Global Aviation also has an FBO facility, which has more than 500,000ft² of hangar space capable of accommodating up to G-650 aircraft, a 6,000ft² passenger terminal, pilot lounges and conference facilities. Hawthorne Atlanta also features extensive services for pilots, including computer flight planning, weather service and after-hours fuel and emergency services. It is a full-service Shell Aviation fueling station. [↪](#)

Business aircraft activity achieves consistent growth in the USA and Canada

A new report released by aviation services company Argus International has revealed that business aircraft activity in the USA and Canada grew for the ninth consecutive month and was up by 2.5% in August 2014, compared with the previous month.

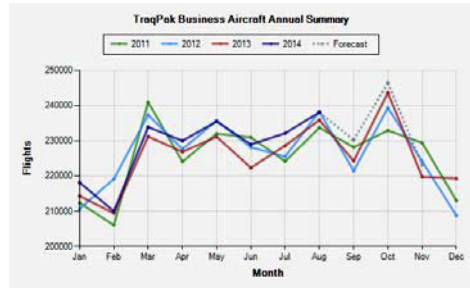
Using TRAQPak data, which is serial-number specific aircraft arrival and departure information on all IFR flights in the USA (including Alaska and Hawaii) and Canada, the report showed that all operational and aircraft categories posted positive month-on-month results. Fractional flight activity posted the largest monthly gain, up 5.3% from July 2014, while Part 135 & Part 91 posted monthly gains of 2.3% and 2.0% respectively.

Large cabin flight activity led the way for the aircraft categories, with an increase of 3.3% from July and small and mid-size cabin aircraft posted gains of 1.8% and 2.2% for the month respectively. The largest month-on-month increase occurred in the fractional turboprop market, which finished the month up 12.2%.

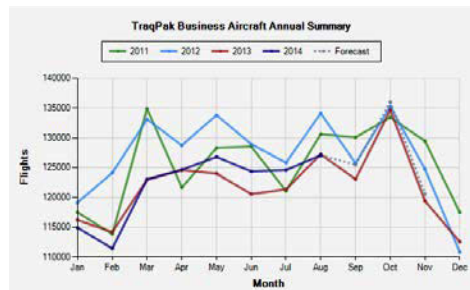
Reviewing year-over-year flight activity (August 2014 versus August 2013), TRAQPak data indicated that August 2014 posted a flight activity increase, up 0.9%. The results by operational category showed increases in the fractional and Part 135 markets, which were up 5.5% and 0.8% respectively. The Part 91 market was flat for the period, down 0.1%. Flight activity by aircraft category followed the usual trend with increases for all of the jet categories.

Large cabin flight activity led the way for the month, up 5.3% from August 2013. Small and mid-size cabin aircraft posted year-on-year increases of 1.3% and 1.5% respectively. The turboprop industry posted a year-on-year decrease of 1.4%, while the small cabin fractional market continued to post the largest growth for an individual segment with a year-on-year increase of 28%.

Travis Kuhn, TRAQPak associate product manager, Argus International, commented, "The recent trends seem to indicate that we will see a continued reduction in turboprop flying, and an increase in jet category flying. Year to date (YTD) (January-August 2014) we have seen flight activity increases for small, mid-size and large cabin aircraft, and we have seen a decrease in flight activity for turboprops. Small cabin aircraft are up 4.2%, mid-size cabin aircraft are up 2.1% and large cabin aircraft are up 6.7% when compared with the same period in 2013. Conversely, turboprop flight activity is down 3.1% during the same period.



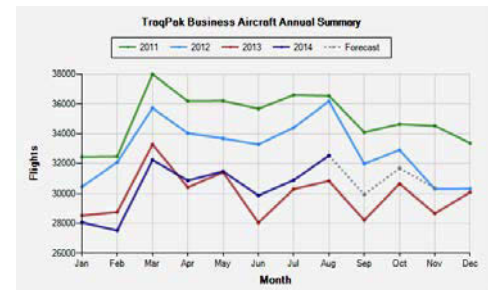
Total business aviation flight activity (January 2011 – November 2014)



Part 91 flight activity (January 2011 – November 2014)




Part 135 flight activity (January 2011 – November 2014)



Fractional flight activity (January 2011 – November 2014)

"There are a number of factors that appear to influence this growth. YTD (January-August 2014) we have seen Part 91 & Fractional flight activity rise 0.6% and 0.8% respectively, when compared with the same period in 2013. This may not seem like a significant increase, but these are two segments that saw consistent declines for an extended period of time. The Part 91 segment saw negative flight activity for 15 out of 16 months from November 2012 to February 2014. Fractional flight activity saw negative numbers for the entire year after Avantair [a fractional ownership company] shut down [in June 2013]. On the other side, Part 135 flight activity has made significant increases since October 2012. Part 135 flight activity is up 3.2% YTD when compared with the same period in 2013.

"There are two reasons fractional saw the most growth – the first reason would be that Avantair has been out of the picture for a over a year, so we're comparing apples with apples again. The second reason would be due to the increase in small cabin flying in the fractional market," Kuhn added.

TRAQPak analysts estimate there will be a 2.7% increase in overall flight activity year-on-year in September 2014. 



TRAQPak aircraft categories

Turbo prop: Single engine and multi-engine

Small cabin jet: Very light and light jets with a minimum take-off weight of less than 20,000 lb

Mid-size cabin jet: Mid- and super-mid-size jets with a maximum take-off weight of 20,001 lb – 41,000 lb

Large cabin jet: Large, ultra-long-range and heavy jets with a maximum aircraft take-off weight over 41,000 lb. For weight over 41,000 lb and ultra-long-range and heavy jets having an NBAA IDR range about 6,000nm

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Jet Aviation expands global MRO and FBO network in Austria


 Jet Aviation is now operating and managing MRO and FBO facilities at Vienna International Airport following the signing of agreements with GATE V and FAME Executive Aviation, the previous MRO and FBO service providers. The company officially took over from the previous companies on September 10, 2014, although the process of relocation commenced at the beginning of August.

From a brand new 4,000m² (43,000ft²) hangar facility, the company now operates a Cessna Authorized Service Center that provides scheduled and unscheduled maintenance, as well as off-site AOG services, to Cessna Citation aircraft. "We will be able to offer a wide range of services for our customer base. Our customers own and operate a mixed fleet, and we hope to ensure broad service support," commented Dennis Kohr, managing director for Jet Aviation Vienna.

Jet Aviation Vienna also supports AOG and line maintenance for Learjet and Bombardier Challenger 300 aircraft, with plans to expand

its service capabilities to include other aircraft models, such as Bombardier, Dassault Falcon and Gulfstream in the future. The MRO facility includes 2,000m² (21,500ft²) of shops and office space.

The Jet Aviation Vienna FBO at the Vienna Business Aviation terminal features an operations office, a crew lounge and access to a VIP passenger lounge. Offered services include taxiing, passenger and crew transportation, luggage handling, lavatory drainage and aircraft refueling. A trusted provider will supply all airside services and equipment.

"We are delighted to expand our MRO and FBO network in EMEA and Asia," Kohr added. "As a key gateway to the East, Vienna International Airport is among the top 10 most important airports in Europe in terms of business aviation traffic and represents a key market for Jet Aviation. It has a strong customer base and a number of major business jet operators are based in Vienna, where the airport is open 24/7." 

Manager profile

Dennis Kohr has been appointed managing director of Jet Aviation Vienna. Kohr joined Jet Aviation Basel in October 2011 as a regional sales director. He was appointed director of sales and customer support a year later, where he served as the main customer point of contact, while leading the local sales team and various complex sales projects. Prior to that, Kohr worked in sales and project management for major aerospace companies in Munich and Hamburg. He holds a degree in industrial engineering and business management from FH Nordakademie, the University of Applied Science in Elmshorn, Germany.

Kohr will report directly to Stefan Benz, vice president of Jet Aviation MRO and FBO operations, EMEA & Asia. "Dennis will ensure a warm welcome in Vienna for our clients and crews," commented Benz. "He is customer-focused and fully committed to delivering top service. I have every confidence in his ability to further develop our services in Vienna to offer a premium customer experience."



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VistaJet grows fleet at a value of US\$320m

VistaJet has added eight new aircraft to its fleet – three Bombardier Global, three Challenger 605 and two Challenger 350 jets – at a total value of US\$320m. It also plans to add a further 12 aircraft with a value of US\$448m by the end of 2014.

The additional aircraft are part of a worldwide expansion strategy by the company and the delivery of the first eight jets represents the largest number of wide-body business jets to be delivered by Bombardier to a single customer within a 30-day period.

VistaJet already added five Global aircraft to its fleet in the first half of 2014 and will take on three Global 6000, four Challenger 350 and five Challenger 605 aircraft by the end of the year.

“Our relationship with Bombardier goes from strength to strength and today [September 17] is particularly special as never before has a Bombardier customer taken delivery of so many new business jets within such a short period of time. We are committed to investing in industry-leading aircraft for our clients and flying the largest and youngest all-Bombardier fleet in the industry,” commented Thomas Flohr, founder and chairman of VistaJet.

“Congratulations to VistaJet on this impressive delivery and to the teams from both companies that made it happen,” added Éric Martel, president, Bombardier Business Aircraft.

The increase in its business jet fleet comes on the back of an increase in the number of flights operated by the company as it announced it has



had its best summer season to date this year, with the volume of flights up 21% for January-August 2014 compared with the previous year. According to VistaJet, September was also on track to be another record month for flights.

VistaJet has a ‘Think Global’ strategy, with Africa continuing to be its fastest growth region, while expansion in the USA and Asia-Pacific regions is a priority, with new aircraft being placed in these regions to support increasing demand as capacity is at an all-time high. According to the company, business in Russia and CIS remains strong and VistaJet is positioned to reach its target revenue growth of 20-25% by year-end.

“We are having an exceptional 2014,” said Flohr. “This profitable growth strategy continues to be funded by strong EBITDA and cashflow. As per our global expansion plan, we are making excellent progress in the USA and Asia-Pacific. It has been our busiest summer since we launched and I am particularly excited about the remainder of the year.”



Recent order history

November 2012: VistaJet placed the largest single transaction in the history of business aviation with orders for 56 new Bombardier Global aircraft and further options for an additional 86. The total value of the order was approximately US\$7.2bn.

June 2013: VistaJet placed a firm order for 20 Challenger 350 aircraft, with further options for an additional 20. The total value was approximately US\$1.7bn.

January 2014: VistaJet made a commitment to lease 10 new Challenger 605 jets with International Aircraft Leasing and Trading as part of its Challenger fleet renewal program.

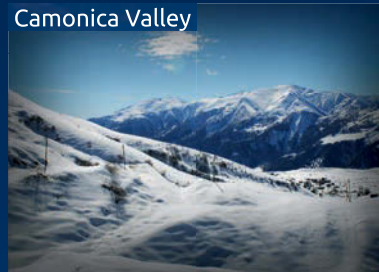
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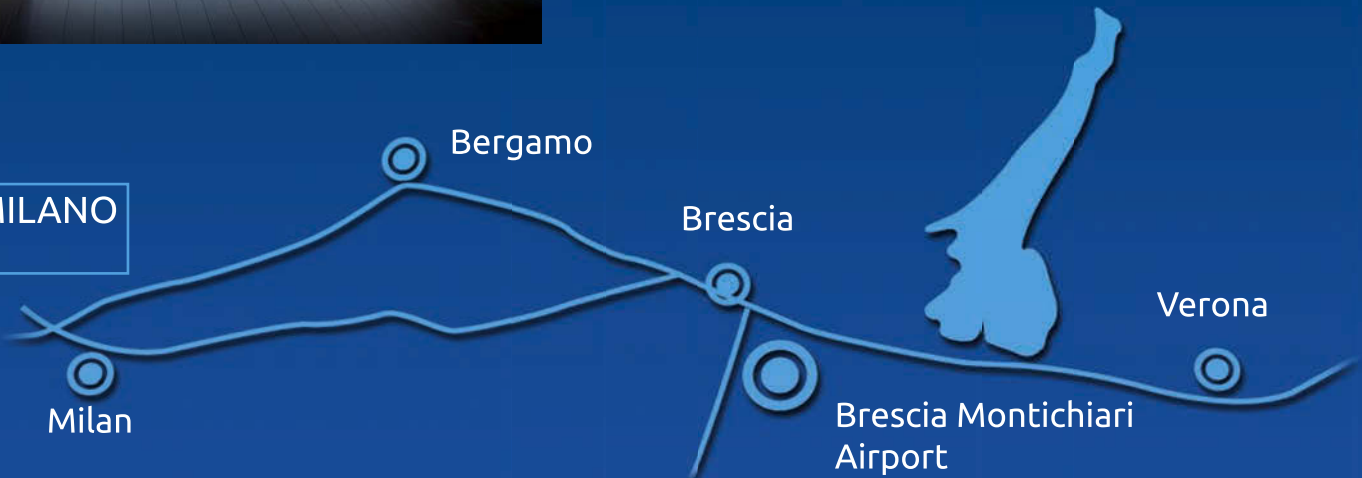
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Situated just a 40-minute drive from Milan, this is the best alternative for reaching the capital city of Lombardy without having to deal with traffic, thanks to the new Brebemi motorway that connects the airport to Milan. From the Brescia airport it is also easy to reach the Expo Milano 2015 grounds.

Just a few kilometres from Lake Garda, the largest fresh water lake in Italy, and the Franciacorta vineyards, some of the most prestigious in Europe, the Brescia Montichiari Airport is located in the heart of a territory brimming with charm and culture, offering daily opportunities to combine travel with moments of relaxation, sport, culture, and shopping.

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Safety crusade

“When an industry manages to improve its self-awareness, it starts seeing aspects of its operations it has never noticed before”

In May this year, IBAC and NATA announced the creation of the International Standard for Business Aircraft Handling (IS-BAH), a set of global industry best practices for business aviation ground handlers that features at its core a Safety Management System (SMS). It was to incorporate NATA's Safety 1st Ground Audit Program. What took them so long? NATA had already launched its Safety 1st Management System for Ground Operations 2008. Is IS-BAH then an idea that started in the USA and why is it not initiated in Europe?

In July 2006, London City Airport (LCY) took over private aircraft handling at Northolt Royal Air Force Base. In order to be able to bid for the government contract to run an FBO at RAF Northolt, the ISO 9001 Quality Management System (QMS), with an incorporated SMS, was introduced at the LCY Jet Centre a year earlier. The man in charge at that time was Graham Stephenson. He was so impressed with the results that he wondered, "Why can't we have a recognized and agreed standard for all FBOs to follow, so that operators and crews know what to expect?"

Private rule-making isn't an entirely modern occurrence. It has its antecedents in medieval times in northern Europe, when there were no national governments in today's sense. Cities were the centers of social and civic organization. It was the era and origin of Lex Mercatoria (Latin for 'merchant law'). It wasn't really law, as we know it today, it evolved as a system of custom and best practice. Some of the problems that medieval merchants faced were that they spoke different languages and that they never stayed in the same place for long; a common agreed standard was very useful. Under Lex Mercatoria trade flourished.

These 'voluntary rules', which are not ordained by public authorities, are a kind of vacuum filled by an industry, not waiting for governments to regulate their operations. When an industry manages to improve its self-awareness, it starts

seeing aspects of its operations it has never noticed before. Enhancing an industry's self-awareness enables it to make better choices in its processes. It is easier to alter behavior early in the process, before a situation gets out of hand and results in a fatal accident. As aircraft become more advanced in their systems, it is vitally important that every FBO has a QMS linked to a SMS in place. Language is not important; what is essential is that processes and procedures employed in running an FBO are documented in a recognized way so that it is clear to everyone how a job is done and processes are followed up.

Following his retirement from ExecuJet FBO in 2009, Graham Stephenson had time to enter into social media discussions. He began to push things wherever it could make some impression and lobbied for better training and better safety for FBOs. He realized that this was a crusade that needed to be followed up. He suggested to the BBGA that they should support the idea. As a result, the suggestion was passed on to the EBAA. On its turn, EBAA decided to ask IBAC to develop a sister of IS-BAO to cover ground handling. This was agreed and the IS-BAH idea was formed. To develop a global system, NATA was asked to join IBAC using its experience. The IS-BAH is now worldwide and has replaced the NATA SMS.

