

SPECIAL ISSUE: NBAA2015, NOVEMBER 17-19, LAS VEGAS, NEVADA, USA

Business Airport

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

October 2015



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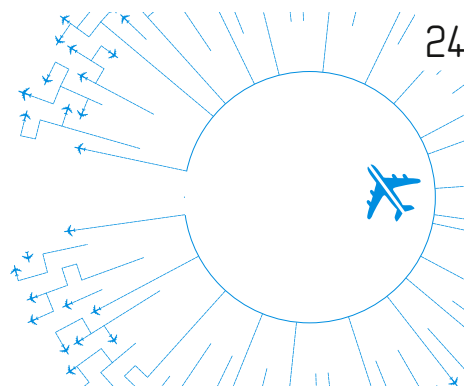
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32



24



52



ARRIVALS LOUNGE

FEATURES

4 First-class facility

A state-of-the-art FBO opens at Latvia's Riga International Airport

6 Construction project

Sheltair Aviation breaks ground on hangar development at Republic Airport in the USA

8 Handling certification

Inflite The Jet Centre becomes the first UK company to achieve IS-BAH

10 Safety partnership

Euro Jet and NATA join forces to introduce Safety 1st training into ground handling network

12 FBO acquisition

BBA Aviation announces US\$2bn takeover of Landmark Aviation

16 Welcome to Nevada

BAI assesses the health of the business aviation industry in the Silver State

24 Be prepared

New developments in flight planning technology are helping operators to plan their routes better

32 Big business

Large-cabin aircraft are on the rise and FBOs must upgrade their facilities to handle increasing passenger numbers

40 Play by the rules

Could a one-size-fits-all regulation help simplify the rules of cabotage?

46 Safety first

What is the role of host airports and show planners in minimizing the risk of accidents at airshows?

52 Style and substance

As business aviation continues to grow in Milan, service providers are upping their game to meet customer demands

58 Group effort

Ahead of NBAA2015, Ed Bolen talks about the challenges facing the industry over the next few years



58

REGULARS

14 Industry comment

The fight is on between commercial airlines and business aviation operators

77 Spotlight

New destinations, routes and partners

78 Media stats

The latest facts and figures on *Business Airport International*

80 Back chat

How can FBOs prepare themselves for the growing numbers of large-cabin aircraft?

PROFILES

64 Great alternative

London Oxford Airport is ideal for customers wishing to avoid London's congested airports

65 Full support

Southair Iceland provides first-class handling services at Keflavik, Akureyri and Egilsstaðir airports

66 Lap of luxury

IAM Jet Centre's new FBO in Grenada offers customers a 5-star service

67 Icelandic experience

IGS has over 35 years' experience at Keflavik International Airport

69 Planning ahead

There are three key components for optimum trip planning, according to Avfuel

70 Hidden gem

Jet Assist provides a warm welcome at Belfast International Airport

71 Pulling power

Mazem Aviation relies on Mototok's remote control tugs

73 Best of both

Signature Flight Support's FBO licensing program provides full support and operations freedom

74 First class

Great customer services is guaranteed at Lux-Airport's Business Aviation Centre



Welcome

I recently attended the BGAD 2015 event at London Biggin Hill Airport, which featured a number of seminars alongside an exhibition and static aircraft display. Among these seminars was a discussion on the Part-NCC developments that are coming into force in the UK for non-commercial operators of complex motor-powered aircraft on August 25, 2016. Instead of holding an AOC, operators will need to submit a declaration about their operations to the European Aviation Safety Authority (EASA). It is hoped that the new regulations will create a transparent environment for all involved in business aviation – something that is paramount to ensuring the continued high standards that the industry prides itself on.

Biggin Hill is also the host of an annual airshow that attracts thousands of visitors from across the country wishing to see some of the best-loved aircraft (both old and new) on display and in flight. Safety is the top priority for these events, and following the tragic accident at the Shoreham Airshow on August 22 it is once again firmly in the spotlight. As Paul Willis outlines in *Safety first* on page 46, airshows by and large have very good safety records, but because they are such popular spectacles, when something does go wrong, it usually happens in the glare of the public eye.

"You have to go back over half a century to the Farnborough Airshow disaster in 1952 to find the last time spectators were killed at a UK airshow," writes Willis. "And when disasters have happened, civil aviation authorities,

backed by the business and general aviation airports where many of the airshows are held, have learned the lessons and amended their safety measures accordingly."

While we wait for the official report from the Shoreham Airshow crash investigators, one thing is for certain – all those involved in the aviation industry will continue to work their hardest to ensure that safety standards are improved and upheld.

The topic of industry safety will be up for discussion at this year's NBAA Business Aviation Convention and Exhibition in Las Vegas on November 17-19, with seminars on subjects such as loss of control in flight, live emergency response and IS-BAO/IS-BAH updates. Other topics being discussed at the event will be unmanned aircraft and changes to air traffic control in the USA – two major challenges facing the industry, according to NBAA CEO Ed Bolen. "It is clear that these [unmanned aircraft] systems are going to impact the way we live and the way we work," Bolen explains on page 58. "Certainly they will be in the airspace and we want to make sure there is good understanding and dialog about the opportunities and challenges associated with certifying and integrating these types of vehicles within our airspace."

NBAA2015 is sure to bring up plenty of interesting talking points, and *Business Airport International* looks forward to attending the industry's biggest event – visit us on stand C12546.

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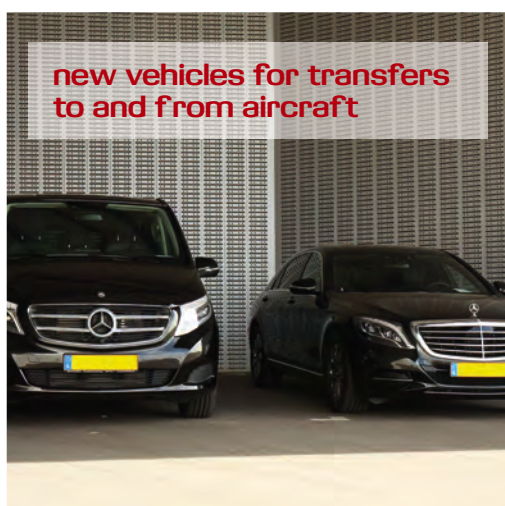
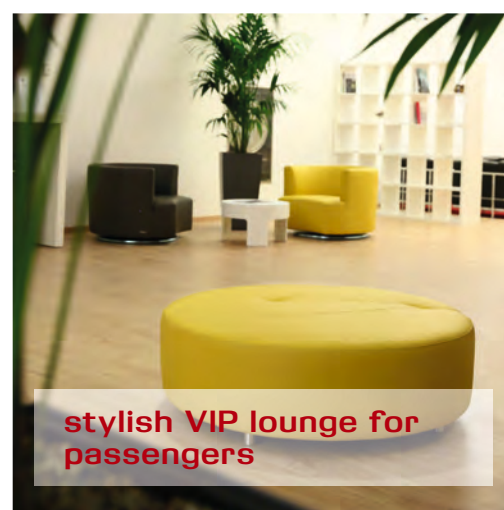
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FBO RIGA opens business aviation center

 FBO RIGA has opened its new €12.5m (US\$13.9m) business aviation center at Riga International Airport in Latvia, which will provide a full range of ground-handling services for business aircraft, passengers and crews.

The FBO RIGA Business Aviation Center, described by the company as the “first boutique terminal in the world”, will increase the company's handling capacity and in the near future the company will expand its service portfolio, adding MRO services for business jets. The FBO will also create 60 jobs in the next three years, according

to Flight Consulting Group, the Latvian holding company that owns the FBO.

Roman Starkov and Leonid Gorodnitski, co-owners of FBO RIGA, believe that Latvia has huge potential for the development of business aviation owing to its geographical location. “For example, one can easily reach Stockholm, Berlin, Moscow and other European and CIS business centers within just one-and-a-half hours flying time from Riga. Having this new infrastructure with the boutique general aviation terminal means we can provide our customers – aircraft, passengers,

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Vital statistics

Location: Riga, Latvia

Operating hours: 24 hours

Runway length: 10,498ft

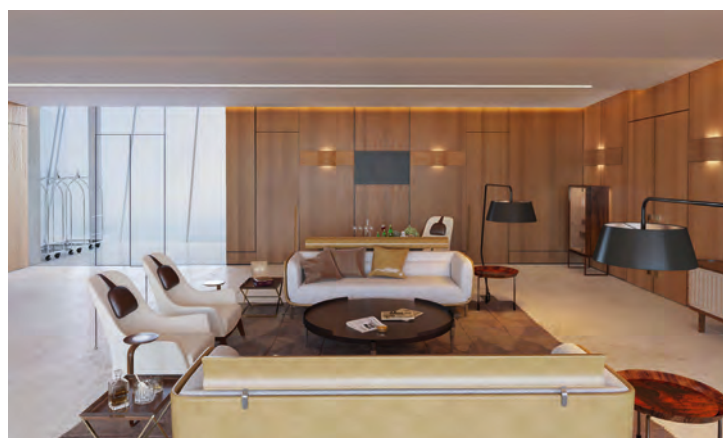
Fuel: Jet A1, Avgas 100LL

"Without any doubt, the new FBO is very important to the economic development of the entire region"

Andris Liepins, chairman of Riga International Airport



Clockwise from main image: **The hangar can accommodate 12-14 business aircraft of different types; a state-of-the-art conference room is available; passengers can relax in one of six comfortable boarding areas; the modern interior design was created by Zane Tetere; the FBO project was completed in less than 2 years**



crew, engineers etc – with a very high level of service at very reasonable prices. Our prices are the cheapest in the region for hangarage, parking, handling, fuel, etc, so we can offer more favorable business aircraft handling than other European countries," they explained.

According to Andris Liepins, chairman of Riga International Airport, FBO RIGA Business Aviation Center is the biggest private investment at the airport for several years and it provides the airport with its biggest competitive advantage over neighboring cities. "Without any doubt,

the new FBO is very important to the economic development of the entire region. Over the past few years the airport has allocated about €94m [US\$106m] to improve environmental protection, increase aircraft capacity and improve flight safety," he added.

FBO RIGA Business Aviation Center, which officially opened on September 8, 2015, consists of a modern 12,900ft² business aviation terminal equipped with six comfortable boarding areas, two VIP meeting rooms, a bar and an art gallery; a 90,400ft² heated aircraft hangar; a parking apron for business jets and a helipad situated 30ft from the exit of the apron. The total area of the new center is 129,000ft².

The FBO RIGA hangar is high tech and meets the highest safety requirements. Much attention was paid to its energy efficiency, with environmentally friendly and biodegradable materials used in the construction where possible and LED lighting throughout that promises a 40% energy saving compared to halogen lights. Natural lighting is provided by roof and wall windows and transparent panels in the main gate.

The hangar is specially designed for aircraft storage and maintenance and can easily accommodate up to five Boeing Business Jets, nine Gulfstream G550s or 20 Learjet 60s. The average capacity of the hangar is 12-14 business aircraft of different types. [↗](#)



Sheltair begins site preparation for premier FBO complex at Republic Airport

Sheltair has officially commenced the initial land clearing on a new multimillion-dollar premier FBO terminal and aircraft hangar complex at Republic Airport (FRG) in East Farmingdale, New York, USA. The site preparation marks the September 1 enactment of the New York State sales-and-use tax exemption on general aviation transactions, which is expected to create enormous economic benefits for the entire state (see *Tax-free*, right).

"If Governor Andrew Cuomo was hoping to see immediate results from the decision to pass this progressive legislation, he need not look further than state-owned Republic Airport," explained Warren Kroeppel, Sheltair's chief operating officer. "On the very date that this tax exemption takes effect, Sheltair has commenced its initial site preparation phase on some 40 acres of airport property set aside and approved for this purpose after an exhaustive environmental, economic and operational review and approval by a variety of regulatory agencies and the surrounding airport community."

"Sheltair's decision to proceed with this FBO and hangar development project reflects our full faith and confidence in the role of Republic Airport as a key general aviation transportation center, and the strategic benefits including economic development – and ultimately new permanent jobs – that will be generated by the aviation sales tax exemption, and the ability of

Sheltair to meet the demands of the general aviation community seeking access to 21st century state-of-the-art FBO services, amenities and new aircraft storage facilities."

Sheltair's US\$55m aviation development project at Republic Airport includes 210,000ft² of new hangar space with door heights a minimum of 28ft to accommodate the latest corporate jets, thereby ensuring that the needs of a robust and vital general aviation community can be met.

"Demand for hangar space has increased due to the delivery of new jets in general, and specifically in the northeast, and there is currently little available hangar space in the region," said Bill McShane, VP of business development and special projects at Sheltair Aviation.

The first hangars will be complete by the autumn of 2017 and the development will also include a modern FBO with interactive conference room, snooze rooms, a beautifully appointed lobby, and flight planning facilities. "Customer service will be improved through the street-side access to the modern FBO terminal, the wide open ramp area, and unrestricted access to both runways. Customers will also receive the same award-winning customer service that they know Sheltair for," added McShane.


According to McShane, traffic is generally up at the airport in line with the rest of the industry, and the real growth is coming from the need to base aircraft in the region. "The sales tax



Main image: **Sheltair is investing US\$55m in its 40-acre state-of-the-art development project**

Top: **The 210,000ft² hangar complex will accommodate the latest corporate jets**

Above: **Site clearance began on September 1**

exemption on the purchase of aircraft is the game changer for New York. The region is now competitive with bordering states, which makes airports like Republic Airport in Farmingdale ripe for development," he said. 

Tax-free

As part of the 2015 budget process, the New York State Senate and Assembly passed a measure that exempts all general aviation aircraft transactions from the state's sales and use tax. The exemption was signed into law by Governor Andrew Cuomo and came into effect on September 1, 2015. The new law exempts sales of general aviation aircraft, and machinery or equipment installed on those aircraft, from state and local sales/use tax formerly assessed at up to 8.75% of the purchase price of an aircraft. The measure defines a general aviation aircraft as any aircraft used in civil aviation that is not a commercial aircraft, military aircraft or unmanned vehicle/drone. More information can be found at www.nbaa.org



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Inflite is first UK company to achieve IS-BAH



Main image: **Inflite The Jet Centre's facility at Stansted Airport**
Inset: **Company director Penny Stephens**

Inflite The Jet Centre at London Stansted Airport is the first FBO in the UK and third in Europe to achieve the International Standard for Business Aircraft Handlers (IS-BAH), a set of best practices for FBOs and ground handlers focused on quality and risk management and designed to create a standardized safety framework.

Penny Stephens, director of Inflite commented, "As a family-run team, we are exceptionally proud to have this recognition. The IS-BAH is a reflection of the standards that Inflite has always lived by, and we're delighted to be the first UK FBO to set the international benchmark."

The company decided to apply for IS-BAH certification after attending a workshop hosted by the International Business Aviation Council (IBAC) to understand the program, and after discussions on the benefits of IS-BAH, SMS implementation, standards and recommended practices, as well as the IS-BAH audit process. "We thought that it would be a valuable exercise and would give us the opportunity to help

develop and improve our processes to achieve best practice," Stephens added.

The process started by ensuring Inflite complied to the IS-BAH requirements by conducting an internal assessment on the FBO using the IS-BAH checklist, which includes 13 standards and centers around a safety management system. "This allowed us to compare ground-handling processes and procedures to the IS-BAH requirement," said Stephens. "Assessing the FBO's operation helped us gain a full understanding of the regulation and see whether our processes are in line with IS-BAH's."


Inflite was audited by an accredited IS-BAH auditor who worked through the IS-BAH checklist to make sure the company was compliant. "Once the auditor had finished their assessment we were given the fabulous news that we were to be granted the accreditation. There weren't challenges associated with gaining IS-BAH accreditation as such, it was more a case of crossing the 't's and dotting the 'i's in our ground handling and SMS manuals to make sure that we were up to the IS-BAH standard," Stephens said.

Having the IS-BAH certification will give the company an edge over its non-certified competitors, according to Stephens. "While a substantial part of the aviation world is very heavily regulated to international standards, the same does not apply to FBOs and handling agents. Although airlines with a large network have whole departments to regulate and audit their ground-handling operations, such complexity is not practical for corporate flight departments and small charter operators. The introduction of IS-BAH has given Inflite the ability to be able to demonstrate competency to an internationally recognized standard. By adhering to IS-BAH

What is IS-BAH?

Launched in July 2014, IS-BAH is a set of global industry best practices that features at its core a safety management system (SMS). IS-BAH is a voluntary standard that provides baseline requirements for structuring a FBO/ business aircraft handling agency (BAHA) in the planning and conduct of their operations. It challenges them to review their current systems, programs and procedures, recognize strengths and weaknesses in those procedures, and upgrade to a higher standard. The standard takes its inspiration from IS-BAO (the International Standard for Business Aircraft Operators), which was launched in 2002 to improve the operational safety of business aviation. IS-BAH will transform the safety and service provided by FBOs and BAHAs to business aircraft operators. For more information see *Stamp of Approval, Business Airport International* October 2014, p20-26.

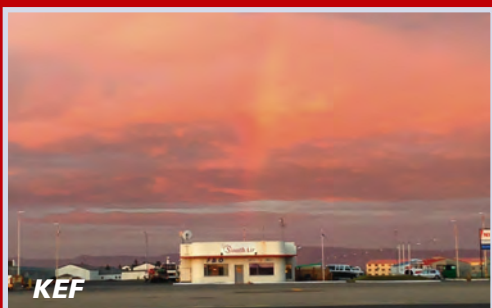
standards, we are able to demonstrate to our existing and potential clients our assurance to achieving the safety and services aspects that are so important for business aviation operations.

"IS-BAH relieves much of the burden on flight departments to verify the capabilities and standards of an FBO prior to operation, and gives us an edge over those who have not invested the time and effort to demonstrate their commitment in the challenging business aviation environment," Stephens concluded. 

IS-BAH registered companies

- American Aero FTW, Texas, USA
- Aéroport Avignon-Provence, Montfavet, France
- Inflite The Jet Centre, London, UK
- MJets Limited/MJets Maintenance Limited, Bangkok, Thailand
- Sky Valet, Aéroports de la Côte d'Azur, Cannes Mandelieu Airport, France
- SRC Aviation Ltd, New Delhi, India
- Sun Aviation, Inc, Florida, USA

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Euro Jet and NATA form strategic training partnership

Right: Euro Jet handles 8,000 flights a year on executive jets, commercial, cargo and military aircraft
Below: All staff will complete the NATA Safety 1st training in 30-40 hours



Euro Jet Intercontinental has become the first flight and ground support company in Eastern Europe and Central Asia to have its handling agents certified for National Air Transportation Associates (NATA) Safety 1st training.

The two companies have formed a strategic partnership that will see all of Euro Jet's agents participate in the full eight-module training course offered by NATA, the 30-40 hours of which take over a month to complete.

"NATA Safety 1st is committed to promoting safety and efficiency through our unique mix of online and hands-on practical training," commented NATA president and CEO Thomas L. Hendricks. "We are proud to work with the professionals at Euro Jet to help them achieve their training and safety goals."

"As soon as Euro Jet was established over seven years ago, it was an immediate goal to have a team of global handling agents who had the added knowledge of NATA Safety 1st training," explained Gareth Danker, director of global sales and marketing at Euro Jet. "Shortly after the company was founded, we did a training course for many of our handling agents on the key components of Safety 1st. However, this was not enough and we wanted to go to the next level, which made it mandatory for all our agents to participate in the full training course."

The NATA Safety 1st program was designed and put together by a representative team of primarily North American handlers, fuelers and other safety professionals from the aviation

What is Safety 1st?

The NATA Safety 1st program consists of numerous online and in-person ground handling training programs as well as resources and other safety products designed to assist aviation businesses to be safe and successful. The Safety 1st Professional Line Service Training is the core of the program and consists of eight rigorous online training modules and exams coupled with in-person hands-on training and practical exam resources to empower training on a local level. More information on Safety 1st training can be found at www.safety1st.training.

industry. For over 20 years the program has been continuously improved to provide a superior level of expertise to its participants.


"Euro Jet recognizes that private aviation is only 25 years old in Eastern Europe and Central Asia. It is in its infancy compared with that of the USA. So why not learn from the experts on how to ensure our quality of service matches that of a top FBO in the USA? For us to be the best, we need to learn from those who have the experience and expertise and can train us to be the top handling agent in our region," Danker added.

The company will introduce the training over the long-term and all its handling agents will

be provided with detailed knowledge on every aspect of daily handling operations, including towing aircraft, fueling, movement of equipment, passenger movements on and off aircraft and securing aircraft. "Every step of the way our agents will now have the knowledge to ensure that even more things are done properly and that there are no glitches," said Danker.

The biggest challenge for Euro Jet will be getting all its agents properly trained step-by-step, and the company will rely on its most experienced handling agents (those with over 30 years' experience) to mentor some of the younger agents. Euro Jet anticipates having everyone trained within a few months.

Danker added, "All our agents have received the required training by their respective airport and civil aviation authorities as well as Euro Jet, but it is our belief that in aviation you can never stop learning. Ground handling, safety and customer service are limitless in their scope of knowledge, minute details and changing rules and regulations. Continued training is essential to ensuring you have the best team out there."

"If we keep training our agents properly through such programs as NATA Safety 1st, then they will be better informed, have an even higher level of aviation expertise and be ready to handle any issue. In our opinion, when you provide the customer with the best possible quality of service, they will recognize that and use you again. There is no greater reward for a business than having a return customer," he concluded. 

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BBA Aviation to acquire Landmark Aviation for US\$2bn



 BBA Aviation plc, the owner of Signature Flight Support, has announced that it has agreed terms for the proposed US\$2.065bn acquisition of Landmark Aviation from affiliates of The Carlyle Group.

Landmark operates a global network of 68 FBOs in the USA, Canada and Western Europe, as well as aircraft maintenance, aircraft management and charter businesses. The acquisition, which is subject to regulatory and shareholder approvals and expected to close in early 2016, represents a major expansion of Signature Flight Support's network of 133 global FBO locations.