And so, IS-BAH was developed by the industry for the benefit of the industry. Sure, Graham may not have invented IS-BAH, but he played a major role in getting the ball rolling. "Now that we have the standard," says a determined Graham, "I plan to work on making training for FBOs available online and anywhere needed, and promote what IS-BAH is all about." ↩

Read more on the IS-BAH program on page 20

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

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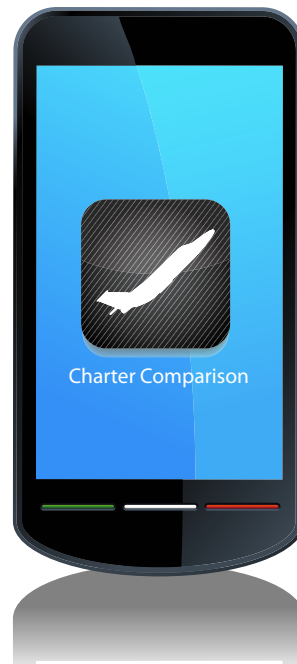
What impact is the rise in online charter comparison sites having on the broker market?

Words | **Matthew Stibbe**

 The US private jet industry was practically stagnant in 2012 while in Europe there was a decline of nearly 4%, according to aviation intelligence specialist WINGX Advance. Yet, thanks in part to the rise of online comparison sites, the charter industry has seen significant growth. So, what exactly are these sites, what makes them so popular, and what do they mean for the future of the charter industry?

Companies such as PrivateFly and Victor are private aviation's answer to price comparison sites in other sectors, such as Expedia.com or GoCompare. They tap into a large pool of providers so clients can get a number of competitive prices for a given flight.

The companies act as matchmakers, earning their money from subscription fees and commissions from bookings rather than owning, operating and renting out aircraft themselves. Unlike traditional brokering, which is built on relationships and personal service, these online services are all about technology. They aim to automate as much of the process as possible and in doing so they promise transparency, choice and efficiency.





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Good for operators

“Some of the smaller private jet operators are very good [at aviation], but very bad at marketing,” says Carol Cork, co-founder of PrivateFly, and it’s here that sites like hers are most useful: they provide a low-cost marketing platform for operators. In other words, the sites bring customers to the operators. For example, Victor has 9,500 members looking for flights. “If you’re an operator and you’re not listed, you could be missing out,” argues Victor SVP Steffan Fries. “It’ll be like *not* being on Google.”

In the traditional private jet broker process, clients often have very little knowledge about the operators on offer. The introduction of the online marketplace model has brought in a new transparency, enabling users to make more informed travel choices, considering more than just price. For example, operators can showcase their fleets and highlight the extras that users may get for a premium price, while more cost-competitive companies can use the sites to benchmark pricing.

“What we like [about these sites] is the transparency. They are adding value,” says Alex Wilcox, CEO of operator JetSuite. This transparency means that operators are attracting customers who will really benefit from their specific services and clients.

Charter sites are not exactly causing disintermediation in the market, but they are offering a new kind of intermediary that makes the markets more efficient by matching buyers and sellers faster – and with little or no human interaction. Although this can put pressure on prices, this process has its benefits for operators: it reduces marketing costs; brings new customers into the market; levels the playing field for smaller operators; and reduces the overall cost charged to the customer by reducing the brokerage mark-up. More importantly, more business (even



PrivateFly

PrivateFly is the fastest growing private aviation company in Europe and works with a network of over 3,000 operators. After offering instant estimates online, the system aims to arrange charters within 90 minutes. Although available online and through apps, PrivateFly also offers a 24/7 offline VIP charter service.

- URL:** www.privatefly.com
- Launched:** 2007
- Members:** 20,667 members
- Operators:** 3,000
- Aircraft:** 9,000
- Platforms:** iPhone, iPad and Android

if it is less profitable on a per-flight basis) means fewer loss-making positioning flights and greater utilization overall.

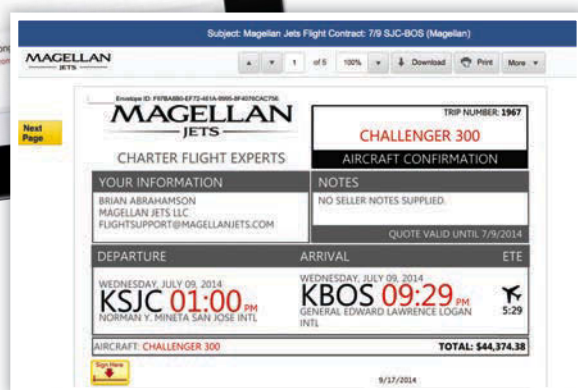
Good for customers

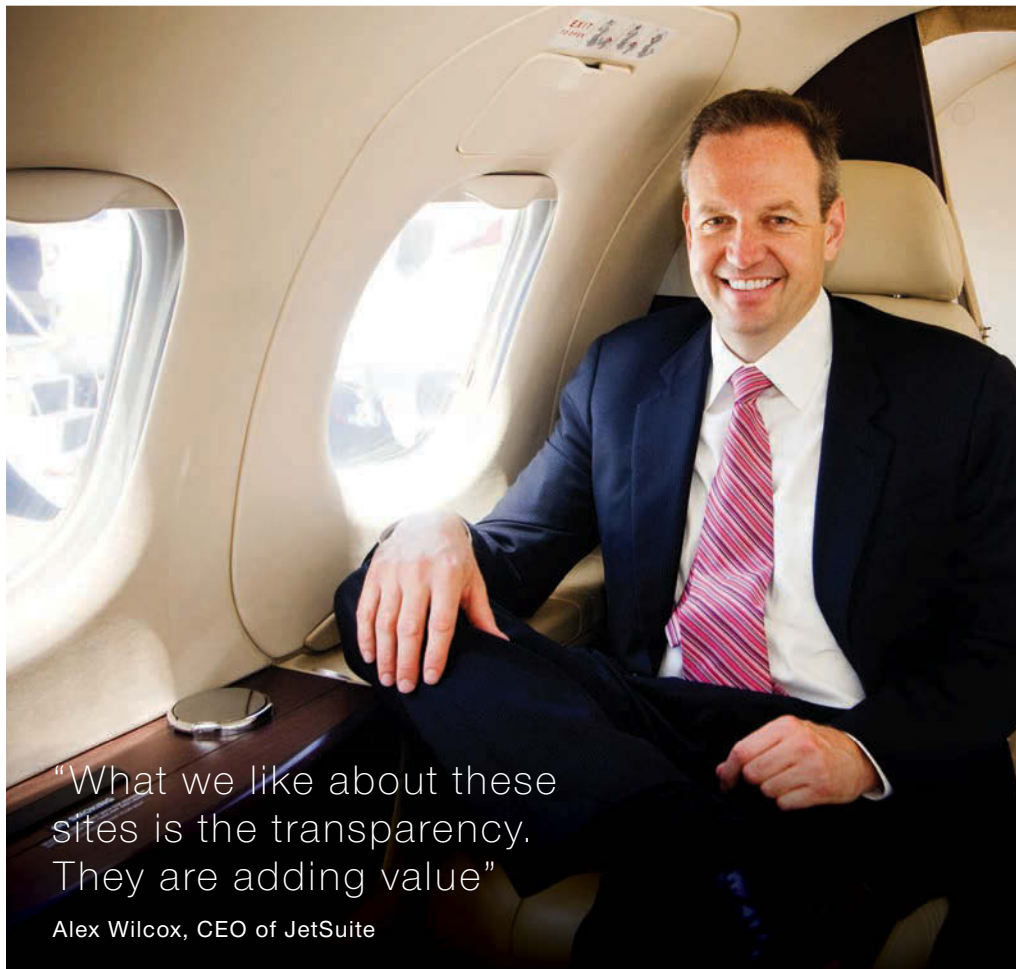
More transparent prices are clearly good for clients too, but there are other benefits.

Travelers today, especially the time-poor executives, celebrities and wealthy individuals who use private jets, expect quick answers to their questions. Similarly, they expect a seamless service on the ground and in the air – with passport checks on the airplane and limos pulling up to the aircraft stairs at some airports – and the booking process needs to be just as slick. It’s not so much about human interaction as efficiency. The online model cuts out many hurdles that make traditional brokering a sometimes lengthy process. Everything is instant or almost instant. For example, getting four quotes for a flight from Blackbushe to Maastricht took about an hour on one site and it’s possible to get instant indicative prices.

Many companies are introducing smartphone apps, and clients can get even more information in a more intimate and immediate way. For example, Boston-based operator Magellan Jets allows users to sign their contracts on their iPhone screen.

Above: **Carol Cork, co-founder of PrivateFly**
 Left: **Customers can compare aircraft and charter prices with PrivateFly’s platform**
 Below: **Magellan customers can now sign contracts on their iPhone**





Victor

For operators, Victor completely omits membership fees, instead opting for a 5% booking fee on transactions. Victor delivers three charter quotes to clients within 60 minutes of a request being generated and offers route combinations spanning 40,000 airports.

URL: www.flyvictor.com

Launched: 2011

Members: More than 9,500

Operators: 133

Aircraft: 820

Platforms: App currently in beta

Online charter sites also make a market in deadhead positioning (or empty leg) flights, offering flights at a substantial discount compared with a bespoke booking. Of course, passengers have no choice about the time or route, but with hundreds of flights listed, they may find exactly the flight they want at a very attractive price. This secondary market has the potential to create a virtuous circle as more operators post more positioning flights and more customers buy them.

Changing the industry

These sites promise a brighter future for the charter market as a whole. For PrivateFly's Cork, it's all about "breaking down barriers and making people unafraid to try private jet travel". She continues, "We are making the market more accessible. If it's going to grow, we need to let more people into it."

The market is already expanding. Websites democratize a process that was previously opaque and potentially off-putting for people who were not 'in the know'. Indeed, historically, charter brokers could take advantage of the lack of transparency to add very large mark-ups. This is no longer the case.

This increased accessibility is bringing in new corporate clients who can plan a trip online and see the cost-benefit immediately. For example, they can price up a trip to take an executive team to three sites across Europe in a single day without having to speak to anyone. Similarly, new types

of customers are also entering the market. For example, people who would not have traditionally thought of flying private are booking larger airplanes for special occasions or sports events.

Charter sites may be bringing more customers to the operators, but they are also giving passengers access to far more operators than the traditional charter model. The operator market in Europe is very fragmented; there are around 2,500 aircraft and around 700 operators. Although there are a few operators with large fleets, the majority has a handful of aircraft. Online services that focus on technology integration can connect with far more operators, regardless of their size.

Perpetual innovation

The next step appears to be instant booking, to bring the industry in line with other websites. Currently, online marketplaces either offer quotes, which need to be confirmed with the operator before booking, or require a short waiting period between requests and quotes while the company confirms the price. PrivateFly is currently creating direct links to operators that will enable it to offer real-time pricing.

This step is something that operators want to see from brokers. JetSuite, which already offers instant pricing to members on its website, shares this vision for the industry as a whole. For JetSuite's Wilcox, it is part of a process that will make the whole industry more accessible – "a more branded business" – in future.

The rise of the app also seems to be a big opportunity for operators. PrivateFly already has an app and more are coming. So innovation will come in the form of new functionality, with customers able to do more of the process and manage more of their experience on their phone.

Clear skies ahead?

So, what does this all mean for the traditional broker? There is still a role for them and they still make the majority of flight bookings. "With expansion, some operators might be happy with using traditional, relationship-driven brokers, and paying more, but just like city center travel agents, they'll have to change the business to compete with online," comments Cork. However, they are losing customers and market share to the online brokers – and that trend seems set to continue.

There are ways for traditional brokers to fight back. For example, Avinode develops software that lets brokers (and even operators) create their own online marketplace. Already, 80% of the global charter market uses their software, generating 200,000 requests a month.

At the same time, private aviation is still suffering, says Victor's Fries: "Today we have over-capacity, more metal on the ground, and prices are down." But he is optimistic that companies like his can change the climate: "If we make things slick enough to avoid brokerage, if you can do this all online, and make flying as easy as jumping on a train, then the market will grow." <

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The launch of the International Standard for Business Aircraft Handling is bringing in better standards and business opportunities for the whole aviation community

Words | **Hazel King**

Stamp of approval





A new era in the safe handling of business aircraft is being ushered in with the launch of the International Standard for Business Aircraft Handling (IS-BAH) on July 1 this year. Taking its inspiration from IS-BAO (the International Standard for Business Aircraft Operators), which was launched in 2002 to improve the operational safety of business aviators, IS-BAH will transform the safety and service provided by fixed base operators (FBOs) and business aircraft handling agencies (BAHA) to those operators.

IS-BAH is a set of global industry best practices that features at its core a safety management system (SMS). With the aim of standardizing procedures for handlers and operators, IS-BAH is a voluntary standard, although experts in the field strongly encourage handlers to participate.

"IS-BAH gives those who are compliant an edge over those who are not – it's like a 5-star hotel versus a 3-star hotel. The compliant FBO might be a bit more expensive, but it can guarantee a certain number of things that a non-compliant handler can't guarantee," explains Fabio Gamba, CEO of the European Business Aviation Association (EBAA).

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The compliant FBO might be a bit more expensive, but it can guarantee a certain number of things that a non-compliant handler can't guarantee"

Fabio Gamba, CEO of the European Business Aviation Association (EBAA)

Keep a record

Under IS-BAO, flight departments are challenged to review their current systems, programs and procedures, recognize strengths and weaknesses in those procedures, and upgrade to a higher standard. As part of this, operators must conduct audits of their supply chain, including FBOs, which means large operators like NetJets have to audit hundreds of FBOs and BAHAs around the world, according to Gamba. "This is totally redundant because all of the operators, big and small, who comply to IS-BAO, are doing the same thing, so you will have 100 audits all saying the same thing," he says.

With the new handling standard, the International Business Aviation Council (IBAC) will publish a list of complying companies on their website, so the number of audits operators have to conduct will be greatly reduced.

"There are also benefits for the FBOs – they are currently seeing 150 or so audits a year, and have to have a single person dedicated to answering the auditor's questions. Audits can take up to two days, so that's 300 days of the year spent on auditing. With IS-BAH, they only have to do it once," continues Gamba.

The auditing process will be overseen by IBAC, which is running workshops for those interested in getting accredited, and audits will be conducted every two years. "Certified auditors of the program will be people who have at least

Audit accreditation

The IBAC qualification and experience standards that must be demonstrated by applicants for initial accreditation as IS-BAH auditors are as follows:

- Working knowledge of the aviation handling provisions of civil air regulations, and the International Civil Aviation Organization standards and recommended practices
- Working knowledge of aviation handling management
- A minimum of five years' experience in aviation handling
- Submission of a course completion certificate for an ISO, ASQ, or equivalent audit course; or provide proof of substantial experience in aviation safety auditing
- Completion of both Fundamentals of IS-BAH and IS-BAH Auditing Workshops within the previous two calendar years
- Provision of evidence of experience in safety management systems
- Demonstration of excellent written and oral communication skills



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Business jet operators may be inclined to only use handlers who are compliant with IS-BAH to ensure they meet their SMS requirements



five years' experience in the handling industry and have demonstrated auditing background as well [see *Audit accreditation* on page 23]," explains Kurt Edwards, director general, IBAC. "They must attend both days of the workshop – Fundamentals of IS-BAH and IS-BAH Auditing – and they then submit a resumé to our audit manager, who reviews it and makes a decision.

"The applicant then becomes a certified auditor and they are put on the list on the IBAC website. Handlers who want to be audited go to that list and choose an auditor – we do of course watch for conflict of interest."

Business benefits

In addition to reducing the workload for operators and handlers, IS-BAH also offers a number of other business benefits. "Being compliant with IS-BAH will definitely have a positive effect on handlers' business proposition, and I like to think it will soon become not so much a badge of attraction, but a badge of necessity," comments Mark Wilson, president and chief operating officer of NetJets.

According to Wilson, operators will increasingly not wish to consider using handlers (in locations where they have a choice) that are not IS-BAH registered because they cannot guarantee the high level of safety and security that operators need. "If I am placing one of our aircraft that costs millions of dollars in the care of a handler, I want that handler to meet certain standards," he says.

IBAC's Edwards agrees: "Operators have said that if they have a choice between a handler who is IS-BAH registered and one who isn't, they're probably going to choose the registered handler. There may end up being an economic incentive – handlers may adopt IS-BAH to attract operators to their facilities. We have seen this a

"Certified auditors of the program will be people who have at least five years' experience in the handling industry and have demonstrated auditing background as well"

Kurt Edwards, director general, IBAC

little with IS-BAO, where operators have adopted the standards to attract clients, but I think it will be more apparent when it comes to the new handling standard."

According to Graham Stephenson, a senior aviation consultant and an IS-BAH accredited auditor, another benefit of adopting the handling standards is a reduction in insurance premiums for certified FBOs in the USA.