Landmark's aircraft maintenance locations will also supplement Signature's existing MRO operations delivered through its Signature TECHNICAir and CSE Citation Centre brands. Landmark's aircraft management and charter fleet numbers over 110 aircraft.

Simon Pryce, chief executive of BBA Aviation, said, "This is a transformational step in the continued execution of BBA Aviation's strategy that is both strategically and financially compelling. It represents a unique opportunity to materially expand our global Signature FBO business and deepen our exposure to the attractive business and general aviation (B&GA) market with its structural growth drivers.

"The acquisition would enable customers to benefit from an extension of Signature's industry-leading service offering and its operational

Main image: **The acquisition will help Signature Flight Support to expand its global FBO network**
Right: **Landmark Aviation is currently owned by The Carlyle Group**




excellence across a much larger network of high-quality locations. Combining Signature and Landmark Aviation would also realize major cost synergies as well substantial tax benefits.

"More broadly, the acquisition increases BBA Aviation's focus on the provision of value-added services to B&GA users and enhances the group's prospects for cash generation and value creation through effective integration, continued strategy execution and active portfolio management."

Maria Sastre, president and chief operating officer of Signature, added, "We are delighted that BBA Aviation has agreed this proposed acquisition of Landmark. This is a strategic fit for the Signature network. It will greatly expand our reach within North America as well as globally. It will also enhance Signature's customer value proposition and materially increase the relevance of our network for our customers. Once completed, Signature will be able to offer its world-class customer experience and loyalty

programs across a much broader network of leading B&GA locations. We believe this transaction to be one of the most important acquisitions in the business and general aviation industry. We look forward to welcoming the Landmark team to the Signature family once the transaction is approved and closed."

Dan Bucaro, president and chief executive officer of Landmark, said, "We are very appreciative of the strong relationships we have developed over the years with airport sponsors, customers and vendors. We are confident that the success we have achieved at Landmark will carry forward under BBA Aviation's ownership. We especially would like to thank our team at The Carlyle Group for its exceptional support."

The proposed acquisition will be funded via new debt facilities and a fully underwritten rights issue of 562,281,811 shares at an issue price of £1.33 (US\$2.03) per share, raising approximately £748m (US\$1.15bn). 



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Battle ground

Airlines are launching elite services to attract private jet customers, but the business aviation industry can fight back

Words | Kathryn B Creedy

The business aviation industry knows it can't compete against airlines on price but that has not stopped airlines from competing against business aviation by offering their own private jet networks.

At least four airlines – Delta, Air France, Lufthansa and Qatar – have made private aviation an option for elite passengers. Delta has gone so far as to offer Delta Private Jets, the oldest airline-owned business aviation company, as an upgrade option for its elite fliers. Lufthansa is partnering with NetJets, while Air France and Wijet have cut a partnership deal. Qatar, like Delta, has its own fleet.

And business is booming for Delta, which is now the third largest Part 135 operator in the USA, having doubled its fleet to 61 aircraft. Its jet card and charter business have each grown over 40% while its business jet activity is up almost 60% between March 2014 and March 2015.

What this means is that airlines see they are vulnerable to losing elite traffic. Furthermore, it means that business aviation can compete against airlines, and commercial aviation knows it. So, if the airlines see an opportunity for business aviation, the question is: does business aviation see that same opportunity?

While business aviation can't compete based on fare alone, it does have a few arrows in the quiver that can be used to fight back, including a new one recently covered in *Forbes* (more on that later). Two of the arrows are the standard business aviation marketing speak: The cost gap between business aviation and airline premium class can be narrowed substantially by boosting the number of passengers aboard a given private jet mission, and many places are simply impossible to reach via commercial airline routes.

Business aviation also triumphs over commercial airlines in terms of its on-time rate, which means a lot to most business travelers who know in their gut every time they are delayed or cancelled that time is money. They know, too, that airlines are wasting a lot of it, because about 40% of all commercial flights are late for one reason or another. That 40% failure rate means on any given day 850,000 passengers will arrive late. And the passengers in the front of the bus are just as late as the ones in coach.



Delta Private Jets is the oldest airline-owned business aviation company

"Business aviation needs to up its game beyond touting its ability to reach far-flung places"

The problem has been getting a lot of ink lately thanks to aviation journalist Dan Reed, who outlined the problem for *Forbes*, including those tantalizing delay statistics. Reed condemned the airlines for blaming delays on weather and air traffic control, when the real problem is their own production methods.

The airline on-time rate hovers around 81%, according to the US Department of Transportation (DOT). What Reed explained was how airlines game the system. For instance, if a flight is pushed back from the gate within 15 minutes of scheduled departure, it is counted as on time, regardless of whether you may wait at the gate to taxi out and wait longer to take off. Similarly, if it arrives within 15 minutes of its scheduled arrival time, it is on time. Thus, the gap between the DOT stats and those developed by

ATH Group president R Michael Baiada, a retired airline captain who has been grouching about the lousy airline production rate for decades, widens. But even if the DOT number were accurate, a 20% failure rate is still pretty bad.

Reed asks why passengers put up with such a failure rate, one they wouldn't accept in any other consumer marketplace. He concludes there is little choice.

But airlines know there is a choice and a pretty good one at that – business aviation. So business aviation needs to up its game beyond touting its ability to respect passengers' time and money and its ability to reach far-flung places that are no longer on the airline map. It needs to go beyond the privacy afforded by business aviation and the internet connectivity within the aircraft to make it an office in the sky. Business aviation operators are no longer competing against one another. They are competing against the airlines and their private aviation businesses. While some might say that NetJets and Wijet are getting the business anyway, so why worry, others are eyeing the private jet fleets being developed by airlines and wondering what can be done about it.

In addition to the dismal on-time rates at the airlines, business aviation has a few other statistics to exploit. If it takes a traveler 18 hours to recover from a single cancelled flight – which was the conclusion of a report by the Government Accountability Office – it makes business aviation sound pretty good, regardless of cost. Or put in dollars and sense – delays and cancellations cost travelers US\$8.5bn last year and kept one in five travelers from completing their mission.

All of a sudden it seems easy to compete against the airlines if you have the right data at your fingertips. ✈



Kathryn B Creedy is a veteran aviation journalist. Her reporting is a unique perspective from the crossroads of business and commercial aviation. She is known for identifying trends in the aviation industry and providing uncommon analysis of what it all means

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With NBAA2015 to be held in Las Vegas, Nevada, in mid-November, *Business Airport International* assesses the health of business aviation in the Silver State

Words | **Dan Smith**

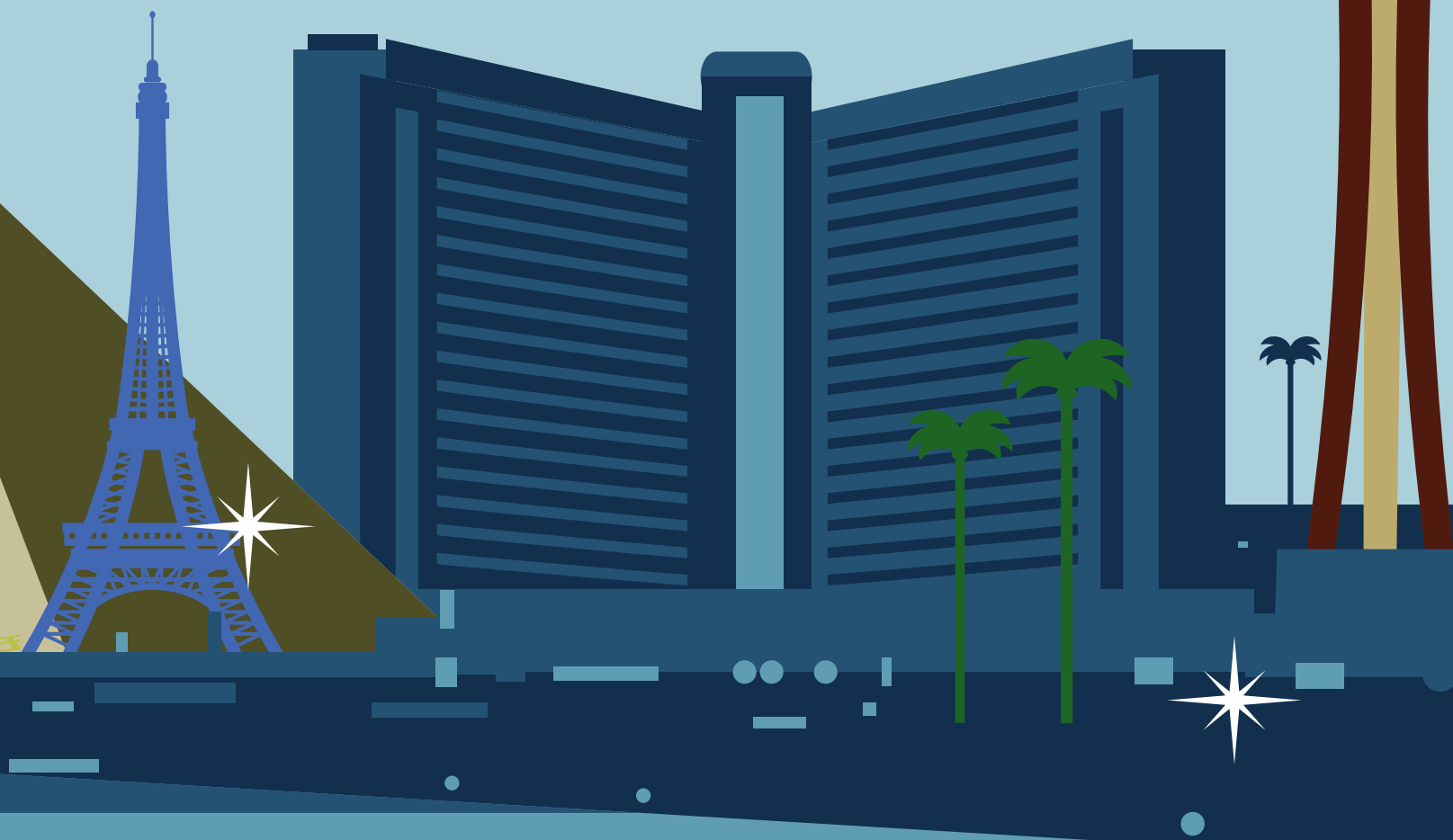
As NBAA's president and CEO Ed Bolen is often heard to say: "The health of business aviation is closely tied to the health of the economy." Nowhere in the USA could this be truer than in Nevada. The seventh largest state in the country, it is an entertainment capital, one of the world's leading gold-mining regions, and a major supplier of agricultural products, mainly cattle and sheep. All these industries rely on the economy to drive demand, and on business aviation to make them possible.

Las Vegas powers Nevada's economy

As the best-known city in Nevada, Las Vegas – tucked away in the southern corner of this vast state – dominates Nevada's economy.

Gambling, spectacular entertainment and a flamboyant approach to marriage drew more than 41 million visitors to Las Vegas in 2014 alone. In the USA, on average, there is one hotel room for every 67 inhabitants. The figure across all of Nevada is one for every 14. It's no wonder that tourism leads the list of industries by a long way – it accounts for nearly 25% of all wages in the city, according to a 2014 Las Vegas Convention and Visitors Authority commissioned report by Applied Analysis.