There are, however, some costs involved with adopting IS-BAH. Handlers must purchase the manual from IBAC, which includes a number of documents that will be updated every year (they will gain access to these documents); there is also a cost of doing the audit, which is negotiated directly with the auditor; and there may be some

costs associated with the implementation, such as staff training and constructing the SMS.

Moving forward

As with IS-BAO, IS-BAH will be a "living document", according to Gamba. "It will continue to evolve to ensure that the standard is adding value to the whole sector, not just a few. Otherwise it will create an elite, which is not the goal of the standard. We want to create the feeling that there is something out there that is being done by the industry, for the industry, and that is used in order to promote better safety and services," he adds.

To ensure that the standard is updated in the right way, there will be a Standards Board made up of industry stakeholders, nominated by the regional associations. "The Board will meet once a year in May (prior to EBACE) and will discuss improvements, revisions and the program's direction going forward," explains Terry Yeomans, director of IS-BAH.

As previously stated, IS-BAH is a voluntary program, so it is not regulated by any government body, which is the way the industry should keep it, according to Edwards. "A voluntary standard is an incentive in itself – people want to join it – but if it is made mandatory it becomes otherwise. It would be nice if IS-BAH was recognized in the same way that some authorities recognize and encourage IS-BAO, but keeping the program voluntary makes it more meaningful as the industry has control."

NetJet's Wilson agrees: "Making sure we have minimum levels of standards within the industry is very important – if we don't adopt them ourselves, we run the risk they will be adopted for us and what we have seen elsewhere is that those standards and regulations tend to be rather adapted from airline standards rather



Stages of maturity

There are three stages of maturity of the SMS program within IS-BAH:

- Stage 1 confirms the SMS infrastructure is established and that safety management activities are appropriately targeted. All supporting standards have been established;
- Stage 2 ensures that safety management activities are appropriately targeted and that safety risks are being effectively managed;
- Stage 3 verifies that safety management activities are fully integrated into the operators business and that a positive safety culture is being sustained.

than bespoke for business aviation. I would urge handlers to adopt IS-BAH while they can and while the standards are focused on business aviation needs.”

However, Gamba is not so sure all handlers should become compliant: “If this is the case, then we will have been under-ambitious. I don’t think the majority could adopt IS-BAH, but I think that if, in five years from now, around 50 FBOs in Europe meet the standards, then we could take this as being a very good success.”

But, if IS-BAH is anything like IS-BAO, Gamba’s prediction could be a little short of the mark – more than 700 business aviation operators in 35 countries have become IS-BAO registered in just 12 years, illustrating the importance of self-regulation and improving standards to the entire business aviation supply chain. As Graham Stephenson concludes, “We all have safety as our number one objective and IS-BAH is a logical and organized way of managing safety.”

Six tips for getting started

1. Purchase the *IS-BAH Manual*, which contains the standards (13 chapters) and the *IS-BAH Implementation Guide* from an IBAC regional or national affiliate
2. Conduct a gap analysis between your organization’s standards and procedures, and those of the IS-BAH program
3. Send a representative from your organization to an IBAC-approved Fundamentals of IS-BAH workshop (listed on the IBAC website)
4. Develop procedures to identify hazards and eliminate the quantified risk or reduce it to acceptable levels using a broad range of guidance material provided with the standard
5. Integrate procedures into department systems, program-operating procedures and manuals – again using the materials provided
6. Complete an IS-BAH audit by selecting an accredited auditor from the IBAC website



“Making sure we have minimum levels of standards within the industry is very important – if we don’t adopt them ourselves, we run the risk they will be adopted for us”

Mark Wilson, president and chief operating officer of NetJets

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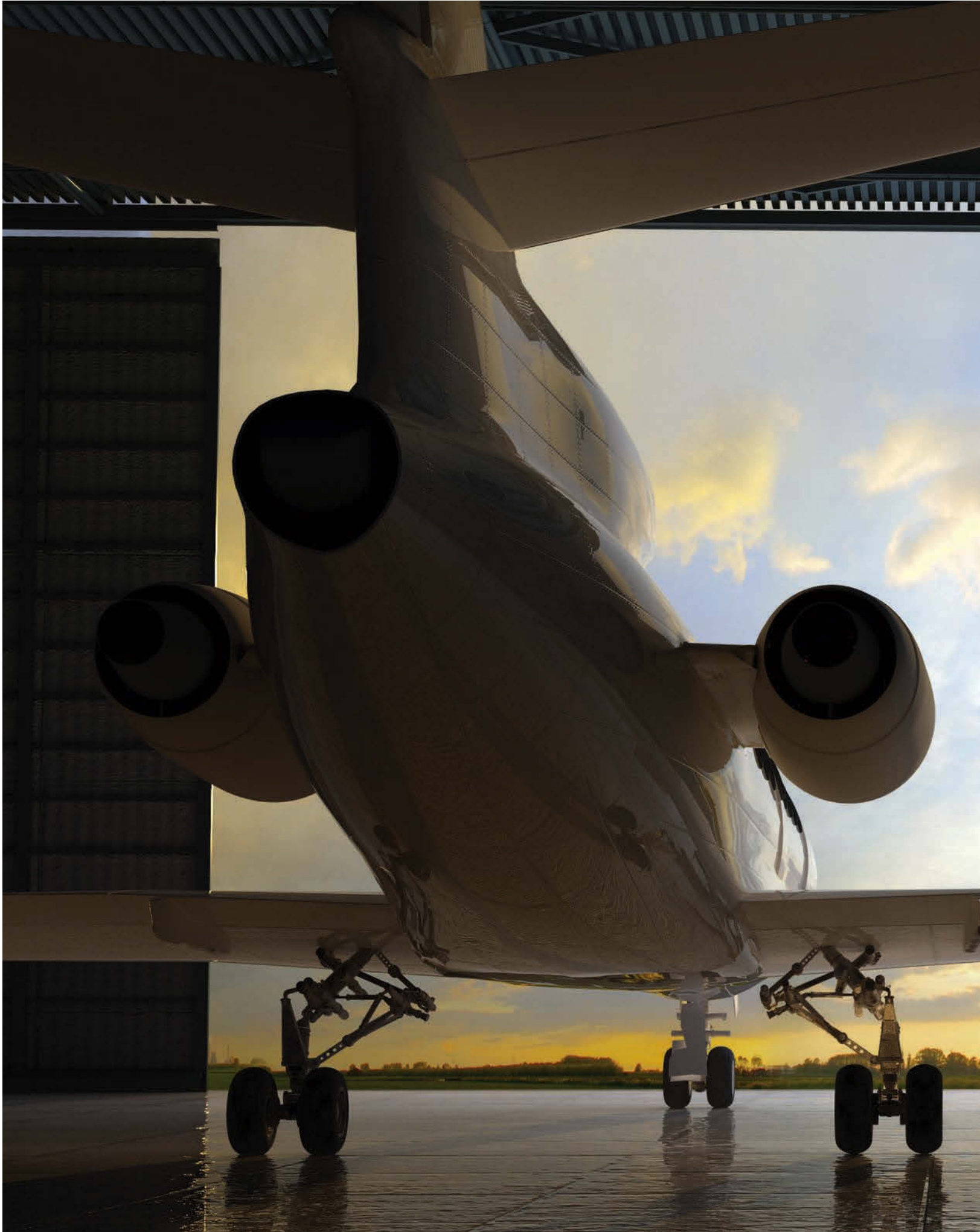
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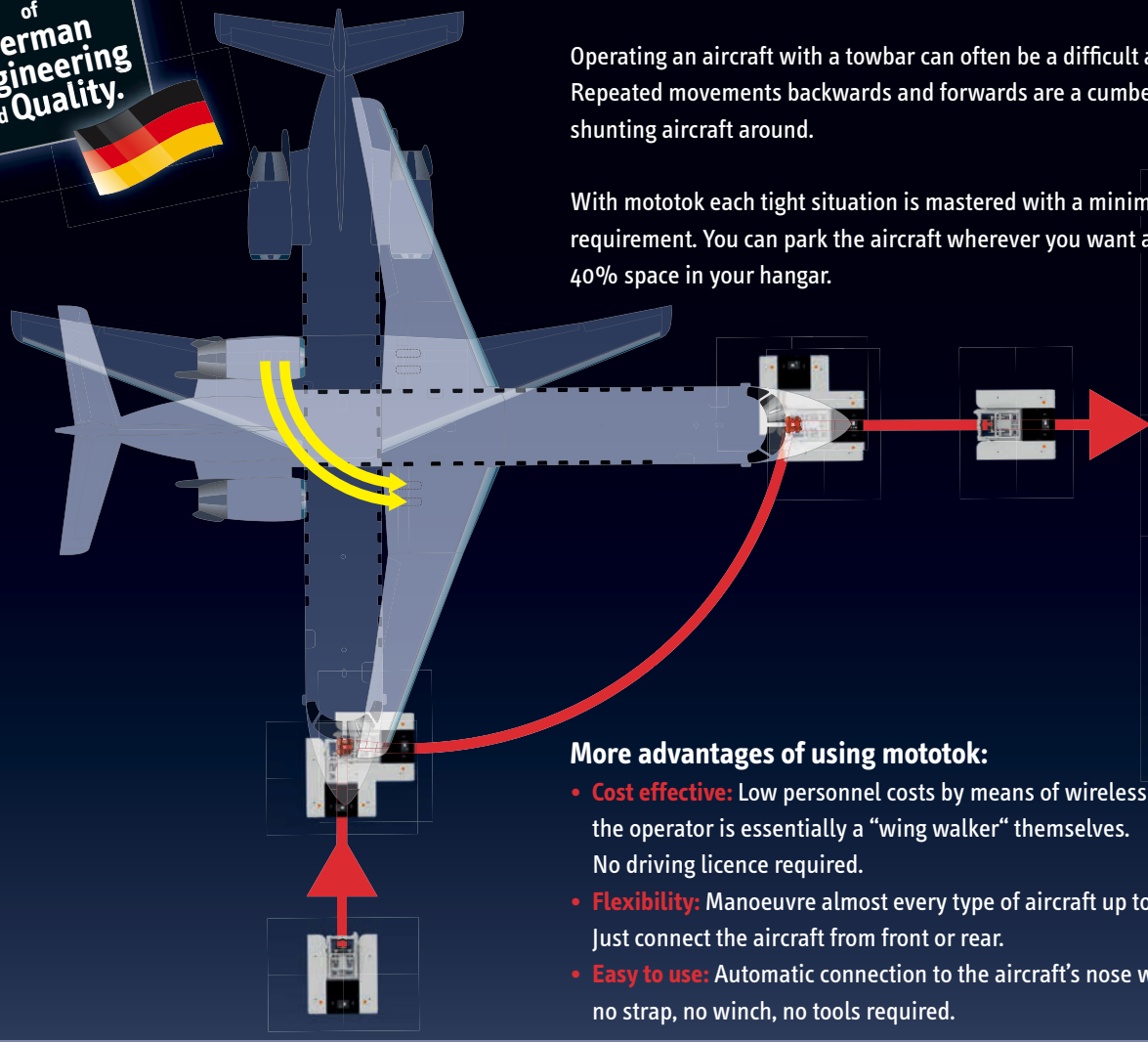
Renter's market

An increase in aircraft ownership and a scarcity of land for development is fueling the growth of the hangar lease market in the USA

Words | **Selwyn Parker**

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The explosion in aircraft use and ownership, particularly in the USA, has led to a commensurate demand for airside hangar space that developers, fixed-base operators and local airport authorities are racing to meet.

At the same time, more aircraft owners and operators are being forced to lease rather than buy hangars because of a shortage in land for construction, instead adopting the practices of the residential and commercial real-estate markets. Rather than tie themselves down with mortgages while assuming all the financial responsibilities for maintenance and other costs, private and commercial pilots are renting hangars.

As the aviation industry continues to recover around the world from the recession, the debate over the relative merits of leasing hangar space compared with ownership has become more urgent. In the meantime, developers are offering more attractive leasing options, such as the management of the lease on the owner's behalf. In most circumstances, this would serve to reduce the owner's insurance and other obligations because the management company would assume some of the responsibilities.

After 2008

Before the economic crisis, the anecdotal evidence suggested hangars at the more preferred airports were appreciating at a rate of over 15% a year on average, a phenomenal increase based in part on the debut of very light jets, such as the Eclipse 500 and Embraer Phenom; and on the launch of other small aircraft, such as the Cirrus, Honda, Colombia and Adam, all of which needed protection from the elements.

"Any hangar under US\$500,000 is going to start looking cheap," argued one pundit at the time. "Renting a hangar is a great idea for short-term protection for your aircraft. But if you are planning to own an aircraft for many years, the only way to guarantee yourself a hangar in the future is to own it yourself."

However, that has not turned out to be entirely true and rental space is proving increasingly popular. Today the most sought-after hangars are based in fast-growing and industrially busy regions, whether in the USA or elsewhere, while rental values in less desirable regions have been flat or falling. As Gary Briggs, owner



Aerohub at Newquay Airport in Cornwall

"Rates are increasing again and investors are once again considering the purchase of space"

Gary Briggs, owner and president, Ascend Development

and president of aviation real estate consultant Ascend Development in the USA, explains, "Many markets have a lot of surplus hangar space as a result of the recession." In these areas, it's a buyer's as well as a lessee's market.

As the market for hangar space turns around, hangars in airports that offer a complete range of aviation-friendly facilities and services are predictably fetching higher rentals than those with third-rate infrastructure, such as inadequate runways, either in terms of number or length.

New developments

In Ascend's home base in the San Francisco Bay Area, supply can hardly match demand. "New large-cabin airplanes are entering the area and surplus hangar space is being quickly leased,"

UK market

Hangar leasing is not only popular in the USA – the UK also has a growing market. One enterprising local authority that has anticipated the demand for hangar space is the council at Newquay in Cornwall on the North Atlantic coast of England. Its 280-acre Aerohub development at the regional airport, which boasts a 2.7km (1.6 mile)-long runway, is a facility that provides hangars for corporate and general aviation. It has built 1,000,000ft² of hangar space in total – about half of it landside – and a dozen companies have snapped it up, including aerospace vendors Patriot Aviation, Skybus Airlines (operating regular flights to the Isles of Sicily), and Agusta Westland. In something of a coup, Aerohub has just leased a £2.2m (US\$3.6m) hangar to MRO specialist Apple Aviation that holds long-term maintenance and storage contracts for Embraer, Boeing and Airbus.

Aerohub specializes in what enterprise manager Miles Carden describes as "ready-to-go space". In practice, that means areas they have already been designated for hangars and that have secured preliminary consents. That enables Aerohub to fast-track the building of hangars – it took two years from the initial enquiry to the opening of Apple Aviation's hangar.

The race for landside space, where the regulations and restrictions on use are more flexible, has in fact been faster than that for airside. "All our landside hangars are leased and we may soon build new ones," adds Carden.

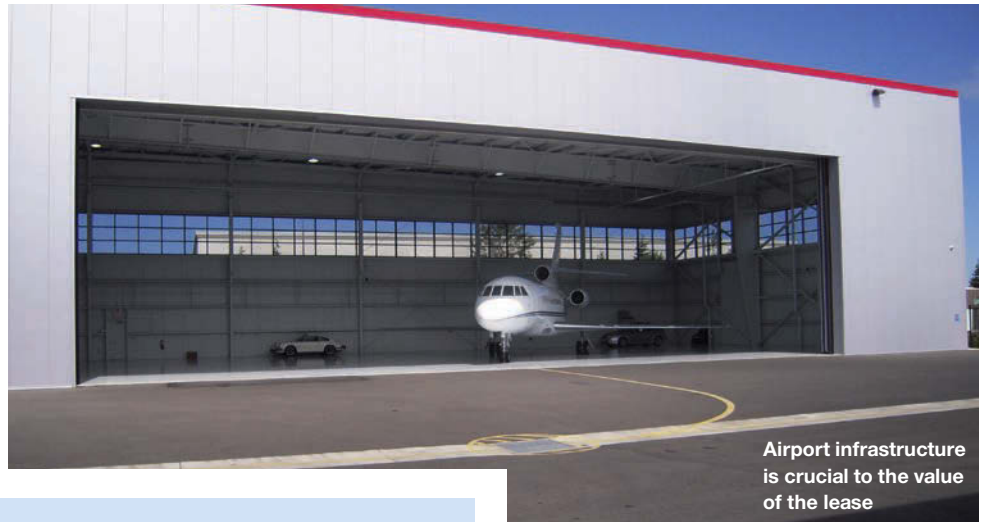


Ascend Development has hangar facilities in California and Texas



“A well-drafted hangar rental agreement prepared by a knowledgeable aviation attorney can protect the hangar owner against potential claims”

Ty Little, attorney, Carriere & Little



Airport infrastructure is crucial to the value of the lease

Insurance, insurance, insurance

The lease is signed, the aircraft is under cover, and everything's good, right? Not quite. How about the insurance? As aviation attorneys never fail to point out, a lessee's cover may be fundamental to the happy functioning of the lease.

Take, for example, the fraught issue of commercial use. Ty Little, of Colorado-based Carriere & Little aviation business attorneys, cites the example of a new owner of King Air, who leases a large hangar at the local airport. Because the space is big enough to house two or three other aircraft, the owner rents out the extra space to three Bonanza owners in what is effectively a sub-lease.

But what, asks Little hypothetically, happens if the King Air scrapes the wing tip of a Bonanza? Who pays for the repairs? If the main tenant has been insurance-smart and demanded a 'hold harmless' clause in the hangar lease, it's the Bonanza owner's insurance company that coughs up. Similarly, if the lessee has obtained a full hangar keeper's insurance, it will be his insurance company rather than himself who foots the bill. In short, the main tenant has covered himself against liability.

As Little explains, good insurance benefits all parties: “A well-drafted hangar rental agreement prepared by a knowledgeable aviation attorney can protect the hangar owner against potential claims made by the hangar tenant and claims made due to violations of the airport rules and regulations.”

The issue of what are – or aren't – deemed to be legitimate activities under the terms of the lease raises another thorny issue – that of commercial use. Let's say your Hawker 400XP is managed by a Part 135-approved carrier who sometimes boards charter passengers inside the hangar if the weather outside is inclement. One day, an elderly passenger slips on an oil spill and breaks his leg. Who pays the medical bills? If your lease explicitly excludes commercial activities, you can only hope the Part 135 carrier's insurance covers the situation. But more likely, as Little points

out, the bills will fall to you as the owner of the Hawker as well as the lessee of the garage. That's because the owner's policy probably specifically excludes commercial activities such as charter work.

In fact, the definition of commercial use is quite a broad one. Even the existence of a private business office within the hangar or any other revenue-generating activity could invalidate a policy unless it specifically covers it.

Thus leasing – or owning – a hangar can pose a multiplicity of insurance issues. As US insurer Avemco points out, the standard policy issued under the National Hangar Insurance Program covers a range of minor disasters, including flood damage, back-up to sewers and drains, removal of debris, fire service charges, theft, loss of valuable papers and, most importantly, clean-up of pollutants. For a little extra, lessees can also cover themselves against loss of tools, mobile equipment and – if it's a commercial lease – against business interruption. And, this being America, most tenants take out liability coverage as well. All up, the minimum premium for the whole package including liability is US\$985 per annum – but that obviously wouldn't cover a Global Express.

The main point is that insurance is a big deal with aircraft. As Brent Anderson, senior vice president for the aviation division at Chappell, Smith & Associates, told *Business Airport International*, most owners take out cover for physical damage to the aircraft and for the broader area of liability. “A small aircraft would probably carry a liability limit of US\$1,000,000 for each occurrence and a US\$100,000 sub-limit for bodily injury,” he explains. “The physical damage coverage can be for ground-only coverage, or may include inflight coverage for the current value of the aircraft.”

Also, most airports that lease hangar space are tough about protection and require lessees to provide a certificate of insurance to prove they have the required coverage.

explains Briggs. “Rates are increasing again and investors are once again considering the purchase of space. Most of this improvement has come in the last three or four months.”

Encouraged by the demand, developers are dusting off pre-recession projects that they shelved in the wake of the crisis. For instance, Ascend is about to break ground for a private, upscale hangar of 40,000ft² with six individual bays at California's Livermore Municipal Airport, a facility with a main lit runway of 5,250ft. Two of the bays are pre-leased, reports Briggs, and the other four are on the market.

This particular airport ticks most of the boxes for lessees. A leader in hangar infrastructure with no less than 600 aircraft based there, Livermore Municipal has nearly 400 of what it calls “aircraft storage hangar units”, as well as a corporate-style hangar with 20,000ft² of space.

At Fort Lauderdale-Hollywood International, the US-wide Sheltair group, with leasable hangars in several states, is in the middle of a US\$25m, 11-acre development with a projected completion date of next year. Making the hangars more attractive as an investment or leasing proposition, Sheltair provides fuel, ground-handling and a portfolio of other services.

And also in Florida, at Orlando's Kissimmee Gateway Airport, the Ranger Jet group has completed five new hangars with 54,000ft² for executive aircraft. The hangars are linked to executive office space, another attractive proposition for many owners of charter aircraft. The hangars, which feature bay lighting and high-gloss acrylic floors, are for sale or lease at negotiated terms. Ranger Jet is also selling hangar leases in Georgia and New York.

The dearth of hangar space in aviation-friendly areas is a North American phenomenon. Even Canada's little but busy Kawartha Lakes Municipal Airport, located between Toronto





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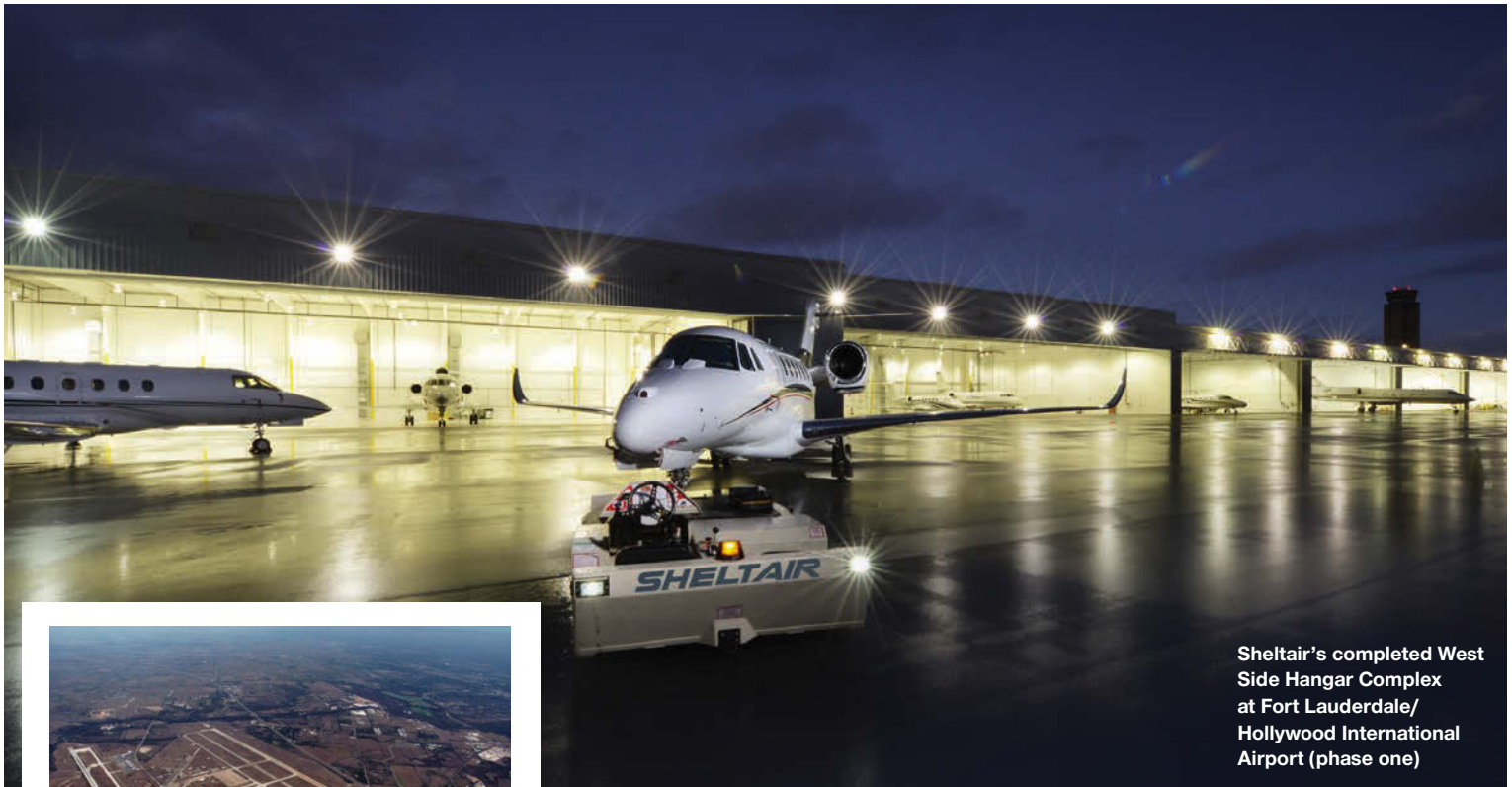


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Sheltair's completed West Side Hangar Complex at Fort Lauderdale/Hollywood International Airport (phase one)



Above: Ascend has leased a 20-acre parcel of land at Austin Bergstrom International Airport

What not to store in your hangar...

Don't forget this is a hangar, not a boat shed or garage, and some items should not be stored alongside an aircraft. In the USA, the FAA has cracked down on good ol' boy tenants who insist on keeping non-aviation items in a hangar. And if that's not reason enough to keep all the extraneous stuff landside, insurance policies don't cover the contents anyway. (In fact, they don't cover the aircraft either – that's separately insured.) Here's a list of taboo and uninsurable items...

- Boats (unless they fly)
- Automobiles (ditto)
- RVs (even if your aircraft's big enough to transport one)
- Golf buggies and clubs
- A fashionable wardrobe (unless of course it contains only flying suits, Ray-Bans, Breitling watches and other aviation-specific items)
- Tools, such as welding machines, that have no aviation application (after all, you're not going to stick that wing back on in the hangar)
- A fridge-full of beer (airport authorities frown on alcohol being consumed airside)
- A barbecue

and Ottawa, is investing US\$626,000 in 10 new T-hangars (in which aircraft are parked wing-to-tail). As the authorities say, "The hangars will address an urgent need for space at the Lindsay-based airport, especially for owners who house their aircraft at other airports."

Buy or lease

As property lawyers point out, the arguments over leasing or buying hangar space are much the same as those in normal real-estate markets. They say it comes down to whether the lower initial (but ongoing) outlay and flexibility of renting a hangar trumps the high capital expense, running costs, but potential capital gain, of buying it outright.

But don't exaggerate the capital gain to be had, warns one anonymous owner in US aviation forum city-data.com. After building a hangar for US\$35,000 on land leased from the local airport – and on which he paid an annual rental – he sold it 15 years later for US\$30,000.

As other owners explain, unless hangar owners such as big-scale developers negotiate full title to the land, they may have few rights. For instance, when the lease runs out on municipally owned land, they may not be able to renegotiate on suitable terms and the hangar may revert to the airport at a nominal sum.

Suitable infrastructure

As developers point out, crucial to the value (and attractiveness) of a lease is the quality of the airport's infrastructure. At Sheltair's development at Fort Lauderdale-Hollywood International, for instance, tenants enjoy access to a round-the-clock terminal offering refueling, cleaning, a 24-hour US Customs office, Hertz car rental, café

and executive boardroom and other amenities, not to mention a flight simulator. Another seller is the runway and convenient access to it. At Fort Lauderdale-Hollywood, the airport's new 8,000ft south runway opened in September 2014.

Even little Kawartha Lakes Municipal has what it takes to attract tenants. It boasts two runways (one asphalt and one grass) that operate 24/7 and feature automatic ARCAL system runway lighting. Refueling is done the preferred way – with a self-service card-lock dispensing unit.

Another clincher is the quality of the hangars themselves. Mindful of high insurance costs in a zone of wild weather, Sheltair's new hangars are constructed from concrete. The last thing an owner wants is the building to collapse on to his G650, the biggest airplane the new hangars can house.

Take-off

In the meantime, there is no doubt the hangar market is taking off again. At Ascend Development, for example, Briggs is so encouraged by the rate of the recovery that he is developing another much larger project in the San Francisco Bay Area. Due for construction early next year, the hangars will cover some 70,000ft².

Ascend is also branching out geographically. The developer has leased a 20-acre parcel of bare land at Austin Bergstrom International in Texas whose 3.7km-long runway is one of the longest in commercial aviation in the USA. Austin Bergstrom can also claim three helipads. "We will be developing this into aviation facilities for lease or purchase," says Briggs.

He sounds like a man looking at a market on the comeback. ☺

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Capital gains





A boom in the sale of highly priced properties is having a knock-on effect on the London business aviation scene

Words | **Hazel King**

The number of £5m+ (US\$8m+) properties sold in London in 2013 increased by 28% compared with 2012, according to research by Hangar8, fueling demand for business aviation services in the UK capital as high net-worth individuals (HNWIs) chose London as a base for their business activities.

“With an increasing number of London prime properties being purchased by foreign nationals, we believe that these individuals also require business air travel to complete their regular trips between the UK and their home country,” explains Dustin Dryden, CEO of Hangar8. “These property sales coincided with a greater number of business flights into London’s major business airports, so it would seem that there is a logical connection between the high-end property and business travel markets.”

Business aviation in the capital has grown consistently over the past five years: in 2009 there were approximately 76 business flights a day into London, representing 21% of the UK total; this grew to 87 business flights per day for the first half of 2014, approximately 22.5% of the total. “It is clear that London is becoming an increasingly important destination for business travelers. Indeed, over the past five years the number of business flights into the capital has increased by 13.9%, while into the UK as a whole has increased by just 6.6%,” Dryden says.

London City Airport is just four miles from the capital's financial district

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Diamond Hangar is one of five FBOs at London Stansted

"With its reputation as one of the world's biggest financial centers and its good connectivity to mainland Europe, we are not surprised that so many HNWLs choose to make London their home"

Dustin Dryden, CEO of Hangar8



Patrick Sniffen, vice president of marketing at Signature Flight Support, a leading FBO provider in the UK, agrees: "Economic climate notwithstanding, there continues to be strong demand for business aviation services across London. Some London airports have seen a shift in activity arising from various challenges; for example at London Heathrow, business aviation has fallen off due to a decline in ad-hoc slot availability, which, in turn, has seen an upside for the likes of Farnborough and Stansted airports."

In addition to the prestige of living in some of the world's most sought-after postcodes, London boasts a huge luxury market – from cars to watches – that attracts clientele from across the globe, according to Dryden. "Combine this with its reputation as one of the world's biggest financial centers and its good connectivity to mainland Europe, we are not surprised that so many HNWLs choose to make London their home – and expect an even greater number to come here in the coming years," he adds.

Plenty of choice

London has six major airports within a 50-mile radius that cater for both business aviation and commercial airlines – Heathrow, Gatwick, Stansted, Southend, City and Luton – while smaller airports, such as Oxford, Farnborough and Biggin Hill are also popular destinations. "London has no major differences to any other capital city in terms of flight restrictions; if anything, it is easier to access than some

other European capitals as a result of the large investment in non-commercial airline hubs," explains Dryden. "Indeed, Oxford, Farnborough and Biggin Hill are not slot-coordinated in the same sense as Heathrow or Gatwick. For out-of-hours operations, London is very well served, with two major airports – Luton and Stansted – available 24 hours a day, with very good slot availability and no restrictions on curfews for modern aircraft."

While business travelers may avoid the larger aviation hubs such as Heathrow and Gatwick, instead preferring to head toward smaller business airports closer to their final destination, some of the bigger airports are making a concerted effort to grow and attract business aviation customers.

Recently bought by MAG, which also owns Bournemouth, Manchester and East Midlands airports, Stansted has begun focusing more on its business aviation offering as the UK sees signs of growth following the recession. "When we acquired Stansted we realized the business jet business was a major part of the operation and so we were asked to start looking at this aspect of the business and looking after the five FBOs we have here. We have started using Stansted as a test case for how we can develop and grow the business with the operators," Graeme Ferguson, commercial director at MAG, explains.

"We are seeing growth in two areas in particular – the Middle East and Russia. We're also seeing an increase in big regional and City

Left: **Dustin Dryden, CEO of Hangar8**



London City Airport Private Jet Centre

Get closer.