"In 2014, Las Vegas hosted more than 22,000 conventions and meetings, which welcomed nearly 5.2 million attendees," notes Christine Crews, public information administrator for McCarran International Airport.



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Above and right: **Atlantic Aviation offers transfer services and a luxury passenger lounge at McCarran International Airport**

Although the tourism and convention business took a hit after the 2008 recession, visitor numbers have generally recovered. According to the US Bureau of Labor Statistics, year-on-year growth in Nevada's leisure and hospitality industry is up 4.9% as of May 2015.

Most of that growth is due to domestic traffic rather than international visitors. "Like commercial traffic, international business aviation in Las Vegas is often event-specific," explains Crews. "For example, we see an influx of flights from Mexico around Mexican Independence Day in September, when the city hosts special events related to the holiday. We also see an increase in international traffic during big boxing match weekends, but the origin of the travelers depends on the nationalities of the fighters involved."

Clark County, which includes the greater Las Vegas metropolitan area, is home to two-thirds of Nevada's 2.8 million residents. The county also includes the three major airports serving business aviation in the Las Vegas area: McCarran, Henderson Executive Airport and North Las Vegas Airport (see *Vital statistics* on page 19 and 22).

Atlantic Aviation has been at McCarran since 2005 and has a newly remodeled FBO and ramp offering 24-hour operations. "We also have a pilots' lounge with sleep rooms and showers, conference room, flight planning room and runway café, as well as wi-fi throughout," explains Sue Sommers, vice president of sales and marketing. Complimentary refreshments and Go Rentals rental cars are also available on site.



There's gold in them thar hills!

While tourism is the key driver of the Las Vegas economy, across Nevada it is mining, particularly for gold, that is a major industry, and the state accounts for over three-quarters of US gold production. "Mining operations typically run 24/7," says Reza Karamooz, president of the Nevada Business Aviation Association (NVBAA). "Business aviation enables people, supplies and parts to get to the mines, to ensure they continue to operate continuously and maximize productivity."

Vital statistics

McCarran International Airport

Operating hours: 24 hours

FBOs: Signature Flight Support, Atlantic Aviation

Parking Fees: Dependent on FBO

Landing Fees: None for general aviation aircraft

Restrictions: No banner towing, glider operations, parachuting or ultralights



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www.nbaa.org/2015/interiors



Above and left: **Atlantic Aviation opened a new Lake Tahoe themed facility at Reno-Tahoe International Airport**

Oddly for a place known as the Silver State, silver mining lags far behind gold in importance.

The farming economy is also important, with the rearing of cattle and sheep accounting for the biggest share of this sector. "Private aviation is important to owners of ranches and farming areas. They use their aircraft to survey their properties, crops and livestock efficiently and to connect to markets in larger population centers," notes Karamooz.

With almost 111,000 square miles of territory, Nevada is vast and aviation is the quickest way to get around. "Nevada's geography and airport infrastructure are key advantages for business aviation," notes Karamooz. "And conversely, business aviation is an engine for economic development. Companies that have state-wide clients have access to all 49 public airports in Nevada. Only two of those airports (Reno and Las Vegas) are served by commercial services. Business aviation provides a way for companies

located outside Reno and Las Vegas to connect direct to bigger markets."

Atlantic Aviation also has an FBO at Reno-Tahoe International Airport. "We recently completed construction on a brand-new, Lake Tahoe themed world-class FBO and hangar," says Sommers. "The FBO has two state-of-the-art conference rooms with full AV capabilities; three customer lobby/sitting areas designed for passenger comfort, including fireplaces; a state-of-the-art pilots' lounge with sleep rooms and private restroom/shower; an internet café area for flight planning; a customer eating lounge with complimentary beverages and snacks; and leasable office space on the second level."

Attached to the new FBO is a new, heated 30,000ft² hangar with 28ft doors that features leasable shop space for aircraft maintenance teams, restrooms, two large hangar fans, power receptacles for rectifiers and mules, security cameras and card reader access points. Atlantic

Aviation will also complete its new ramp in November 2015.

Low business costs

One of the main attractions for investors in Nevada is the relatively low cost of doing business. The state charges no corporation or personal tax. Sales tax is one of the lowest in the USA, ranging from 6.85% (the state minimum) to 8.1% in Clark County. Along with a favorable tax structure, Nevada also offers a low cost of living and great deals on land and property.

For those interested in business aviation opportunities, Karamooz has some additional good news: "Nevada has changed its aviation tax policy to create a more level playing field with our surrounding states. With the support of NVBAA, an aviation tax abatement has just passed the state legislature. It applies to sales and use taxes on parts for maintenance, repair, assembly and manufacturing, as well as property tax. It will be a great incentive for aviation companies who want to grow their operations in Nevada, or move their entire business here."

It is an option that Karamooz is keen to encourage: "Nevada has a very friendly business climate. Companies with a geographic reach outside the state can be headquartered here and run their global operations efficiently."

Everything ready for NBAA2015

Delegates to NBAA2015 will have a chance to experience Nevada, and particularly its biggest city, when the world's leading business aviation convention and exhibition comes to Las Vegas in November. Preparations are well underway, as McCarran's Crews explains: "Henderson Executive Airport [which will host the static aircraft display] is providing additional space for NBAA2015, increasing the exhibition area by about 20% over 2013. We're also reorganizing ramp space to provide additional aircraft parking for transient customers, many of whom will be attending the show."

Visa Waiver Program

The US Visa Waiver Program (VWP) allows citizens of 38 countries to travel to the USA without a visa. Countries covered include Australia, Brunei, South Korea and most countries in the European Union except Bulgaria, Croatia, Cyprus, Poland and Romania.

Business aviation operators who operate under Part 135 of the US Federal Aviation Regulations (FAR) are now being offered the opportunity to register as signatory carriers. This gives them the same right as commercial operators to carry VWP-eligible passengers into the USA. The change ensures that business aviation passengers no longer need to go through a long visa approval process before traveling.

To become a VWP-signatory carrier, the operator must provide its US tax identification number (or Customs Importer Number), IATA airline code, and details of the type and number of aircraft operated. Another requirement is that the carrier issues non-transferable return tickets.

Before traveling with an authorized carrier, eligible passengers must register on the Electronic System of Travel Authorization (ESTA) website. The system checks the credentials of passengers who wish to travel to the USA for business or pleasure. Registered VWP carriers must make themselves fully aware of the ESTA system and rules before accepting VWP passengers onboard. For example, operators must issue VWP-approved passengers with a green I-94W immigration form and ensure that it is completed correctly before allowing them to disembark.

Vital statistics

North Las Vegas Airport

Operating Hours: Airport – 24 hours; FBO – 6:00am-10:30pm

Facilities: 15,600ft² terminal, pilot lounge, flight planning, WSI weather briefing, catering storage, 20-seat conference room, 65-seat meeting room, 179 private aircraft shade hangars, 259 private aircraft storage hangars, 27 large corporate hangars

Fuel: Full-service Jet A and Avgas 100LL (6:00am-10:30pm); after hours fuelling available with service fee and 24-hour 100LL self-service. Volume fuel discounts available for Jet A purchases

Runway Length: 12R/30L – 5,001ft; 12L/30R – 4,203ft; 7/25 – 5,005ft

Parking Fees: Ramp use up to six hours – US\$15-US\$90 depending on aircraft footprint (waived with minimum fuel purchase); transient parking (6+ hours) – US\$15-US\$110 depending on aircraft footprint (one day waived with minimum fuel purchase)

Landing Fees: None

Restrictions: No banner towing, glider operations, parachuting or ultralights



A parking reservation system has been implemented specifically for Henderson Executive and North Las Vegas Airports during NBAA2015. The HND Service Request form can be accessed from the homepage of the Henderson website. “We are working closely with the Federal Aviation Administration (FAA) to manage general aviation traffic into and out of these airports,” notes Crews. “The Department of Aviation is also participating in our planning meetings. It will advise inbound aircraft when McCarran International is at capacity and whether Henderson Executive or North Las Vegas have space available.”

In March 2015, McCarran International launched a program that enables non-commercial arrivals 24 hours a day. Referred to as the CB P559 Program, the system ensures Customs

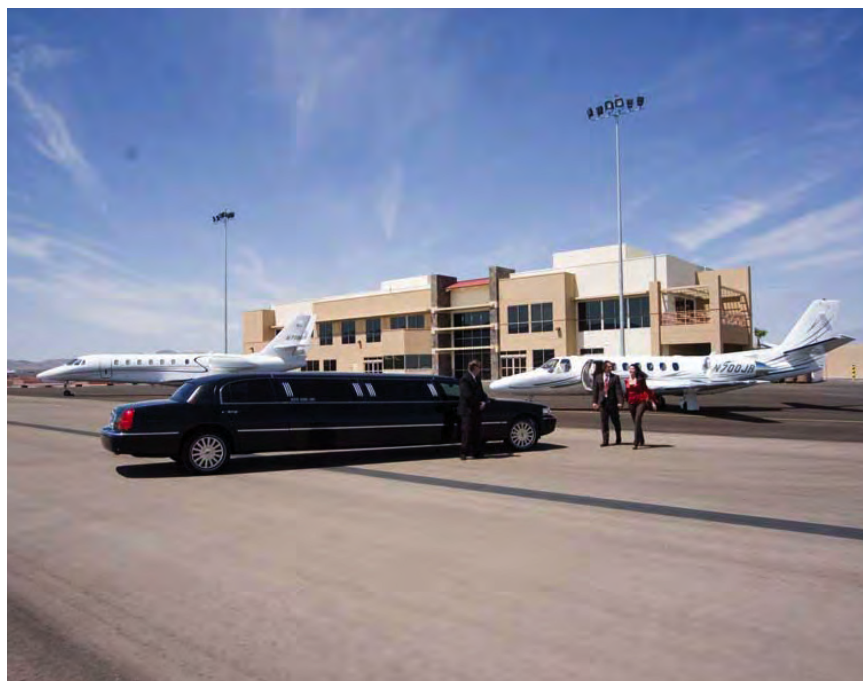
and Border Protection (CBP) staff are available to process incoming passengers outside of the airport’s normal hours. “The operator reimburses the costs of providing CBP services direct to the airport or its FBO. The airport then passes this money on to the CBP,” says Crews.

The rate charged depends on the size of the aircraft, number of passengers, cargo, and the time the CBP personnel are required. “The further you move away from the normal hours, the greater the cost, because CBP staff must be held back or called in especially,” notes Crews. Normal CBP hours at McCarran are 8:00am-11:00pm on weekdays (except Thursday) and 10:00am-11:00pm on Saturdays. Sundays and Thursdays are peak days for commercial traffic at the airport, and CBP services to general aviation are interrupted as a result. On Thursdays

normal CBP hours are 8:00am-12:00pm and 5:00pm-11:00pm, while on Sunday they run from 10:00am-12:00pm and from 5:00pm-11:00pm.

Requests for CBP services outside normal hours must be submitted to the airport at least 72 hours prior to the anticipated arrival time. Requests are submitted electronically through the McCarran International website.