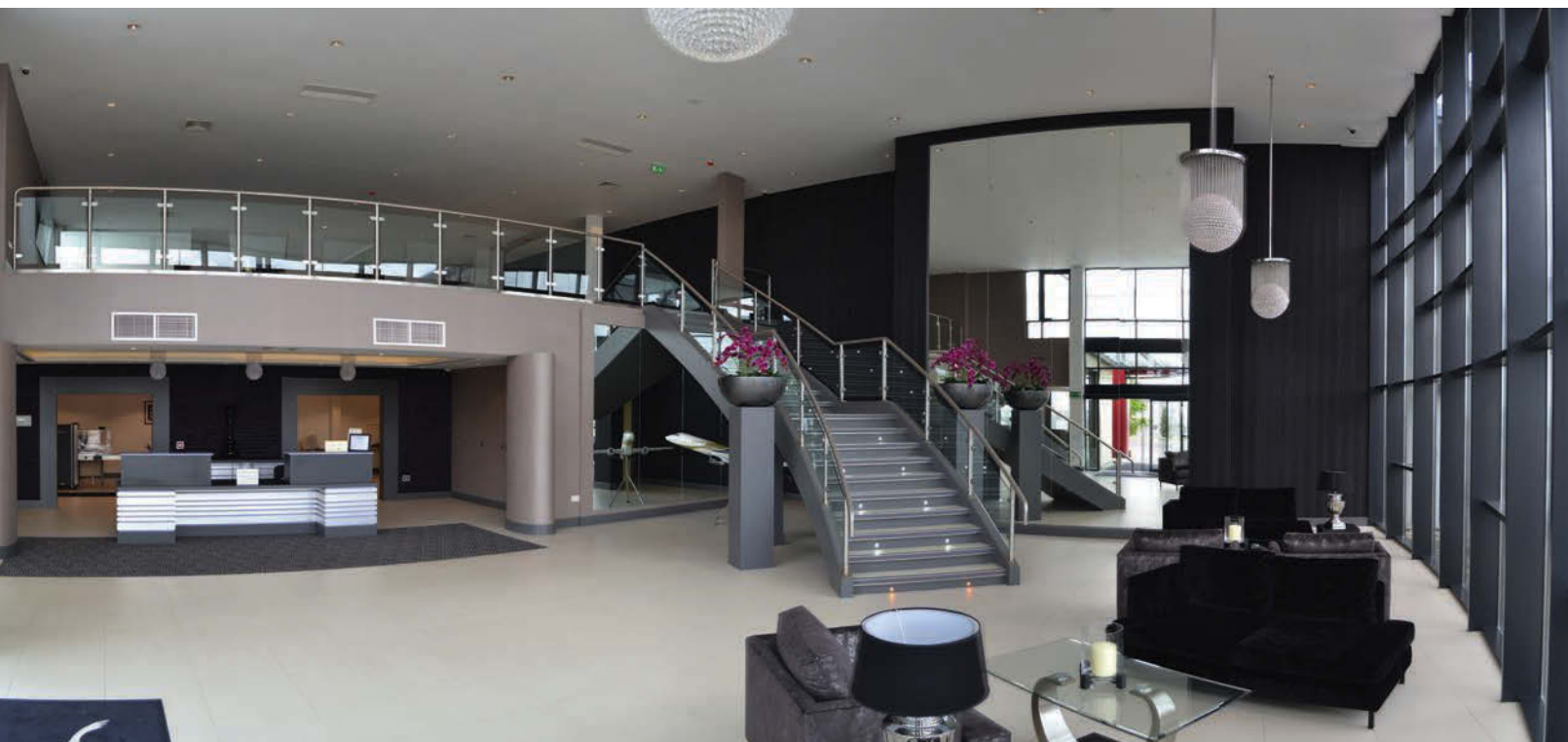
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of London businesses. As we start to come out of the recession, what we start to see are businesses using their own private fleets again – we’re seeing a return of the need for business men and women to be traveling in their own business jets.”

The airport has five fixed-base operators on-site – Harrods Aviation, Fayair, Inflight The Jet Center, Universal Aviation and Diamond Hangar – all of which offer first-class passenger and crew facilities, concierge services and transfers to the City.

“Our business jet customers also value privacy, and being on the north side of the airport offers complete privacy. Each of the FBOs has very good customs support if the passengers are not cleared remotely, and each of our FBOs has direct fence access so VIP vehicles can come straight through to the aircraft, and passengers can get off into their car and onto the M11 in three or four minutes,” comments Ferguson.



“Harrods has a helicopter fleet and we have a helipad, so passengers can be at The London Heliport in Battersea within 15 minutes. Because of the spare slots we have, helicopter operations are not an issue and we are looking at creating additional helicopter facilities so we could do two simultaneous movements on the north and south sides of the airport.”

What do customers want?

“Clients want an efficient service that is already one step ahead, so as soon as they arrive with everything in order, they can go straight to their aircraft if departing, or if arriving, directly to their car, helicopter or train. We also need to have great facilities just in case the client wants to stop,” explains Hannah Lo Bao, executive handling manager at Stobart Executive Handling, based at London Southend Airport.

According to Graeme Ferguson at Stansted, the availability of slots, privacy and ease of use are also important factors for high net-worth individuals flying into the airport. “They also want reliability and operational capability – both of which we can guarantee,” he adds.

And Nick Rose at London City Airport believes that dedicated immigration facilities, discreet security screening and close proximity are key considerations for business aviation customers flying into London. “Clients also require well-trained staff that are able to attend to the needs of both the passengers and the pilots,” he says.

Value for money and safety are also important, according to Patrick Sniffen at Signature Flight Support. “We believe that key to a successful business aviation facility is the elimination of hazards so that our customers and their property are protected. So one of the main challenges is to provide a safe environment, and this is achieved through well-trained employees resulting in a well-run safe operation,” he says.

Main image: **Inflight The Jet Centre, Stansted**
 Above: **Harrods Aviation at Stansted has a helicopter fleet for transfers to Battersea**
 Left: **Wealthy investors are buying luxury properties in London’s most desirable areas**



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Above: A new US\$817,000 facility opened at London Southend Airport in 2012

Southern service

Another airport making progress in the business aviation arena is Stobart Aviation-owned London Southend, with Stobart Executive Handling opening a £500,000 (US\$817,000) facility in 2012. There is also a 4-star hotel and train station within walking distance of the FBO, which provides eight trains per hour into the heart of London in less than an hour.

"Most of our clients are traveling on to east and central London, and many of them work out of Canary Wharf as it is only a 40-minute drive away. Unlike most London airports, we are open 24 hours a day for private jets – this unique offer

takes the pressure off passengers and crew as they don't have to worry if there are delays to the schedule as our airport will never close. We have some clients who have property across the city and might be in London for a month – they prefer to use us as they get great parking rates (outside or in hanger) and they have the added bonus they know they can depart whenever they need to," explains Hannah Lo Bao, executive handling manager at Stobart Executive Handling.

With competitive parking, landing and handling prices, Southend Airport is becoming more popular with travelers to the city, and it has seen the biggest growth in traffic over the past

12 months. Normal airport restrictions apply, and any aircraft with a maximum take-off weight of 10 metric tons must be security screened if it is a chartered flight with fare-paying passengers.

"Ensuring the passenger has the best experience is most important for us," says Lo Bao, "and therefore ensuring the operator provides us passenger and crew passport details as soon as possible so we can get this to our immigration officers is key. We have immigration and customs on-site and they will always come to the Stobart Executive Handling facilities to process the passports or remotely clear passengers when this information is provided."

City center

Situated in close proximity to London's financial district (just four miles from Canary Wharf), London City Airport is popular with business jet travelers from across the globe and provides one of the quickest departure processes in the world – passengers can be on board their aircraft and ready to depart within 90 seconds of arriving in their car.

"London City Airport is the number one choice for business jet travelers who value their time and the Jet Centre has permanent immigration officers exclusively provided for the convenience of incoming passengers that require this service, which means we can offer a super-quick arrival process too," says Nick Rose, director of business aviation at the airport.

For London City, growth is coming from France, Germany and Switzerland, with business interests dominated by finance, commodities, mining, energy and manufacturing. The airport has a dedicated facility and staff for private jet

Dedicated to business

As one of Europe's dedicated business aviation airports, TAG Farnborough Airport is situated 40 miles from the City of London and features state-of-the-art facilities following a £100m (US\$163m) investment in infrastructure development. "Our airport is designed to offer our customers complete privacy, ease of access, and bespoke services. The airport is a one-stop shop for business aviation operators, TAG Aviation among others, offering hangar facilities, fueling and cleaning services. The Aviator Hotel is also conveniently located on-site," explains a spokeswoman for the airport. Landing and handling fees are combined and range from £205 (US\$334) to £2,885 (US\$4,713) depending on aircraft size.



customers that includes a passenger lounge and meeting room, immigration, deregulated apron, on-site catering service, fuel bowser and a dedicated crew room. Road and helicopter transfers are also available, as are charter broker facilities and full flight planning.

"The Jet Centre apron has recently been expanded by 30% to offer easier access for our customers and Stand 15 has been added adjacent to the Jet Centre terminal, which is the ideal location for demonstrating aircraft to customers," explains Rose. For added convenience, the Jet Centre offers a fully inclusive landing fee, which includes handling and passenger taxes for a clear open and concise landing and handling charge. "This represents considerable value when compared with other London airports where the transfer into London can add up to two hours onto the overall journey time," Rose adds.

Positive outlook

Business aviation remains an important part of the whole aviation industry in Europe, connecting 103,000 city-pairs across the continent, with 96% of these city-pairs not served regularly by a scheduled airline, according to the European Business Aviation Association (EBAA). The European business aviation market saw 1.6% growth in the first quarter of 2014, compared with 2013, and this is expected to continue as



Above: **Business aviation in London is on the rise**

Right: **The Jet Centre at London City Airport**



A signature service

With facilities at four airports in London (Biggin Hill, Gatwick, Heathrow and Luton), Signature Flight Support is one of the leading FBO providers in the UK. "Our services are focused around delivering a safe and secure aircraft and customer handling business, wherein our goal is to anticipate customer needs and exceed their expectations," says vice president of marketing Patrick Sniffen. "These services include a seamless process around immigration formalities, if required; arranging crew and passenger ground transportation, hotels and catering; and facilitating line maintenance through vetted approved third-party vendors. We strive to be a one-stop shop for our customers."

The company's customer service representatives offer clean, comfortable, well-furnished facilities with competitive pricing and a quick turn service with crew rest areas and flight-planning facilities at all its locations. "Our key London location at Luton Airport is about to embark on a major redevelopment and will be building a world-class FBO ready for operation in the spring of 2016," Sniffen says.



London Biggin Hill is one of four Signature Flight Support locations

Hangar8's Dryden predicts "unprecedented demand for business aviation" over the next few years, especially in London. In fact, operator London Executive Aviation, which has facilities at London City, Farnborough, Luton, Stansted, Biggin Hill, Stapleford and Oxford airports, posted 16% growth in the number of hours flown in the year to March 31, 2014, and increased turnover by 23% to £33.2m (US\$54.2m).

With its variety of business aviation airports and services, London will continue to play a vital role in the growth of the industry, and Signature Flight Support's Sniffen is positive for the future: "As we emerge from the most recent economic downturn, there is undoubtedly opportunity to capture what will be an increased level of business aviation activity. As the business sector improves, so too will business aviation," he concludes.

London airports and their FBOs:

Biggin Hill – Biggin Hill Executive Handling, Rizon Jet, Signature Flight Support

City – The Jet Centre

Farnborough – TAG Farnborough

Gatwick – Signature Flight Support

Heathrow – Signature Flight Support, Dnata Private Aviation Services

Luton – Harrods Aviation, Landmark Aviation, Signature Flight Support

Stansted – Diamond Hangar, Fayair, Harrods Aviation, Inflite The Jet Centre, Universal Aviation

For landing and parking fees, operators are requested to contact the FBO or airport directly

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Space race

With growing commercial passenger numbers and a congested airspace, is there any room for business aviation in the Middle East?

Words | **Kathryn B Creedy**





The tectonic shift of the world's traffic through the Middle East is one of the great success stories in aviation and, most importantly, illustrates what can be accomplished when aviation is viewed as a strategic asset. Even so, the region is becoming a victim of its own success as congestion increases.

The region's strategic importance cannot be underestimated – 90% of the world's population can be reached non-stop from the Middle East. The region's share of global traffic has grown from 4% to 9%, according to IATA, and is expected to grow at 6.4% CAGR (compound annual growth rate) through 2017.



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One airport alone illustrates the problem. Al Maktoum Dubai World Central (DWC) is being built to accommodate 200 million passengers – a dramatic jump from the 66.4 million handled at Dubai International (DXB) in 2013, and twice the passenger counts expected by 2020. In addition to Dubai, major airport projects are underway in Abu Dhabi, Sharjah, Doha, Riyadh, Muscat and Bahrain; with Emirates, Etihad and Qatar planning large fleet expansions.

“The number of flights in the Middle East region grew by 271% between September 2000 and September 2014, much of which has been from low-cost carriers and sixth freedom traffic [the right to carry passengers or cargo from a second country to a third country by stopping in one’s own country],” OAG executive vice president John Grant explains. “In terms of size, DXB remains the largest airport, followed by Doha, Jeddah, Riyadh and Abu Dhabi. Extrapolating growth trends of the past 14 years, by 2020 you will have over 300,000 flights a month, or close to 10,000 a day.”

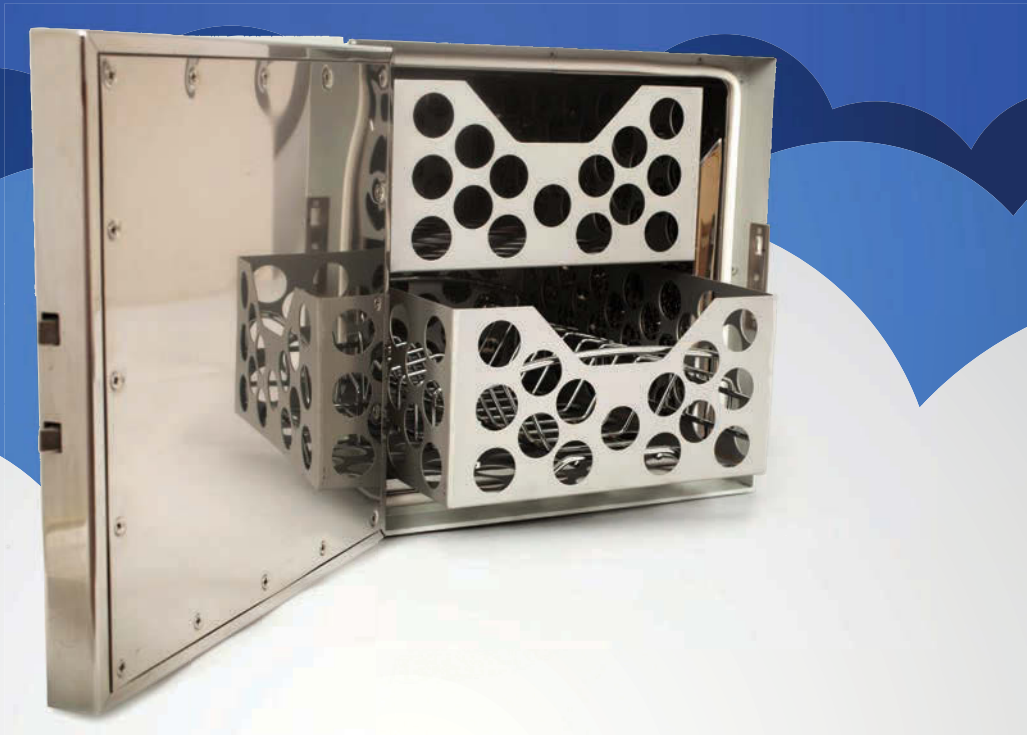
Air space management

While Middle East airports remain the world’s most impressive, airspace management has not kept pace. “Air traffic delays result because the region’s governments are not managing finite airspace as a common resource,” IATA chairman Tony Tyler says. Historically, the Arabian Peninsula was operated as one Flight Information Region (FIR) from Bahrain. “From the early 1980s, it began to be fragmented and today there are six FIRs. For an airline, the important thing is to get from point A to point B as smoothly as possible. The challenge for the air navigation service providers is to work together to make that happen as seamlessly across six FIRs as if there were one,” continues Tyler.

The strain is obvious even without counting business aviation. “Across the region we expect the number of business aviation movements to reach 175,000 by 2020, up from 105,000 in 2012,” comments Ali Al Naqbi, founding chair, Middle East & North Africa Business Aviation Association (MEBAA). “Breaking that down, the biggest market is, unsurprisingly, the UAE with nearly 16,000 aircraft movements.” Aircraft ownership is on the increase and is expected to more than double from the 530 currently in the Middle East and North Africa (MENA) region to 1,200 by 2020.

Although some suggest the wealth and power of business aviation users will assure their place at the airport, Al Naqbi is doubtful, given the difficulties business aviation is already encountering. “One of the major challenges for our industry has been airport access and its

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integration across the supply chain,” he explains. “Globally, this is an even greater problem. This results in capacity restraints, peak charges, schedule coordination and limitations on FBO facilities.”