During NBAA2015, the local NVBAA chapter will host several hundred students, as part of Student Day. “On November 19 we will give the students a chance to explore the 990,000ft² of exhibition space and 100 aircraft on static display,” says Reza Karamooz. “We’re providing about 20 volunteer guides to assist.” The Student Day is free to all participating students and their teachers, and aims to encourage them to consider careers in Nevada’s growing aviation sector. ↵



Vital statistics

Henderson Executive Airport

Operating Hours: Airport – 24 hours; FBO – 5:00am-10:00pm

Facilities: 24,000ft² terminal, full-service restaurant, pilot lounge, flight planning, WSI weather briefing, private dressing rooms, catering storage, 12-seat conference room, 75-seat meeting room, 95 private aircraft storage hangars, 27 large corporate hangars

Fuel: Full-service Jet A and Avgas 100LL (5:30am-9:30pm); after-hours fuelling available with service fee and 24-hour 100LL self-service. Volume fuel discounts available for Jet A purchases

Runway Length: 17R-35L – 6,501ft; 17L-35R 5,001ft

Parking Fees: Ramp use up to six hours – US\$15-US\$90 depending on aircraft footprint (waived with minimum fuel purchase); transient parking (6+ hours) – US\$15-US\$110 depending on aircraft footprint (one day waived with minimum fuel purchase)

Landing Fees: None

Restrictions: No banner towing, glider operations, parachuting or ultralights

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Be prepared

Rising air traffic, increasing airspace restrictions and new regulations are making the job of flight planner more difficult. How are the latest developments affecting business aviation operators?

Words | **Saul Wordsworth**



A rise in adverse weather conditions (volcanoes, hurricanes, typhoons), avoidance of high-conflict zones (Middle East, Eastern Europe, North East Africa), airspace closures (Simferopol, Tripoli, Saudi-Yemen) and mandates imposed by governments (China and Russia) all mean that the job of the flight planner is growing more complex by the year. Savvy business aviation operators understand, however, that flight planning is not just a challenging regulatory task in increasingly complex airspace, but also an opportunity to save time, fuel and money.

"The key factors to be aware of with respect to flight planning today are the development of processes and procedures that minimize the administrative burden placed on the flight planner," comments Bill Macey, product director, flight planning with flight operations solutions provider Navtech. "This enables them to focus on the critical aspects of the flight plan, namely safety, regulatory compliance and economics."

Recent developments

There are many programs being planned or implemented to address airspace capacity issues both today and in the future. In the USA and Europe, new directives are being discussed and designed to increase the capacity of the airspace. One such initiative is the requirement to install Mode S transponders and, with a few exceptions,



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ADS-B (automatic dependent surveillance – broadcast) on all aircraft by 2020 (see *Command and control*, *Business Airport International* April 2015, p56-60). The latter is already implemented in parts of Australian airspace.

“Both Mode S and ADS-B data will be used by air traffic control (ATC) to route traffic more efficiently, reducing congestion, noise, emission and fuel consumption,” says Macey. “It also promises to keep our skies safer by enhancing situational awareness.”

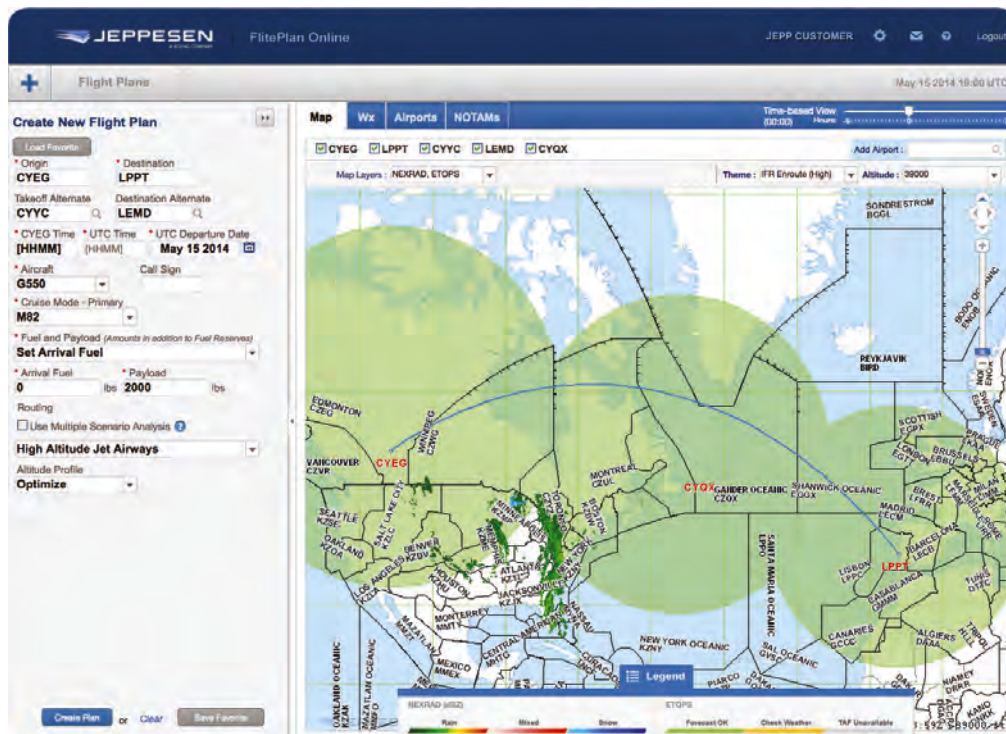
The FAA is in the process of implementing a new program named Collaborative Trajectory Options Program (CTOP). This enhancement will allow operators to submit a group of preferred routings to ATC for their flight. As a result, during periods of heavy traffic or weather delays, ATC has preferred routes that it can approve.

“This will enable aircraft to depart closer to on-time rather than being delayed on the ground by an expected departure clearance time,” says Timothy Sitkauskas, flight operations supervisor, Rockwell Collins ARINC Direct.

“CTOP is a key development in the US national airspace system (NAS) that will help business and general aviation operators in minimizing delays and potentially conserving fuel,” says Macey. “The CTOP is one of many new traffic management initiatives being developed within Collaborative Air Traffic Management Technologies (CATMT) as the FAA progresses toward the Next-Generation Air Transportation System (NextGen).”

New technology and challenges

“I think in general the technology associated with the FAA NextGen and Eurocontrol SESAR initiatives will have the most impact on flight planning in the future,” says Macey. “How the user and the airspace manager share information and communicate will ultimately introduce advances in flight planning concepts that will increase airspace capacity and operator efficiencies. Flight planning systems and software will be integral in ensuring flight plans are created to take advantage of the



Jeppesen FlitePlan Online allows flight plans to be designed and filed from anywhere in the world

“I think in general the technology associated with the FAA NextGen and Eurocontrol SESAR initiatives will have the most impact on flight planning in the future”

Bill Macey, product director flight planning, Navtech

improvements. Operators should adapt systems that allow the planners to be highly productive by focusing on exceptions in the operation, while allowing the flight planning system to automate routine activities.”

As new regulations are proposed and implemented, flight planners and flight planning systems are challenged to ensure the flight plans being produced are compliant with countless regulations. Flight planning systems must be constantly updated to ensure compliance with new regulations, the challenge being to modify and deploy updated systems ahead of the new rules. One example of this was the ICAO 2012 project, which introduced a new flight plan filing format that required flight planners to use a number of new indicators for communications and navigation equipment and capabilities, and surveillance equipment and capabilities.

“Incorporating these new regulations into a streamlined workflow can be a difficult process,” comments Matt Buettner, director, flight optimization solutions with Jeppesen. “Flight planning solutions will need to evolve to automate and enable these processes to counteract increased pilot and dispatcher workload as a result of these regulations.”



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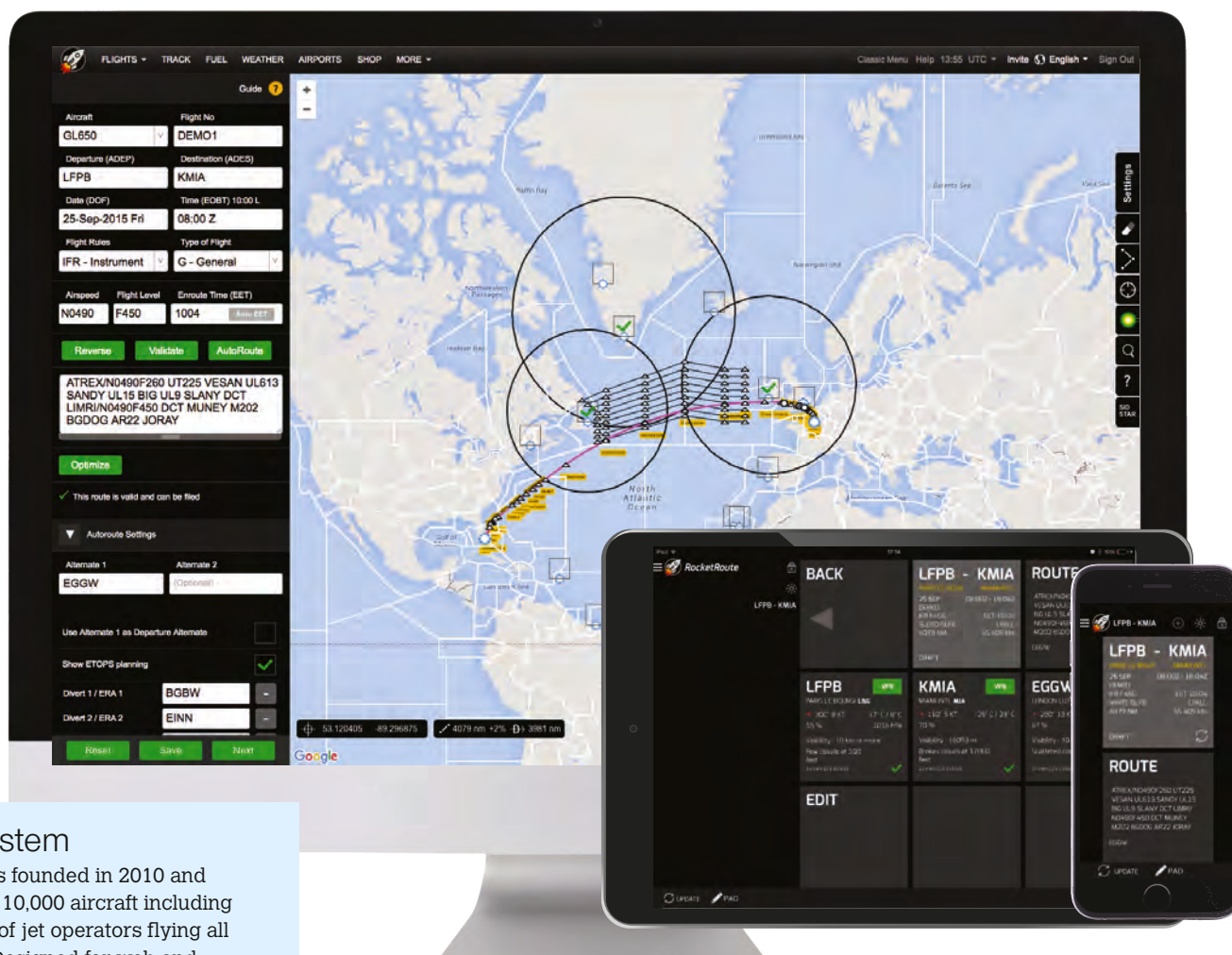


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Modern system

RocketRoute was founded in 2010 and supports almost 10,000 aircraft including many hundreds of jet operators flying all over the world. Designed for web and mobile, RocketRoute is challenging the incumbent flight planning software providers with a modern design, advanced feature set, and simple pricing. A recent partnership with Air BP has helped to expand its international reach and advance its fuel planning capabilities.

Company CEO Uwe Nitsche represents all flight planning software vendors at Eurocontrol (the European Organisation for the Safety of Air Navigation) and has been leading the race to ensure flight planning software can take advantage of new Free Route Airspace, which is opening up across Europe. This is allowing operators to fly more direct routings, saving flight time and fuel.

In other areas, RocketRoute is working with customers to support their unique operational needs. In collaboration with Hendell Aviation in Finland, the company has developed its first version of single engine operation flight planning for PC12s in Europe. With automobile association OeAMTC in Austria, RocketRoute adapted its system to meet the strict safety requirements of Helicopter Emergency Medical Service (HEMS) operations. For larger operators, RocketRoute has also been busy adding long-range trip-planning features such as NAT Tracks and APIS filing for the USA.

As global air traffic volumes continue to increase and air navigation service providers seek to more efficiently operate their airspace, flight planning will move away from the current 'file and forget' paradigm, to one where optimal flight paths are negotiated.

A further challenge is the variability between countries and operators. Kurt Lyall, co-founder of RocketRoute, rarely sees two operators with the same procedures. "Different CAAs seem to apply different rules, leading to different requirements such as calculating contingency fuel," he says.

These complexities can lead to a lot of paperwork for the flight crew, but new technologies for paperless cockpits such as iPad apps are on the rise, according to Sitkauskas. "Flight crews want the ability to effectively track their performance numbers while en route, house important documents, and make last-minute changes to weight and balance without bulky paperwork," he says.

"Flight planning solutions will need to evolve to automate and enable these processes to counteract increased pilot and dispatcher workload as a result of these regulations"

Matt Buettner, director flight optimization solutions, Jeppesen

Efficient planning

According to Buettner, operators should seek a configurable, scalable flight planning system that integrates well within their current business environment. “A single, intuitive interface that automates workflows and connects to an advanced flight planning engine that consistently produces first-time flyable, optimized routes is essential in driving efficiency in flight planning,” he says. “For absolute confidence, the use of post-flight analytics tools can provide historical context and identify opportunities to fine-tune flight operations for maximum efficiency.”

“Operators should ensure they are planning flights using the most accurate and precise weather data possible,” notes Navtech’s Macey. “As an example, our own solution allows operators to use wind forecasts for fuel planning based on half-degree grids (21 square miles). Additionally, using a flight planning system that allows for optimized tracks that have considered turbulence and icing forecasts will improve the overall efficiency of the flight plan. Finally, business aviation operators should use flight planning tools that are capable of evaluating complex airspace rules and regulations as part of the optimization process, as this will most assuredly result in routings and flight level profiles that are more efficient than standard ‘canned’ routes [ones that are stored in the airplane’s flight management system] and profiles that have been created manually.”

Integrated solutions

As aircraft cockpits become more connected to ground systems, pilots have access to real-time information that supports flight optimization as a continuous process. Decision-support tools are not simply for preflight planning; rather, pilots and operators should seek out integrated solutions that enable informed re-planning to take

Reliable planning

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ETDs, payload, etc) and the assigned crew members thanks to this highly integrated system. All pertinent information about the (live) flight is displayed with real-time information based on a flight plan that is computed and sent to the pilot.

Pilots can access the system at any time, anywhere, via their iPads or Android devices, allowing them to see their complete operational flight plan packages, as well as any revised flight itineraries or other changes. This flight planning tool has reduced the timeframe needed to create a flight plan and has increased flight dispatchers’ capability to send multiple operational flight plans to clients of Nexus.



Above: **Nexus flight planning software is accessible via iPads or Android devices**

Below: **Better connections with ground systems means pilots can access real-time information in the cockpit**



advantage of opportunities to operate the flight more efficiently, or address disruption due to weather, traffic or itinerary changes.

“Flight planning is increasingly viewed as a key component in a broader, more integrated approach to driving efficiency through optimization across an entire operation,” says Buettner.

“There are a number of key questions to ask,” comments Lyall of RocketRoute. “Is your flight planning software ready for the changes coming to Europe with the opening of Free Route Airspace [a specified airspace within which users may freely plan a route between a defined entry point and a defined exit]? How does planned and actual fuel burn match-up for flights? Are your flights going with excess fuel loading? How utilized is your fleet? Is your planning software stopping you from quoting for flights that you could actually make?”

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Airports such as TAG Farnborough in the UK are expanding their terminal and hangar facilities to accommodate larger business jets

Big business



The accelerating market for larger jets means FBOs have to expand their services to match

Words | **Liz Moscrop**

Watch out – the arrival of big aircraft will see massive changes to aprons near you soon. Honeywell predicts that large-cabin aircraft (ranging from super midsize through ultra-long-range and business liner) will make up 75% of all expenditures on business jets delivered in the near term, increasing to 85% over the next decade. In total, this will account for 60% of the 9,450 aircraft Honeywell forecasts will be delivered in 2014-2024, at a value of US\$280bn.

What this means for business aviation airports and FBOs is more work when these large birds arrive in town. There'll be more passengers and luggage immediately, so ground staff, customs and immigration and quarantine staff will be busy.

According to the IHS Jane's DS Forecast Commercial Aviation database, greater movements by larger corporate jets is the dominant trend in the business jet market.

Indeed, business jet deliveries were up 6.5% in 2014, according to the General Aviation Manufacturers Association (GAMA), and large jets enjoyed strong sales, healthy profits and fat margins. This trend looks set to continue through the rest of this decade, with Honeywell indicating that 46% of all aircraft sales will be in the large-cabin category over the next decade.

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This will have a domino effect for business aviation airports. A rule of thumb is that once an aircraft enters an FBO's ramp space, the FBO is responsible for its safety, as well as that of the passengers and crew on board. Issues that business airports have to consider include deplaning the passengers, where the aircraft should go on the ramp, and how many aircraft are in the area. Naturally, bigger airframes and larger crews and passenger numbers will impact logistics. Airports have to consider maneuverability, jet and prop blast. Parking becomes more complex with larger powerplants and longer airframe and wingspans. Once on the ground, pilots and crew are frequently preoccupied with leaving on time, so the line crew have to be hyper-vigilant in terms of managing extra numbers of people getting on and off the aircraft, plus where to park the jet so that it fits into the entire day's schedule of other arrivals and departures.

Expansion plans

Traffic at Tampa International Jet Center (TIJC) has been steadily growing since it was established at Tampa International Airport in Florida, USA in 1995, and the company has expanded its facilities from 40,000ft² to 140,000ft² to accommodate this increase. In anticipation of the rise in larger jets, which currently account for 10% of the airport's annual movements, TIJC has received approval for a ground lease extension from the Hillsborough County Aviation Authority Board and will begin construction on a new 32,000ft² hangar by the end of 2015. The airport has also catered for growth in this segment with a runway extension that allows for heavier jet landings.

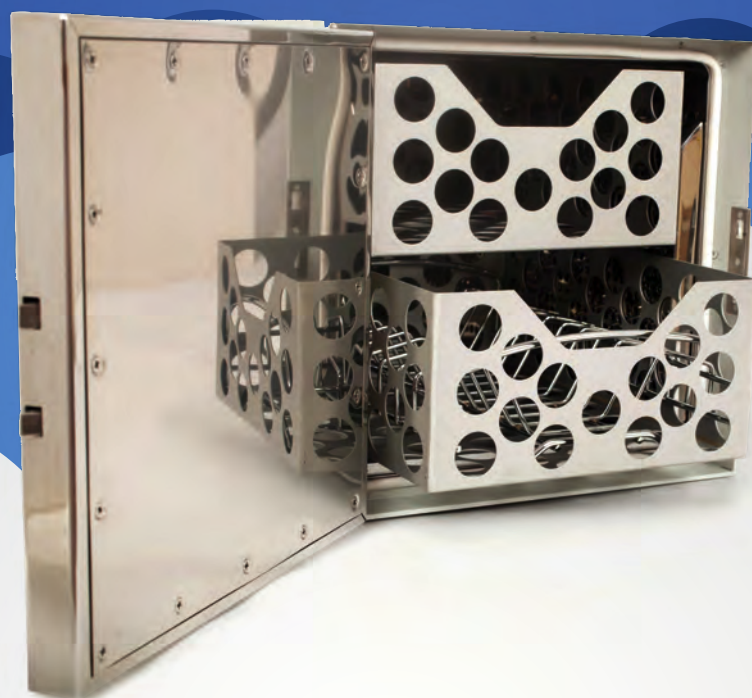
Above: **Tampa International Jet Center will transform its current facilities with a new 32,000ft² hangar by the end of this year**

Below: **The Gulfstream G650 is increasingly popular with business aviation customers**

Further west, Evan Catarelli, assistant operations manager for Sound Aircraft Services at East Hampton Airport in New York, comments, "We regularly handle and turn larger jets such as GV, G650s and Global Express types, as well as larger Falcons, such as the 7X. With the ever-improving performance of the larger jets – a G650 uses nearly as much runway as a B400 – larger and larger aircraft will continue to frequent small fields. Although it may be difficult at times, we turn these aircraft quickly and build a good rapport with the crew. Handling larger jets is certainly an adjustment in ramp management, but it is doable, and having the crews on board to work with you – not against you – pays dividends in the end."



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Left: **Brandon O'Reilly, TAG Farnborough Airport CEO**, says the airport has seen a 12% increase in larger jets in the year through to August 2015

Below: **London Oxford and TAG Farnborough airports are expanding their FBO facilities to accommodate more passengers**

"Our terminal building is being upgraded with additional lounge space for the increasing number of passengers, and enhanced crew facilities, including a gymnasium."

Forward planning

According to London Oxford Airport in the UK, the main issue when handling larger jets is planning ahead when it comes to parking. "There are parking hangarage implications – more larger aircraft demand more parking space – but that we can accommodate with forward planning," comments a spokeswoman at the airport.

"Passengers on large-cabin aircraft demand the same as any business jet passengers: largely convenience of location, driver discretion, and a competent consistent professional service from the staff."

Across the country in Cambridge, Freddie Judge, FBO manager for Marshall Aviation Services, agrees, adding, "In terms of service levels, executive aviation airports have high standards in place already, so those traveling in larger cabins only have the same expectations as anybody else."

Marshall Aviation has reported a growth in the VIP airline market, "with typically groups of 40-80 passengers traveling at any one time", according to Judge. In the charter market, cost can have a big impact on a client's choice of departure airport and operator. Judge believes that having aircraft based on-site makes a big difference to the number of flights potentially on offer as positioning costs do not need to be charged. He continues, "The more popular commercial

Europe's premier business aviation airports are also bracing themselves to cater for the rise in demand. TAG Farnborough Airport, for example, reports that it has seen an increase in larger jets, with movements up 57% in the airliner-derived types (50-80 tons maximum take-off weight). These include the Boeing Business Jet (BBJ) and Airbus Corporate Jet (ACJ).