As Richard Lineveldt, general manager at Gama Aviation, explains, “The reality is that airports function as commercial entities and rely on increasing amounts of passengers who frequent their terminals. As business aviation only accounts for fractions of the passenger traffic at airports, the importance of our segments of the business is not seen as relevant when considering the business plans of airport management companies.”

Saudi Arabia is host to the largest fleet of business jets with a total of 164, representing 35% of all registered jets in the region. “North Africa is also very important, growing a 6.4% CAGR, nearly double the global average of 3.7%,” says Al Naqbi.

“There has been tremendous investment in airports and the region will be well served by this,” explains OAG’s Grant. “But, we cannot cope with three airports of such size in such a small area. You have three mammoth global airports in the same space fighting for take-offs and landings.”

Further complicating the issue is the fact that, according to Al Naqbi, the region’s three well-developed hub airports – Abu Dhabi, Dubai and Qatar – have created their own air navigation systems in isolation.

“This alone is a challenge,” he says. “Then you add the fact that several countries in the region have recently had their own share of political turmoil and legislative instability. This is compounded by escalating conflicts in Eastern Europe, especially after the MH17 shoot-down, which compelled many major carriers to fly through the Middle Eastern corridor.”

Overlaying the entire issue is the 40-60% airspace set aside for the military, but there is general agreement about what should be done.



Above: **ExecuJet’s FBO facility at Dubai International Airport**

Below: **Scheduled airlines often take precedence at international airports like Dubai**

Addressing the issue

“Without a single and unified authority to integrate all protocols and procedures under one system to optimize the efficient use of airspace, akin to the EU’s Single European Sky, this region faces the risk of handicapping its potential growth,” Al Naqbi concludes.

John Swift, director, NATS Middle East, agrees and suggests the benefits of initiatives like Functional Airspace Blocks will be limited because they are politically, not operationally, driven. “In Europe, we’ve learned that airspace is as valuable as hydrocarbons are below the ground,” he says. “We have begun planning for everyone’s needs and how to manage the

airspace dynamically. This means airspace is no longer designated as purely civil or military, but considered as one continuum and allocated according to user requirements. In the UK, civil and military controllers sit side by side; this means we’re better able to fully exploit airspace as a resource.”

MEBAA has developed an open dialog with the region’s departments of civil aviation to help design and maintain airports with business aviation in mind. “An example of our collaboration is Dubai World Central,” explains Al Naqbi. “We hoped to have an airport that would be committed to creating a viable cluster for the business aviation industry, encouraging the development of FBOs, MROs, manufacturers, educational institutions and other aviation-related businesses necessary to meet the growing demands of business aviation. It is everything we hoped for. By understanding the importance of business aviation, DWC has set the example for the rest of the world on how to serve the general and business aviation industry.”

But DWC is the exception. “Business aviation cannot be limited to only one airport,” he continues. “Business aviation operators are facing a lack of space and limited slots at many major airports in the region, which worsens during peak hours. We understand that compromise and considerations for the commercial hubs, but changes need to be made at a regulatory level and they must consider business aviation.”

According to Lineveldt, smaller airports, such as Sharjah in UAE and Al Bateen Executive Airport in Abu Dhabi, could be another solution. “We have already seen the effects in Dubai International with the lengthy holding times and slot issues. The natural progression will be to push business aviation out to the quieter airports so we need to ensure the necessary airport and road infrastructure is in place, so business aviation users do not lose out in time





savings. Our FBO at Sharjah International is a good case study for this: we recognized the operational challenges in Dubai, so we invested in developing new facilities in Sharjah – a quiet airport with unrestricted slots, plenty of parking and a pragmatic management team – and moved our fleet over when the FBO product was ready. Sharjah airspace benefits from a different flow system to Dubai so now our clients are enjoying the time savings.”

Grant suggests further relief may come with the A380, noting Emirates’ current order book of over 100 A380s in the coming years. “It will mean a modest reduction in frequency growth but it can’t be the only thing,” he says.

Airline fleets are already equipped for future air navigation needs, according to Swift, suggesting that the development of more efficient procedures provides an unprecedented opportunity to demonstrate the benefits of future air navigation technologies to the rest of the world. He explains the region has already embraced ADS-B owing to large tracks of desert. He also indicates that several navigation systems in the region have kept pace with technology.

Regional approach

The greatest problem stems from the fact that MENA contains so many countries that are small geographically and economically. Some countries have enjoyed significant growth and thus have the money to invest in what Swift calls the “invisible infrastructure” – air navigation services. “Within a short flying time, you encounter neighboring countries that have limited investment capability,” he says, adding that he doubts a “Gulf-control” will happen anytime soon. “We have to capitalize on regional growth and encourage operations through the airspace of these low-growth countries so they can generate revenue and deliver the benefits of aviation into these sectors as well. The key to unlocking some of the inefficiencies in the airspace is to recognize that it is part of a wider value chain. It is not about



Main image: **ExecuJet’s first-class lounge at Al Maktoum Dubai World Central**
 Above: **Less congested airports like Sharjah are popular with business aviation users**

how efficient you are in your own country; it is about how efficient you are at the borders and how efficient your neighbors are,” he says.

Swift notes that the International Civil Aviation Organization (ICAO) is already leading a regional approach. “The Gulf Cooperation Council (GCC) has refocused its efforts, with joint projects for the management of aviation data, and future plans for the management of airspace. Under the auspices of ICAO, and the chairmanship of UAE GCAA director of air navigation Ahmed Al Jallaf, the authorities have created a regional platform to provide the basis for a collaborative approach toward the planning and implementation of projects in support of a regional air navigation strategy,” he explains.

Lineveldt is also hopeful: “A lot of work has already been done in installing flow control measures, such as slot allocations and parking space reservations.”

Swift indicates that the region has a tremendous advantage: “It wants the growth, whereas in Europe and elsewhere, they think long and hard before they do anything that would encourage more services. It really has the potential to usurp the position of other world regions because they view aviation as a symbol of national affluence and are not afraid to invest in the latest technology.”

But it will all depend on whether or not the invisible infrastructure keeps pace. “If we don’t see air traffic issues addressed, we risk congestion that will start to impact on time and the ability for scheduled services to work effectively for the hub-and-spoke model,” Swift continues. “Airlines will begin scheduling longer times between arrivals and departures, which is unappealing to passengers. We want to help states drive investment in air traffic systems for efficiency. We have to establish how to properly align the air traffic services with the customers and governments across the region.”

And, given the priority which is accorded to commercial aviation, that will provide challenges for business aviation. <

MENA business aviation

- The Middle East and North Africa region accounts for 3-4% of the world fleet
- The average age of business jets is just over 15 years
- MENA saw 7% annual fleet growth over the last five years
- There is a strong preference for large cabin/ long range jets ~70% of units, 88% of value
- MENA is expected to contribute 4% of global demand over the next five years

Source: Honeywell



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Success story

Launched in 2009 by aviation professionals with experience in both international standards and African realities, African Open Sky (AOS) was founded on the basis that Africa was suffering from a lack of reliable information about its various airport facilities and had no locally based company providing full flight coordination in all its countries.

The challenge was to 'open the African sky' by facilitating all permits processes, provide updated information such as NOTAMs and contact details at all airports in Africa, pay for the on-ground charges on behalf of crew, and avoid the unnecessary and expensive third party charges by coordinating flights using its own staff to offer top-quality services at reasonable prices.

Fortunately as African people, it has not been difficult to solve these equations. And AOS, full of dynamism and professionalism, has built up a strong network of passionate aviation workers as well as the best airport and CAA contacts across the whole of Africa. Every day the company cooperates closely with the various civil aviation

and airport authorities and has already signed agreements with several of them for exclusive partnerships (granting permits or invoicing to worldwide clients on behalf of CAA) in many African countries.

Over the years AOS has indisputably become the leading aviation services company in Africa with more than 50 offices and representations across the continent (in Benin, Burkina Faso, Cameroon, Chad, Congo, Democratic Republic of Congo, Ethiopia, Gabon, Guinea Bissau, Guinea Conakry, Kenya, Mali, Mauritania, Mozambique, Nigeria, Senegal, Sierra Leone, Sudan, Tanzania, Togo and many more) and its regional branch in the United Arab Emirates, which was opened especially to be close to its Middle East partners.

With its African headquarters located in Abidjan, the hub of West Africa, AOS' main activity is rendering flight services (permits, handling and fuel) to governmental, corporate, private and commercial operators. The company strives to recruit experienced officers who know everything about the various African civil aviation authorities and are able to solve any problem and obtain all kind of permits in the shortest timeframes possible. Thanks to its strong relationship with all local aviation authorities, AOS secures overflight, landing, short notice and monthly block permits at the lowest possible prices.

The company also provides its own handling supervisors network in each African country

A leading aviation services company in Africa with more than 50 offices is providing a reliable service across the continent

and assists customers with the best technical, passenger or cargo ground-handling services – transportation, hotel accommodation, catering, refueling, maintenance, aircraft security, flight planning, computerizing ATC, weather-NOTAMs, and all others services in connection with handling activities – at unbeatable prices and without a third-party commission. One of AOS strengths is always to be present where there is nobody to handle your flights.

"Nothing is easier nowadays in Africa than getting 'short notice' permits or finding an AOS' supervisor ready to arrange and pay all requested charges on behalf of crew, even in countries known to be complicated," says Max O. Cisse, owner and CEO of AOS. "Our particular approach to getting problems solved, our experiences of African aviation, our excellent relationship with all local aviation authorities, the enthusiasm of all our workers in Africa, and the confidence of our worldwide customers and partners have firmly built up the reputation and success story that we're proud of. Naturally our aim for the two coming years is to enhance the cooperation with our aviation authorities to help and support them in the development of hundreds of African airports, including equipment, training and management."

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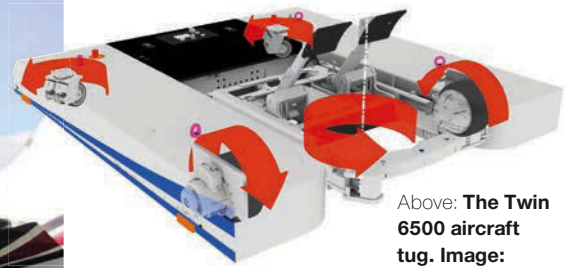
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Above: **AOS** ground staff at the headquarters in Ivory Coast

Right: **Max O. Cisse**, owner and CEO of African Open Sky





Above: The Twin 6500 aircraft tug. Image: Crossmedialisten

hangar capacity by 30%. And it also ensures maximum safety," he notes.

This increased hangar capacity benefits visitors to, for example, the 'Art Basel' event, who arrive every year by private jet. During these large events, ASB can now do a better job of serving its customers with the tugs. As Paukner explains, "The planning of our hangar services used to be quite complicated. For example, if we knew that a client wanted to take off at 11:00am, we had to make exact calculations where in the hangar the aircraft was parked and how many other airplanes had to be moved in order to get to the needed aircraft. We had to determine precisely how many people we needed for the job and how long it would take to move all the airplanes blocking the departing aircraft." Now, hangar planning is a much more pleasant affair: "We know that we generally take between 5 and 10 minutes to move an aircraft from point A to B now. We have three of these tugs, and for all three machines we were able to get a return on investment within a mere two years."

Company development

Thilo Wiers-Keiser, co-founder of Mototok and current sales director, sees in all this an affirmation of the development of his company: "These numbers speak for themselves. We are very happy. Our worldwide clients include airports, the military, FBOs, MROs, airlines and almost every aircraft manufacturer."

Depending on what they need, different clients are excited about different features. "For some, it's important that almost every tug has its ground power unit integrated; for others, what is crucial is the extremely high ground contact pressure," explains Wiers-Keiser. "Operating the tugs is so easy and intuitive that one needs no more than three hours of training and no driver's license." The nose wheel can also be recharged easily with the automatic One Click Function within 15 seconds.

Moreover, the success so far has motivated the company to expand its product portfolio. Wiers-Keiser says, "Up to now, we have had tugs that could tow a maximum of 28, 39, 50 and 95 tons. In a few months, we will add a tug that can tow up to 195 tons of dead weight with pure electric power. Then our product range will cover all wide-body aircraft, with the exception of the A380 and the Boeing 747, as well as all other types of airplanes and helicopters." <

Pulling power

Air Service Basel has increased its hangar capacity by 30% with battery-powered tugs

Air Service Basel (ASB) is doing a great job for its clients at the EuroAirport in Switzerland, with its comprehensive FBO and maintenance services, VIP handling and an extensive aircraft parking service. The parking is no longer done with tractors and tow bars, but with the battery-powered Mototok tugs. Not only are ASB's clients happy about it; the management is also pleased because the Mototok tugs save time, space and money.

Situated right where Germany, Switzerland and France meet, ASB has been carrying out its services for nearly 50 years. With 29 staff, eight of whom work in FBO and handling services, ASB can ensure that the high standards of its clients are met. Clients include air taxi services, corporate flight departments and owners of private aircraft.

At the EuroAirport, aircraft of all sizes are being looked after, from the Citation to the Learjet, Hawker 900, Falcon and Gulfstream; to VIP aircraft, such as the Boeing BBJ or Airbus ACJ. These airplanes all have one thing in common: they need to be safely moved around. This is a task that, beginning in 2009, the battery-powered and emissions-free Mototok tugs have taken on. The fleet consists of the Twin 3900, the Twin 6500 and, for the really big aircraft, the Spacer 8600, which can tug a maximum weight of 95 tons.

Space and time saver

Uwe Paukner, deputy CEO of ASB, says, "It was not a particularly difficult decision to make the change from tractors and tow bars to the more maneuverable and smaller Mototoks. We have been most impressed by the fact that they give us a lot more time and space and cost less to operate." The tugs save time because they are remote-controlled and operated by a single person; and without the awkward and cumbersome handling of a tow bar, one has much more agility. Paukner adds, "With traditional tugs, you always need a brakeman who sits in the aircraft, ready to intervene if the splint breaks, as well as three more people who, at every move, have to keep an eye on the wings and tail of the airplane and make sure that the aircraft does not collide with anything."

Another plus is saving space, as Paukner explains: "Through the remote control, we have great precision in moving the airplane. This makes it possible to park much closer to the walls of the hangar." The pivot point of the Mototok is identical with that of the nose wheel, because it means that neither the fuselage nor the wings are moved by the rotation of the wheel. "That's another reason we can make much better use of the space in the hangar. We have been able to increase our



Photo: Crossmedialisten

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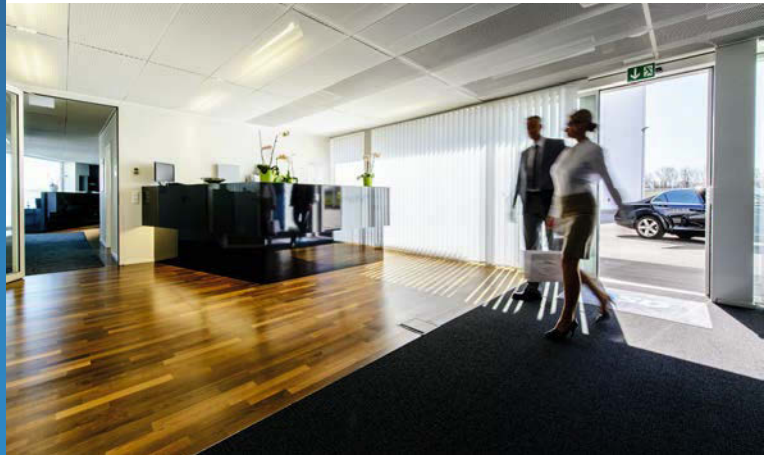
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Business Airport
INTERNATIONAL

Vital statistics

Location: Paris, France

Operating hours: 24 hours

Runway length: 03/21 – 8,743ft; 07/25 – 9,843ft; 09/27 – 6,053ft

Facilities: Seven FBOs and five maintenance centers with PART 145 approval

Historic figure



Steeped in aviation history, Paris-Le Bourget Airport is a key asset for business aviation in Europe and around the world

When he landed on the grass of the Le Bourget airfield, Charles Lindbergh probably felt a serious sense of relief after his extraordinary flight across the Atlantic from the USA.

Once securely on the ground, he was probably surprised by the relatively good equipment available at Le Bourget (it had airfield lighting and impressive hangars) and by the extraordinary warm welcome given by the thousands of Parisians spending their Saturday night at the airfield to celebrate the new hero arriving from abroad.

Almost a century later, the basic systems at Le Bourget Airport have been constantly improved in order to provide the best facilities for the pilots and passengers using Europe's first dedicated business aviation airport. Le Bourget offers first-class aeronautical equipment with two Cat I runways and one VFR Paris Airshow dedicated runway; 24-hour air traffic and fire rescue (OACI Cat 8) services; maintenance facilities for most business aircraft, including Bombardier, Cessna-Beechcraft, Dassault and Embraer; and a flight safety training center.

There are also many companies involved in the mechanics, interior projects or air navigation systems housed at the airport.

Furthermore, the 70 companies located at the airport are helping to contribute to the constantly growing economic activity in Paris. The airport accommodates 55,000 business movements each year and the list of services available to operators is far beyond what most current business airports offer: it has seven FBOs; three on-site catering companies; a second 4-star hotel due to open before the end of November; an art gallery; and the Air and Space Museum. There are also more than 2,000,000ft² of aprons and buildings, including the historical monumental 1937 Labro Terminal, designed by architect Georges Labro.

Located only five miles from Paris, between the City of Light and the main continental hub airport Paris-Charles de Gaulle, Le Bourget Airport is constantly working to create the widest range of services, in the fastest-growing area of the Paris region. This is one of the reasons the Le Bourget local community has been granted

Above: **Modern lighting equipment at Le Bourget airfield played a role in Charles Lindbergh safely landing the first flight across the Atlantic in 1927**

Aeronautical Cluster Excellence status by the government-backed Grand Paris project.

The airport also plays host to the biennial Paris Air Show at its Conference and Exhibitions Park. The event allows Le Bourget to promote its ambitious development strategy, which involves both airside and city plans, making use of the 1,360 acres available. The next Paris Air Show will take place on June 15-21, 2015.

Following the historical path initiated by Lindbergh in 1927, Paris-Le Bourget is ready to keep its place as the main business airport in Europe for the next century and become the gateway to France. ✈

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Vital statistics

Location: Keflavik, Iceland

Operating hours: 24 hours

Runway length: 02/20 – 10,020ft;
11/29 – 10,056ft


Fuel: Avgas



Main: Keflavik International Airport is a gateway to Europe
Below: IGS can organize trips to the Blue Lagoon

In good hands

Clients are assured of an efficient, first-class ground-handling service at Keflavik International Airport

 Keflavik International Airport is situated about 30 miles from the center of Reykjavik in Iceland, and was built in 1950 as a NATO base. The airport features long runways that are in very good condition and are always kept as clear and dry as possible due to the strategic importance of the airport. It is open 24 hours a day, and very rarely closes due to weather conditions.

Keflavik is a gateway into Europe due to Iceland being part of the Schengen Agreement between all countries in western Europe, excluding the UK, Ireland and Switzerland.

Ground handling

IGS has been providing services for all civilian aircraft, and some military aircraft, going to and from Keflavik Airport since 1964. The company became independent on January 1, 2001; it was previously part of Icelandair and can trace its roots all the way back to 1937.


IGS is the main provider of ground services at Keflavik Airport and is made up of four units: aircraft handling, inflight catering, cargo warehouse and restaurant service. It is the only handling company at the airport with all the

necessary infrastructure, equipment, facilities and experience to provide the best possible service – a one-stop shop for all handling needs.

IGS has been ISO 9001 certified since 2008 and works hard to provide consistent services for all areas of handling. The company is also aiming to achieve ISO 14001 Environmental Management Systems before the end of 2014. IGS uses FBO One from Amsterdam Software to keep track of all handling requests; for bigger companies it also offers the Altéa Ground Handler solution for passenger- and load-control issues.

FBO services

IGS FBO guarantees short turnaround times. With over 35 years of experience servicing countless private aircraft, the company can meet any requirements quickly and reliably. It offers three different service packages for VIP and private aircraft:

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



Ground-handling services

- Flight plan filing
- Weather briefing
- VIP and crew lounge
- Liaison with customs, immigration and security
- Liaison with fuel supplier
- Transportation within the airport area, and to and from hotels
- Escort of crew and passengers

Ancillary services

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

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Southern belle

From luxury yachts to fine food and hunting estates, the Southwest of England is a perfect playground for business aviation travelers

 Situated in the county of Devon, Exeter is one of the most popular tourist attractions for visitors to the UK's Southwest. With a world-class university (Exeter was named *The Sunday Times* University of the Year in 2013), unprecedented areas of natural beauty, expansive hunting estates and a thriving manufacturing industry, the area is a hotspot for travelers globally, and especially from the USA and the Middle East.

"Historically, there has been a very strong connection between the Southwest, particularly Plymouth and its manufacturing base, and US companies – 40% of the companies in Plymouth are US owned," explains Tim Jones, Chairman of Devon & Cornwall Business Council. "The Fortune 500 companies understand how well tuned we are in the Southwest to understanding their business needs and that has built a really strong platform to develop a niche market for the tourist industry."

Plymouth is home to Princess Yachts, which builds luxury boats and yachts for the high net worth individual (HNWI) market. "These people fly regularly into Exeter International Airport to view the production of their yachts, or send their design teams over on their jets to make decisions on fabrics and furnishings," comments Chris



Regional & City Airports Management

Exeter International Airport is part of Regional & City Airports (RCA) group. RCA owns and operates regional airports, led by a team with a proven commercial and operational expertise in both the airport and airlines sectors. RCA already owns and operates Norwich International, Exeter and Coventry airports, holds management contracts at two other UK airports, and is actively seeking growth opportunities. RCA helps smaller regional airports to prosper through effective management and collaboration – enabling them to benefit from the economies of scale and sharing of best practice.

Beer, head of corporate aviation for Regional & City Airports, which owns Exeter Airport. Situated just 50 miles from Plymouth, the airport is able to transport customers to their luxury boats with helicopter transfers and chauffeur-driven car services.

Tourism hotspot

The Southwest of England is famous for stately homes and grand estates, many of which are used during September to January for hunting parties. "We are the closest commercial airport to the main shooting areas of Exmoor and slightly further afield," Beer says. "We generally have five or six jets for one shooting party coming from Geneva, Paris or New York, and we are able to assist them with their gun permits – we make sure all the certificates are signed and in date and we work closely with the UK Border Force to ensure

Vital statistics

Location: Devon, UK

Operating hours: 24 hours

Runway length: 6,811ft

Fuel: Jet A1 and Avgas



Unusual passengers

Dealing with unusual or last-minute requests from passengers and crew is a common occurrence for those involved in the business aviation service industry. However, Exeter International Airport and its corporate aviation team have been known to handle some slightly more dangerous customers. The airport's Chris Beer explains, "We once had to organize the transportation of sharks on an airplane from Barbados, and we made sure to handle them with care!"

The sharks were transported on a Boeing 767 cargo aircraft from Barbados to Heathrow to clear animal customs and then flew down to Exeter Airport to be transported to a Plymouth aquarium. "It was like moving gigantic fish tanks and there were 30 of them on the airplane – getting the pressure right and making sure the water didn't spill out with turbulence was our main priority. The project took a lot of planning and we had to ensure we had all the right people in place to do it. It was the biggest planned operation we have ever had – it took a year of planning," Beer adds.



Left: **The newly refurbished jet center at Exeter International Airport**

wonderful fine dining restaurants, for clients who are flying in and staying a few days to enjoy the area. For those who want food on board their aircraft, it's all about bespoke catering – most people want to sample food from the local area and also to know more about where the food came from."

Recent developments

In order to keep up with the demands of its clients, Exeter Airport has recently undergone some changes. Bought by the Rigby Group in June 2013, the airport has completed a refurbishment of its jet center. In addition to the TVs and full IT suite for crew, the new facilities also include an expanded corporate lounge that can accommodate 35 people, a conference room and boardroom, crew rest facilities with business class seats, and a fully fitted bathroom with shower.

"The feedback has been wonderful," Beer says. "We have always provided excellent customer service but the facilities didn't always match up. Our passengers and crew are very important to us and we wanted to ensure we have a facility that they could enjoy. We've definitely achieved this with the new jet center." <

Main image: **A comfortable lounge and full IT suite is available for passengers and crew**

Left: **Conference facilities**



a smooth journey for our clients." The airport charges £50 (US\$81) per flight to cover the cost of assisting to clear firearms in the country.

Aside from hunting parties in the winter months, the airport is kept busy in the summer with clients from Europe and the Middle East flying in to attend graduations and visit from the universities of Exeter and Plymouth. "We are very flexible and can offer our clients total flexibility around airfield hours and arrival and departure slots so people can enjoy the flexibility they desire when flying on a private jet," explains Beer.

A further attraction of the Southwest is the regional food and wine, according to Beer. "Exeter and the surrounding area have some

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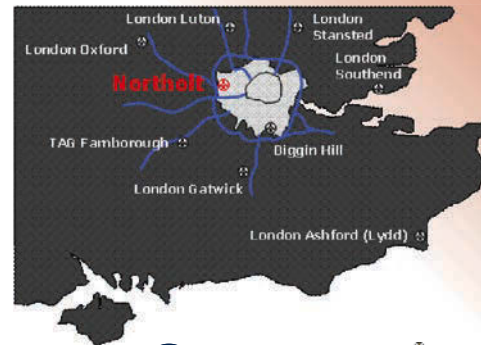
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Left: **The new FBO at San Diego International Airport opened in August 2014**

Above: **The Le Bourget Airport facility**

Growing in stature

The redeveloped FBOs at San Diego and Paris-Le Bourget airports now offer customers a vastly improved array of facilities

Along with its acquisition of 20 new US locations in 2014, Landmark Aviation has completed construction on a US\$3.4m terminal at Aéroport de Paris-Le Bourget in France and a US\$40m environmentally sustainable FBO campus at San Diego International Airport in California, USA.

"We are very pleased to announce the completion of our state-of-the-art facilities at Aéroport de Paris-Le Bourget and San Diego International Airport," says Dan Bucaro, Landmark Aviation president and CEO. "We appreciate the support we've received from both of the airport authorities and look forward to better serving our customers."

San Diego

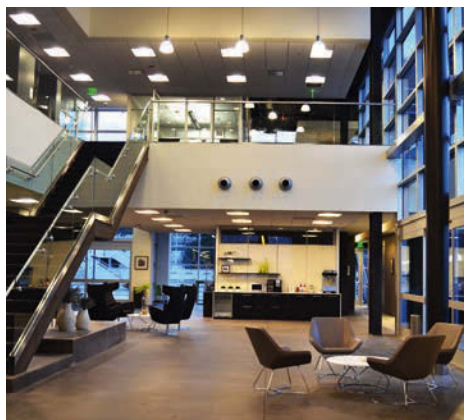
The FBO campus in San Diego took just over two years to complete and operations began out of the new facility on August 1, 2014.

The campus features a state-of-the-art terminal, five hangars, and approximately 250,000ft² of ramp on 12.4 acres. Additionally, the facility offers an array of accommodations for its customers, including office space, snooze rooms, VIP lounge, fitness center, gourmet café and bistro, as well as an executive conference room and additional meeting space. A second-floor observation deck also provides visitors with

a stunning view of the airport and downtown San Diego.

"Our FBO is often our customers' first impression of San Diego," explains Carrie Campbell, general manager of Landmark Aviation's San Diego location. "We are proud that our new facility now captures the essence of the city as well as the Landmark brand, while exceeding the expectations of our customers. The feedback from both crew members and passengers has been nothing but positive."

The San Diego facility will be the first Leadership in Energy and Environmental Design



First class amenities inside the San Diego facility

(LEED) Platinum-certified FBO campus in the world. The LEED program promotes green maintenance and building operations by using energy-efficient appliances and Earth-friendly building materials.

"By investing in a sustainable FBO, we are increasing the efficiency of our business, as well as showing our commitment to the environment and the community of San Diego," adds Campbell.

The interior of the facilities in San Diego and Paris-Le Bourget was designed by California-based architectural and interior design firm Tammy Edmonds Design. Additionally, the San Diego FBO features a public art installation that is an original design from Canadian artist Ken Gangbar.

Paris-Le Bourget

At Aéroport de Paris-Le Bourget, the newly constructed 8,500ft² terminal was built on Landmark Aviation's existing property adjacent to its hangar.

The terminal took approximately one year to complete and was unveiled on June 12, 2014. It boasts amenities including a VIP lounge, bistro, pilot lounge, passenger lobby, flight planning center, prayer room and two conference rooms.

"Our new terminal is very spacious and offers world-class amenities that will enable us to provide a better experience for our customers," comments Denis Bourgois, general manager, Landmark Aviation Le Bourget.

With construction completed in San Diego and Paris-Le Bourget, Landmark Aviation is preparing for additional network upgrades.

"We remain committed to improving our facilities, as well as the customer experience," explains Bucaro. "A facility upgrade project is currently underway in Scottsdale, Arizona, which will be completed in time for the 2015 Super Bowl." ↩

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The Po Valley area of Italy offers a wealth of historic sightseeing, shopping and leisure opportunities, and is well served by a number of first-class general aviation airports

 Brescia and Verona airports make up the Garda airport system that operates in a 34,000km² (13,000 square mile) basin, which has 15 million residents and is rich in artistic and natural resources. It is located within the Po Valley area, one of the most populated and economically developed areas in Italy, with a population of about 20 million residents (33% of the Italian population), 1.8 million companies (33% of the Italian total), a GDP generating about

€600bn (US\$763bn – and corresponding to around 40% of the national GDP), as well as 54% of all Italian import and export cargo handling.

Brescia Airport is located in the municipality of Montichiari, a town about 20km (12 miles) from Brescia, precisely in the center of northern Italy. The proximity to the major motorway and railway arteries of the country (the A4 and A35; Milan-Venice railway and high-speed trains currently being designed) and the airport's infrastructure

(a 9,842ft-long runway and over 118,000ft² of covered warehouse space) have favored the prevalent vocation for cargo operations that began in 2004. Today, Brescia Airport is one of Italy's postal hubs; in 2013, it moved about 40,000 tons of cargo and post.

Brescia Airport is also one of the venues in northern Italy for general aviation. Owing to its strategic position – just 20 minutes from Lake Garda, 30 minutes from Franciacorta and 40 minutes from Milan – the airport is a popular destination for numerous private flights – these exceeded 3,000 in 2013.

The airport, open 24/7 and capable of hosting and assisting any size of aircraft, provides all handling services for the aircraft (pushback, de-icing, refueling) and passenger comfort, and for baggage handling (loading/unloading and surveillance). Immigration and customs services are also carried out. The airport has all the necessary passenger comforts: airside



Sky Suite



lounge and landside conference room and meeting room; internet connectivity via wi-fi; and dedicated crew spaces.

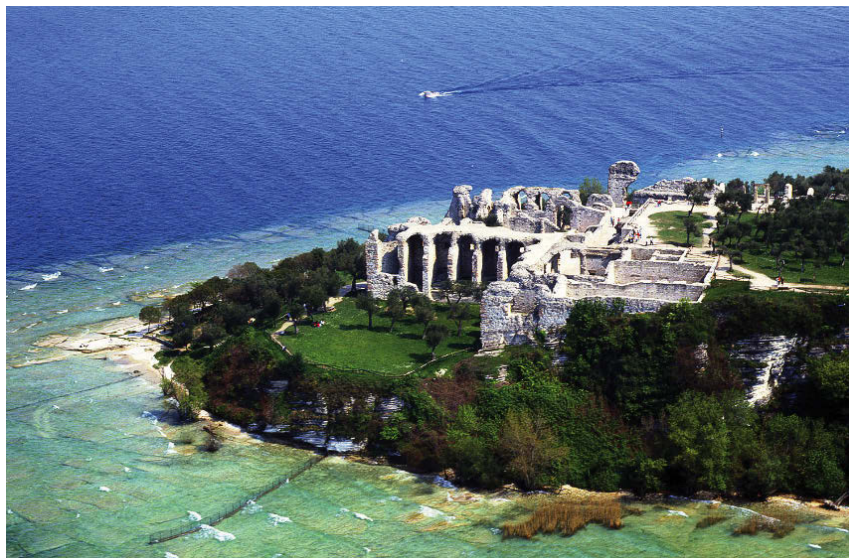
A new VIP lounge has recently been opened, and is dedicated to Executive and Sky Suite flights sponsored by Beretta Spa, a prestigious international company with headquarters in Brescia. The new 2,100ft² Sky Suite is a bright and quiet space equipped with every available comfort, where passengers can wait for their private flights. Airport personnel are available to provide support solutions for transfers, concierge services and solutions, for their stay in the territory. The design of the spaces is modern and comfortable and the construction was completed in July this year.