Brandon O'Reilly, the airport's CEO, comments, "In the year through to August 2015, air traffic movement growth at TAG Farnborough Airport was 2.2%, with a notable 12% increase in BBJs and ACJs for the above period. The highest number of these aircraft ever, in any month, was recorded this August. Many of these aircraft arrive from Asia, the Middle East and the USA."

According to O'Reilly, the company has invested "in excess of £200m" (US\$309m) to develop infrastructure at the airfield. He adds,

"Our terminal building is being upgraded with additional lounge space for the increasing number of passengers, and enhanced crew facilities, including a gymnasium"

Brandon O'Reilly, CEO, TAG Farnborough Airport





centers have been the first to see rising volumes of larger cabin aircraft, such as London Luton and TAG Farnborough in the UK and Paris Le Bourget in France.”

He attributes the growth in larger jets to the financial stability of their owners and managers. A key concern, however, in increased volumes through popular hubs is security. Judge explains, “UK security arrangements remain a one-stop-fits-all model.” To make life easier, a screening facility capable of screening a large numbers of passengers at any one time is essential, as is sufficient car parking for large groups adjacent to the FBO. Easy access for coaches when dropping off and picking up large groups is useful, plus a large baggage holding area, plus large comfortable passenger lounges and sufficient bathroom facilities.

Ground-support equipment

Another challenge for FBOs is purchasing the right ground-support equipment (GSE), most of which is tied to aircraft size. Many of the smaller business jet handling agents will use second-

Development projects

Several airports are working to attract more of the anticipated influx of larger jets:

John C Tune Airport in Nashville, Tennessee is undergoing a US\$27m makeover that includes upgrades such as extending the single runway (2-20) by 500ft and a complete renovation of the terminal building. With a 6,000ft runway, it will be accessible to most business aviation aircraft.

Shreveport Downtown Airport in Louisiana is expanding its crosswind runway (5/23) from its present 3,200ft length, to between 5,000ft and 5,500ft, to accommodate a wider diversity of aircraft. Other priorities to cope with larger aircraft include added hangar space, improved taxiway and ramp access, and other infrastructure improvements.

In Singapore, Jet Aviation is set to offer full parking services, including hangarage and flight department tenancies, at Seletar Aerospace Park, after its major US\$25m hangar expansion last year. According to the company, the hangar was built in direct response to growing demand from customers for large, long-range business jets in the region.

Denver, Colorado-headquartered XJet is set to open an FBO at King Fahd International Airport in Dammam, Saudi Arabia. It is now working on its Dubai facility at Dubai World Central, which will occupy 8,600ft² of the new executive terminal and will include four hangars, capable of housing the larger corporate aircraft typically flown in and out of the Middle East.

Above: **A US\$25m hangar expansion was completed at Seletar Airport in 2014**

Below: **Airbus has launched the ACJneo Family of large-cabin aircraft**



hand GSE; however, larger FBOs may opt for older GSE, which is handed down from major scheduled airline operations.

GSE manufacturers that entered the market to service smaller jets are now designing equipment for larger aircraft types. US-based Lektro, for example, has made electric aircraft tractors for smaller jets for decades. It has now introduced its AP89 Series; with a 95,250kg (210,000 lb) towing capacity, that means it can operate with the BBJ (based on a B-737 design), taking Lektro into the regional jet market.

According to Julie Ambrose, director of operations at Hong Kong-headquartered ASA Group, the GSE problem is most pronounced at airports in Asia: “In terms of GSE equipment, towbar heads and towbars are scarce, and often not found at important locations. Expansion of facilities is required in this region, but it needs careful thought.

“People need to look at efficiency, convenience and creating a nice facility,” she adds. “Most people want the easiest and quickest way to get in and out of the airport. Large-cabin aircraft passengers want all of this and more from their FBOs.” ☞

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Business Airport
INTERNATIONAL

Cabotage rules are notoriously complex and interpretations can vary widely around the world. Would a one-size-fits-all regulation help to reduce misunderstandings for charter operators?

Words | Kathryn B Creedy

Play by the rules





Goodwin@EyeCandyIllustration

Cabotage is simple, right? Thou shalt not conduct commercial operations – carriage for hire – on another country's turf. That means you can fly in and out of a country (fifth freedom rights), but you cannot operate for hire within a country where your aircraft isn't registered.

Indeed, most accept the difference between private and commercial is whether or not there has been some sort of remuneration – covering expenses, for instance, counts as remuneration under US law, as does chartering an aircraft for hire. A private flight is when the owner/operator – including fractional owners – is in control of the aircraft, according to the US Department of Transportation (DOT).

But business aviation interests in the on-demand charter industry in Europe are developing regulations that mirror the commercial aviation industry, which eliminated borders within the European Union.

Kurt Edwards, director general of the International Business Aviation Council (IBAC), sees cabotage as a huge issue for charter operators, but notes that improvements are coming. For instance, a US rock band used to



have to charter an aircraft in the USA to get to Tokyo and then switch to a Japanese operator. Now they can have one charter company take them to Japan, fly them around the country, and then back to the USA, following new charter regulations introduced by Japan in October 2013. The country has also revised its flight permit processes that reduces lead times for non-ICAO private non-revenue operations and adds some flexibility in terms of cabotage.

"It makes it easier on the customer," Edwards explains. "Within Europe there has been some liberalization, but the charter/on-demand business is not as liberalized as scheduled service. Operators, depending on the country, have to seek permission to do certain missions. There is the right of first refusal granted to companies within a country. The UK government has dropped this, so that's progress.

"What we need is progress to mirror the commercial airline industry. There is not a huge call for it but informal conversations are taking place. The fact is the community is extremely small and governments are not going to spend their resources unless there is a really big pay-off. They are reasonably focused on the airlines and they don't hear a strong groundswell of support from my industry. But we'd be very interested in more liberalization."

Cabotage 101

Cabotage dates back to merchant sea commerce. "The main rationale behind cabotage restrictions is to prevent a foreign air carrier conducting point-to-point flights within a different country [to protect the domestic carriers]," says NBAA's senior manager of finance and tax policy, Scott O'Brien.

For the aviation industry, cabotage dates right back to the Chicago Convention, which became effective in 1947. The agreement between the USA and Europe, although treating Europe as a single market, still preserves the sovereignty of individual countries. A US operator could not fly US-Frankfurt and another point in Germany for hire. But it could fly Chicago-Frankfurt-Dusseldorf-Paris. It just couldn't pick up passengers for the flight between the two German points. However, it could pick up incidental traffic to France because that is an international service.

Australia and New Zealand, as part of a Closer Economic Relations agreement, allow New Zealand carriers to operate within Australia and vice versa. Chile has liberal rules, but it naturally

Steering clear of problems

The definition of what constitutes cabotage depends on a variety of factors, not least of which is where you are. Consequently, it is incumbent on the operator/pilot in command to know the rules of the road – or rather air – before they fly. And the rules they have to know are not restricted to cabotage but also to customs regulations since, in many parts of the world, it is the customs official making the determination on whether a flight violates cabotage restrictions.

"Even related-party reimbursement paid to the aircraft operator could cause a flight in the country to run afoul of the cabotage rules," says Joanne Barbera of law firm Barbera & Watkins, LLC. "That is true even if the company is considered a private operator in their home country. Operators should check with their international flight handlers for cabotage rules for the countries where they fly. NBAA also has resources for international operators that may be helpful in this regard. For some operations in some countries, obtaining a permit before flying takes care of the cabotage issue. In other cases or in other countries, there is an absolute prohibition on certain types of operations," she adds.

It is nearly impossible to quantify the number of annual cabotage violations, according to the experts queried by *Business Airport International*. There is no central database for anything related to cabotage – not for violations, how many cabotage operations are conducted annually, or what fines governments around the

world can levy. That means operators have their work cut out for them and it requires a deep dive into case law or the services of a consultant. While it may add additional costs to the operation, it could actually save an operator thousands of dollars in fines.

"If you are leaving the aircraft for any length of time, you probably want to look at the rules," NBAA's Scott O'Brien advises. "It also means talking to that country's civil aviation and customs authorities. However, there are a lot of third-party, international service providers to coordinate international operations."

Gary Garofalo of Garofalo Goerlich Hainbach PC agrees: "The US Department of Transportation generally settles cabotage cases for about US\$10,000 per passenger. The maximum fine per violation – per passenger – is Congressionally set at US\$27,500 per violation."

Garofalo noted one case that involved a Canadian sports team and DOT explained it further, clarifying one of the problems of which operators must be aware. In 2009, a Canadian hockey team hired Air Canada Jazz to ferry its players to its games in the USA, flying from Toronto to Chicago and on to Detroit, permissible since it was a continuous operation that ended back in Toronto. The problem arose between games as players were subbed in and out, changing the manifest, which is not permissible. The case was settled, although neither party was prepared to share the details.

"The US Department of Transportation generally settles cabotage cases for about US\$10,000 per passenger. The maximum fine per violation – per passenger – is Congressionally set at US\$27,500 per violation"

Gary Garofalo, principal, Garofalo Goerlich Hainbach PC

"The main rationale behind cabotage restrictions is to prevent a foreign air carrier conducting point-to-point flights within a different country"

Scott O'Brien, senior manager of finance and tax policy, NBAA



Cabotage rules form part of the 1947 Chicago Convention and are in place to protect domestic carriers from foreign operator competition

requires a bilateral agreement. In most countries, a foreign company may set up operations within another country to operate, but it must qualify as a citizen – and be controlled by citizens of that country. That is what Gama Aviation did when it began providing lift for Wheels Up in the USA. It acquired Privatair and its AOC and renamed it Gama Charters Inc.

Dual jurisdiction confuses the issue

As with most rules, however, the devil is in the detail and the dual jurisdiction is the issue in some parts of the world – at the government regulatory level, but also at the customs level. This confusion resulted from differing interpretations of cabotage between customs authorities and aviation regulators in Europe. Consequently, some companies were subject to customs and tax liabilities, according to the IBAC. In the USA, the DOT has sole authority over cabotage issues.

The question then becomes: what is commercial? By definition, business aviation is not commercial and can't violate cabotage rules. A General Motors corporate jet flying the CEO from Detroit to Paris to Nice is a private operation. In fact, you can pretty much come and go as you please. That is why both the NBAA and the EBAA believe cabotage is not a big issue. "Cabotage restrictions generally are not a major concern for our members as they conduct private (non-commercial) flights where no compensation is provided for the trip," O'Brien explains.

In fact, DOT said that violations are few and far between. That means that most in the industry understand the dos and don'ts surrounding international private operations and those for hire.

That's not to say that navigating internationally is easy. "In some cases, countries might have a broader view of what is meant by compensation for a flight and that can make cabotage a concern for some business aviation operators," O'Brien says. "For example, there are some rules in Canada regarding transportation of Canadian residents between multiple points within the country without an outbound flight from Canada to be aware of." Violations of Canadian cabotage rules can result in seizure of the aircraft.