The territory

Brescia Airport is located at the center of an area characterized by an incomparable artistic, cultural and natural heritage, capable of hosting millions of visitors every year and meeting any type of need, whether for tourists or the business customers who flock to the Lombardy cities. In this region, visitors can take a break, even if

Left: **The Sky Suite at Brescia Airport**

Right: **Sirmione, one of the most popular sights on Lake Garda**



only for a few days, in the numerous wellness centers and spas, or enjoy sports (both water and winter sports, or trekking and cycling, thanks to the position near natural parks, lakes and mountains) or they can dedicate time to shopping (along the luxurious streets of Milan, Brescia, Verona and Mantua), or immerse themselves in culture and art.

The airport is about 20 minutes from Lake Garda, which, besides its sunny beaches, offers various sporting facilities: sailing, windsurfing, mountain biking, trekking, mountain climbing, golf and horseback riding. Garda is a large Mediterranean lake bathed in the Italian sun. Located in the center of Europe, both physically and culturally, it is a freshwater lake with mountain towns all around it.

There are several theme parks near Garda with all kinds of entertainment for the young, as well as some of the most famous thermal parks in Italy, perfect for those who want to treat themselves to a relaxing holiday. The lake is the feather in the cap for the Italian territory and international tourism as it superbly combines peace and tranquility with sport, entertainment, nature, art and tradition, providing visitors with modern and comfortable structures that can meet the needs of tourists throughout the year. Lake Iseo and the smaller lakes Idro and Ledro are also in the province of Brescia, as well as the west coast of Lake Garda, chosen by poet Gabriele D'Annunzio to build the Vittoriale fortress that houses symbols of his life as a literary and political protagonist of the 20th century.

More to see

Nature lovers and mountain enthusiasts will not miss out on outings in the nearby Adamello-Brenta natural park, an extraordinary natural environment, a true paradise for hikers, climbers and excursionists.

The Brescia province is also full of historical and archaeological sites, ranging from the prehistoric settlements of Val Camonica, part of the UNESCO Worldwide Heritage, to the beautiful medieval monasteries and fortresses spread out across the entire territory.

Definitely worth a mention is the Franciacorta area, famous all over the world for its excellent

wine production. Its hilly territory is almost entirely covered by vineyards, with numerous wineries open to tourism. However, the wealth of the Franciacorta territory is not limited to the wine-making tradition; it also boasts a significant classical artistic heritage, such as the impressive medieval wall of the Passirano Castle or the renaissance villa of the Bornato Castle.

The city of Brescia is the second largest city in Lombardy, with about 200,000 residents, and it holds some interesting surprises too. It offers a wide range of attractions, such as the 11th century Duomo Vecchio (old cathedral) with its characteristic circular shape, and the Roman ruins of the 1st century Temple of Capitoline Jupiter.

Brescia also hosts the famous Mille Miglia, the historic classic car race that attracts thousands of enthusiasts from all over Italy and around the world every year. A museum dedicated to the event is open for visitors to admire some of the cars from previous editions, along with various videos and photographs, as well as many interesting and interactive attractions. Brescia is also known for its shopping, both downtown and in the shopping centers and outlets that can be easily reached from the airport.

The recent opening of the new A35 Brescia-Milan motorway has made Montichiari an excellent access point for reaching the Lombardy province capital, which will be hosting Expo 2015 next spring. Milan, the largest economic center on the Italian mainland, hosts millions of tourists every year, who are attracted by its heritage and brilliance in artistic and cultural circles. The Salone del Mobile, which attracts visitors and exhibitors from all over the world every year, as well as the Fashion Week, make Milan the Italian capital of design and fashion. There are numerous art galleries and design studios where unique objects of design can be admired and purchased, while shopping lovers can visit the Quadrilatero della Moda, the fashion district where all the leading Italian and international fashion shops can be found. ↻

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Vital statistics

- Location: Colorado, USA
- Operating hours: 6:00am-9:00pm
- Runway length: 9,000ft
- Fuel costs: Avfuel and 100LL self-fueling
- Aircraft restrictions: Up to Boeing 757

Visitors to the Colorado Rocky Mountains can be sure of first-class service when they fly in for the ski season this winter

As the winter months quickly approach, the team at the Vail Valley Jet Center is preparing for what is expected to be an epic winter season. In addition to the typical influx of ski traffic visiting the neighboring Vail and Beaver Creek ski resorts, the Vail Valley Jet Center, along with other businesses within the Vail Valley, are also preparing for the 2015 FIS Alpine Ski Championships.

The Ski Championships take place February 2-15, 2015, as Vail and Beaver Creek host the most impressive collection of professional international ski racing talent in the world. The three-day program will feature 11 different ski races and will play host to over 500 athletes from 70 different countries. Most of the racing will be

at Beaver Creek's Birds of Prey Mountain, with an expected 120,000 visitors. There will be plenty of room for spectators and skiers at Vail's and Beaver Creek's massive world-class ski resorts.

One of the ways the Vail Valley Jet Center is preparing for the additional customers is by expanding its ramp and hangar space. The Jet Center's new expansion, which is currently underway, includes paving several acres of additional ramp space and construction of a new 28,000ft² heated hangar that will be positioned on the southeast end of the airfield. This will bring the Jet Center's total ramp acreage to 21 acres and total hangar space to 184,000ft². Construction is expected to be completed mid-December, right before the ski season starts.

International visitors

The Vail Valley Jet Center has continued to see significant growth from international visitors. To cater to this growing demographic, the Vail Valley Jet Center is the only FBO in the Rocky Mountains offering planeside customs services. This gives its international clientele the ability to land in the mountains, clear customs, and be on the ski lift within 45 minutes. In 2013, 439 aircraft cleared customs at the Vail Valley Jet Center, which is up 10% from the previous year. By looking at the economic trends

Above: **Vail Valley Jet Center welcomes hundreds of jets during the ski season**
Below: **Aircraft fueling is offered on-site**



and the popularity of the World Alpine Ski Championships, that number is expected to grow even more in years to come.

The concierges at the Vail Valley Jet Center are available seven days a week and can help you with all your accommodations to make your trip as seamless as possible. This includes hotel reservations, transportation and hangar space. They can also help secure the latest ski rental equipment, which can be delivered right to your condo or residence. ❄️

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Fuel partnership

Swiss FBO and VIP handling provider Air Service Basel, situated at EuroAirport Basel-Mulhouse (LFSB/BSL), and Avfuel Corporation have entered into a partnership allowing Air Service Basel to offer Avfuel-branded aviation fuels and popular pilot programs. The new offerings that flight departments will now have access to at Air Service Basel include Avfuel Contract Fuel and AVTRIP Rewards.

Located on the tri-national border between Switzerland, France and Germany, Air Service Basel is a prized addition to the Avfuel branded FBO and Avfuel Contract Fuel networks, according to Avfuel vice president, marketing, Marci Ammerman. "Basel is a major European cultural and business destination, making it a key location for operators of private and corporate aircraft. The partnership between Avfuel and Air Service Basel allows both entities to build on and expand each others' strengths and offer these operators the highest quality products, services and systems available."

"Air Service Basel is dedicated to sustained growth by providing innovative, cost efficient, and flexible professional services to our growing customer base," adds Air Service Basel's CEO, Claudio Lasagni. "Our partnership with Avfuel ensures that in particular the demands of this dynamic and shifting market will be taken into account, and we are ready to face these



challenges with our proactive approach in cooperation with Avfuel, in order to perfectly meet the demands of our clients here in Basel."

Air Service Basel's FBO operation echoes the Swiss city's famed reputation for discretion. The state-of-the-art facilities are sleek yet welcoming, and the staff considers comfort, safety and security the cornerstones of a perfect guest experience. Spacious and secure hangar parking is available, along with ample apron space for

aircraft up to the size of a B737. Additionally, Air Service Basel boasts a sophisticated on-site maintenance center staffed by highly qualified technicians capable of servicing a large range of aircraft models. <

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Swedish delight

In the same year that Sweden and Denmark became connected via the Oresund Bridge, a double-track railway and dual carriageway bridge across the Øresund strait, MTS Aviation

was born. Launched by Helmut Gross in 2000, MTS Aviation is based at Malmö Airport and is the only privately owned and managed ground handling company on-site. The company aims to

treat its clients like family and today looks after almost 130 customers and operators worldwide.

Malmö Airport offers all the convenience of its competitors Copenhagen and Roskilde, and is just 35 minutes from the center of Malmö and Copenhagen by car, train or coach and only 20 minutes from the center of Lund, famous for its international companies such as Tetra Pak, Alfa Laval, Skanska, Ericsson, Sony and many more.

There are no slot restrictions at Malmö Airport, moderate parking and landing charges and a very customer-service focused attitude from staff, which makes for a pleasant experience. MTS Aviation offers an efficient service to ensure there are no delays in landing, take-off or taxiing, even in the winter. The airport can accommodate aircraft up to BBJ in size, which means it has attracted more clients from overseas, including the USA, Canada, Australia and Russia.

MTS Aviation is a growing company and is working on a number of new projects, including the launch of domestic flight services with jets and helicopters. It has a dedicated staff of experienced pilots and highly trained flight attendants. <

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Decade of support

It has been 10 years since Karim Berrandou was inspired to create G-OPS, a service to facilitate business aviation handling operations, relieving airports of much of their responsibilities and guaranteeing optimal service to meet high-end clients' expectations. Today G-OPS is the leader in France for ground service support, renowned for its mastery of the operational chain and know-how in handling VIPs.

Business aviation represents 95% of G-OPS' business and the company strives to guarantee the best service adapted to the specific features of the sector. Professionalism, flexibility and efficiency are the key words for this team of experts. The company is able to monitor all operational aspects: traffic rights, permits and slots, global handling, reservation of hotels, catering and limo service.

Fuel is also organized by G-OPS to ensure cost control – the company's fuel department checks rates daily.

G-OPS' expertise is such that many diplomatic/state and sensitive flights choose the company to supervise them during major events.

More than a mere service provider, G-OPS is above all an airline's partner, a genuine member of their team looking after its interests, as a representative for its passengers' service.

In 2014, G-OPS celebrates its 10th anniversary in business, a fine anniversary for this flourishing company, which is continuing to grow and develop. In response to a call by operators, Berrandou decided to launch G-OPS Europe in January 2014.



"This 10th anniversary demonstrates G-OPS' stability and experience. It is with great satisfaction and excitement that we use this symbolic year to take to the skies beyond France and offer our services throughout Europe. Through this expansion we are responding positively to our clients' requests. We will offer them our support based on our usual high standards and our proven expertise," says Berrandou.

G-OPS already supervises head-of-state flights in European countries, including Switzerland, the UK, Germany, Belgium, Italy, Spain and the Netherlands.

With its success in France, G-OPS is providing a logical follow-up to its venture and truly spreading its wings. <

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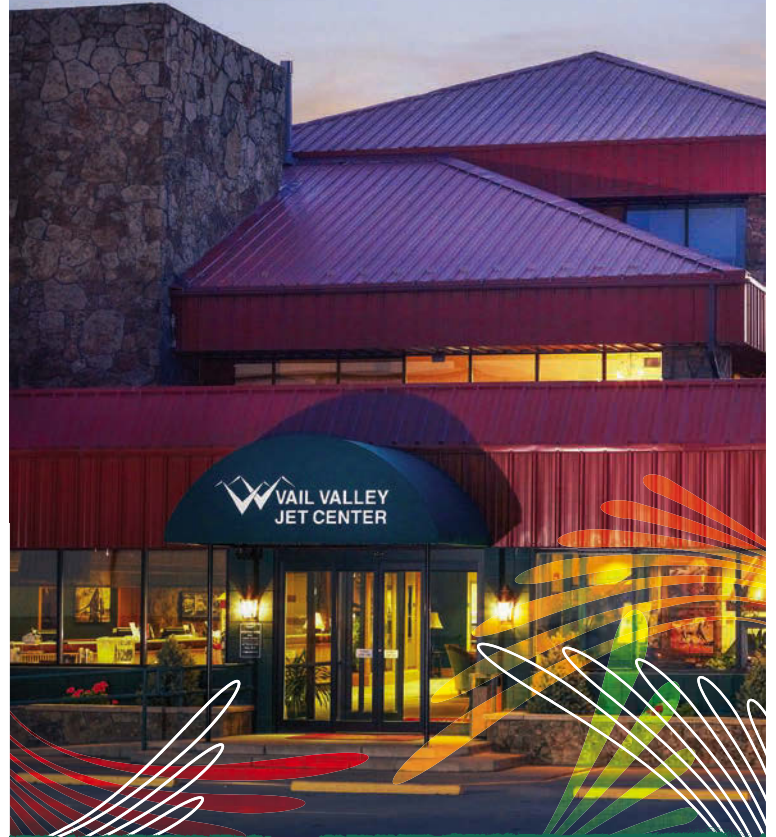
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Nestled in the heart of the Rocky Mountains, the Vail Valley Jet Center is a full-service FBO providing general aviation support to the Vail Valley. Ranked as a top FBO for the last 11 years, the staff at the Vail Valley Jet Center is committed to providing the highest, most efficient, level of service possible.

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Helping hand



What benefits does the new International Standard for Business Aircraft Handling bring to operators and handlers?

In July 2014, the International Business Aviation Council (IBAC) and the National Air Transportation Association (NATA) launched a new standard aimed at improving the safety and efficiency of business aircraft handling. The International Standard for Business Aircraft Handling (IS-BAH) is a global industry code of best practices that provides standardization to handlers and operators around the world.

FBOs and business aircraft handling agencies will now be audited by IBAC, reducing the burden on operators who must ensure that suppliers meet the demands of their safety management system (SMS) and freeing up handlers' time to guarantee they can provide a consistently high service to their customers.

So far the standard has been well received by the business aviation industry, with many operators encouraging their handlers to adopt the standard.

As Kurt Edwards, director general of IBAC explains in *Stamp of approval* on page 20, "Operators have said if they have a choice between a handler who is IS-BAH registered and one who isn't, they're probably going to choose the registered handler. There may end up being an economic incentive – handlers may adopt IS-BAH to attract operators to their facilities."

So far, only a handful of operators are IS-BAH compliant, but IBAC and the European Business Aviation Association (EBAA) are hopeful that this will rise. Fabio Gamba, CEO of EBAA, believes that at least 50 handlers in Europe will have adopted IS-BAH in five years' time. But what about those who are already working to become IS-BAH compliant – is it worth the investment? Will the standard really change and improve the business aviation industry? *Business Airport International* took to LinkedIn to find out. ↩

Your views



Ali Ahmed Alnaqbi, founding chairman of the Middle East and North Africa Business Aviation Association, commented: "IS-BAH is the future of the handler standard, and I think this standard will soon become mandatory for all handlers and FBOs. As a governing board member of IBAC, I really do encourage all concerned to join IS-BAH."



Graham Stephenson, IS-BAH accredited auditor at Graham Stephenson and Associates, wrote: "IS-BAH is a must for FBOs. Their success depends on getting the IS-BAH certificate. Before long, operators will only use IS-BAH certificated

FBOs as it will meet their SMS/IS-BAO requirements. IS-BAH will be promoted in marketing and will bring additional business for the FBOs that are the first to meet the IS-BAH standard. There is also the possibility of a reduced insurance premium, as is already the case in North America. My advice is: Don't delay – get the manuals from your local business aviation association and get started with a gap analysis that will help you to bring your own systems and procedures up to the IS-BAH standard."



Helmut Gross, owner, MTS Aviation, posted: "IS-BAH has made our administrative work easier and more effective for our business, even though we have had no incidents since we started the company. The airport authority

requires us to have a complete safety prevention and response manual, which would take a lot of time to complete without IS-BAH."



Mark Wilson, president and COO, NetJets, commented: "NetJets has been involved since the start – we have been very supportive in the concept of having a standard for handlers because we go to so many airports, and the best point for us in terms of improving safety and service is to have common standards. We have made sure we have been involved as best as we can as an operator and we will be working with all our suppliers, FBOs and handlers to encourage the uptake of IS-BAH as quickly as possible. It will enable us as operators to meet our full

obligation to understand the quality standards of our supply chain and also to focus our auditing resources where they are needed most."

Your comments

What do you think? Is IS-BAH worth the investment? How will it benefit the business aviation industry? What more can be done? We'd love to hear your thoughts on this or any other topic affecting the business aviation industry, so visit www.linkedin.com and search *Business Airport International* to join in with the debate.

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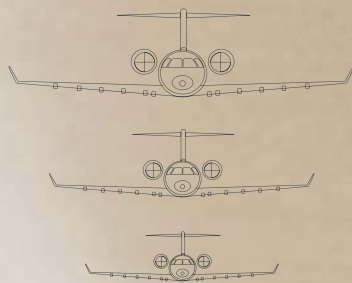
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