Joanne M Barbera of Barbera & Watkins, LLC agrees: "Because each country's cabotage rules are different, a general or business aviation operator may intend to operate a flight that is routine in its home country, but may constitute cabotage in the foreign country. For example,

"I think we will eventually recognize it makes some sense to open up frontiers for business and support a multilateral agreement for business aviation purposes to fly wherever and however they want"

Fabio Gamba, CEO, EBAA

for US general aviation and business aircraft operating in the USA, non-paying business or personal guests generally may be carried on board. However, the same operation, point-to-point within another country, may be considered cabotage."

Gary Garofalo, a principal at aviation law firm Garofalo Goerlich Hainbach PC, explains that for cabotage purposes, the consideration is on a passenger-by-passenger analysis, giving an example of a French aircraft being chartered to bring passengers from Paris to Washington, where it picked up a sixth passenger before flying on to Chicago.

"The question as to whether that sixth passenger paid for his Chicago flight is irrelevant," he adds. "Rather, it is a question of whether a third party paid for the flight as that makes it commercial. And that is a relatively serious violation under US law. Unfortunately, people get a little confused about what constitutes cabotage and it is not simply the routing or where the passenger gets on or off. The citizenship of the passengers is irrelevant, as is the composition of the passenger group. Relevancy for cabotage purposes lies in the payment for the operation. However, if that sixth passenger returns to Paris from Chicago, that does not count under cabotage because it is part of a continuous journey."

What about harmonization?

At suggestions to harmonize these rules worldwide, Garofalo comments,



"As someone who advises people on this issue, it would be judicious to have a single type of rule that people can rely on. There is a body of law available to help facilitate compliance. From an aviation standpoint, a lot of countries agree with the DOT interpretation of cabotage. But it would be very difficult to bifurcate the aviation industry between airlines and business aviation in order to harmonize cabotage rules. I know Congress has no appetite for that."

EBAA CEO Fabio Gamba agrees, saying it would fail at the ICAO level: "No one would sign an agreement because they want to retain their sovereign rights. Bilateral agreements are made between countries with the same values for security, safety and economic concerns. Not all countries have the same values. To be honest, to a certain degree current rules are a testament to an antiquated approach based on sovereignty and like-mindedness. Business aviation should go beyond that. Couldn't we consider more harmonization as the long-term aspirational goal for aviation? The answer is a qualified 'yes'. If that is so, why can't we proceed step by step toward that aspiration – the liberalization of traffic rights for business aviation? Business aviation could be the trailblazer toward this goal of removing all frontiers because the traffic volume is so low compared to airlines. Business aviation could see if it would work."

"I think we will eventually recognize it makes some sense to open up frontiers for business and support a multilateral agreement for business aviation purposes to fly wherever and however they want. In Europe, we are interested in promoting this and we are starting to engage in it. Even so, some countries will have insufficient traffic to support cabotage rights for commercial purposes and it will remain a no-go in those countries," he continues.

Gamba indicated that getting more traffic rights would dramatically change the way business aviation is done. "Business aviation is growing and European governments are being inundated with requests and are deferring them or taking more and more time to answer," he explains. "Some say they can't cope with the volume and, I think, would welcome the division of authority in favor of a decision to either grant or refuse them. There is a question among members of what kind of future would be ideal for us. Business has no frontier – why do we have to have red tape and procedures? It is an antiquated 19th century not 21st century view and business aviation would be an excellent candidate to test a multilateral approach."

The problem is, with countries still jealously guarding their sovereign rights, there is little hope that things will change any time soon. Until then, it is critical to know the rules. ✈



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Safety first

The background of the page is a deep blue sky. Two diagonal streaks of white and light brown smoke or clouds run from the bottom left towards the top right, creating a sense of movement and depth.

CAA



Following the tragic events at the Shoreham Airshow in southern England on August 22 this year, *Business Airport International* looks at the role that host airports and show planners have in minimizing the risk of such accidents

Words | **Paul Willis**

In the hours after the Shoreham Airshow disaster, in which 11 died when a vintage jet crashed into a road in rural southern England, amateur footage of the accident appeared online.

Three weeks later, the two-minute clip, which shows the 1959 Hawker Hunter explode into a ball of flames as it collides with the ground after failing to execute a loop, had garnered 6.5 million views on YouTube. Another clip showing footage of the 1988 Ramstein Airshow disaster in Germany, in which 70 lost their lives, has been viewed two million times.

Airshows are spectacles, which means that when things go wrong it usually happens in the full glare of the public eye, and this can have a distorting effect on how safe they are perceived to be. However, airshows by and large have very good safety records. For example, you have to go back over half a century to the Farnborough Airshow disaster in 1952 to find the last time spectators were killed at a UK airshow.

And when disasters have happened, civil aviation authorities, backed by the business and general aviation airports where many of the airshows are held, have learned the lessons and amended their safety measures accordingly.

For example, following the Farnborough crash in which 29 crowd members died after a De Havilland DH 110 broke apart while performing a maneuver, the UK brought in rules to ensure minimum distances between display jets and the public. In the aftermath of the Ramstein Airshow crash, a safety overhaul led to a complete ban on aerobatic maneuvers by jet planes in Germany.

"The Shoreham accident couldn't have happened in German airspace because it wouldn't have been allowed in the first place," says Cornelia von Ammon, public relations chief for the German Aerospace Industries Association, the organization that oversees safety at the Berlin Airshow.

With critics now questioning the wisdom of allowing vintage planes to perform high-speed



aerobatics, the UK Civil Aviation Authority (CAA) has placed restrictions on ex-military jets like Hawker Hunters carrying out high-powered maneuvers such as loops and rolls.

Will Curtis, managing director at Biggin Hill Airport near London, which hosts a yearly airshow, says the airport stopped hosting vintage jets at the show altogether in 2010 because they were considered too risky. "Their weight and the amount of fuel they have on board means their risk profile is much greater than for light aircraft," he explains.

"These days," says Curtis, "the only jets that perform at the show are from the RAF display team, the Red Arrows. They have a very high level of professionalism and have very robust risk assessment procedures. If, for example, they have to abandon an aircraft, they have their designated areas out in open countryside where they can do that."

Although the UK CAA's has introduced new restrictions banning the Hawker Hunter jet, an initial report by the UK's Air Accident Investigation Branch has found no fault with the jet involved in the Shoreham crash, saying it was in good mechanical condition and "appeared to be responding to the pilot's control inputs" throughout the doomed performance.

CAA spokesman Richard Taylor says that as with modern aircraft in the UK vintage planes must undergo "yearly, detailed inspections to prove airworthiness".

Pilot training

With no clear problems found with the airplane, the focus has inevitably turned to the role of the pilot, Andy Hill, who survived the crash but with serious injuries. Hill, a former RAF instructor and British Airways captain, would himself have had to undergo rigorous testing to perform at airshows.

According to Taylor, display pilots must prove their competence at trials held in front of CAA examiners. On the back of these trials and commensurate with their flying experience, he says, they are certified with their own unique display authorization. This authorization determines what they are allowed to perform and how close to the ground they are allowed to fly during displays.

For example, Will Curtis's display license permitted him to do aerobatics at 50ft and flypasts as low as 30ft, although he says he "never attended a show where I came anywhere near reaching that limit".

Pilot authorizations only apply within the confines of the display area, a designated zone where the planes perform. Once they leave this area, pilots are subject to the same low-flying



limits as any other aircraft. Even within the display area a pilot's minimum altitude can be overruled at the discretion of the display director.

"They may elect to have a higher display minimum," says Curtis. "This can allow for a larger margin of error and also enables people at the back of the crowd to see better."

Rules in the USA mirror those in the UK, with pilot experience dictating altitude minimums. However, pilots at US airshows, in theory at least, can go as close to the ground as they desire inside the display area – termed the 'aerobic box' in the USA – if they are granted a zero clearance waiver.

Airport regulations

There are also specific rules in the USA about aircraft taking momentum toward crowds. For example, during performances by the Thunderbirds, the US Air Force display team, an area of roughly 1 square mile below the

"The only jets that perform at Biggin Hill Airshow are from the RAF display team, the Red Arrows. They have a very high level of professionalism and have very robust risk assessment procedures"

Will Curtis, managing director, Biggin Hill Airport



CAA



CAA

Left: **Farnborough Airshow welcomed more than 100,000 public visitors in 2014**

Top: **Volunteers may be used to ensure aircraft and public safety during airshows**

Above: **Aircraft might be required to fly as high as 10,000ft for skydiving demonstrations**

Right: **There were more than 1,500 exhibitors from 39 countries at Farnborough Airshow 2014**

flight path must be left 'sterile' – in other words completely clear of people.

Like the Red Arrows, the Thunderbirds often require host airports to extend the display area. This proved to be the case when they performed in 2013 at Oshkosh, a week-long airshow in Wisconsin that involves 5,000 planes flying in, has afternoon air displays and attracts around 500,000 visitors.

Dick Knapinski, Oshkosh's director of communications, explains that after liaising with the FAA, the US Air Force and staff at Wittman Regional, the general aviation airport where Oshkosh takes place, it was found that the display area needed to be extended beyond the airport boundary to take in local homes and businesses. "We had to go to the people in those businesses and homes and ask them if they would vacate their properties for the three days of the Thunderbirds' performances," he adds.

Knapinski believes that it is not uncommon for safety regulations to be altered to accommodate

Business first

When the crowds flock in for the last weekend of the Farnborough International Airshow, the air displays they watch may be spectacular but they are not the main event.

This is because the airshow, which takes place at Farnborough Airport, a business and general aviation airport 30 miles southwest of London, is as much about business as anything else.

In the week-long trade show that precedes the public airshow, aviation and defense industry representatives come to network and trade. The 2014 event saw more than 1,500 exhibitors from 39 countries collect US\$204bn of orders and commitments. Many of the exhibitors are from the arms industry, and the event takes place on alternate years to the Defense and Security Equipment International arms fair in London.

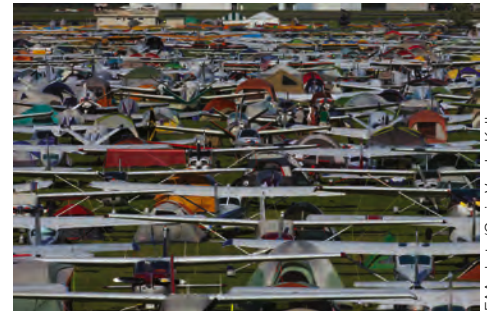
When the trade show has wrapped up, the airshow proper can begin. Prior to the

Shoreham disaster, Farnborough was the last UK airshow at which members of the public were killed. This tragic history has made its safety requirements extremely rigorous, according John Turner, who chairs the airshow's Flying Control Committee (FCC).

"Organizers will have spent the months preceding a display liaising with fire and rescue, police and ambulance services as well as local authorities, to ensure emergency cover and crowd control measures are in place and adequate," he says.

As well as complying with UK CAA guidelines, Turner says that Farnborough "has a number of unique safety rules that set it apart from other shows". These include a requirement for pilots to perform rehearsals of their routine at the airport prior to the event, as well as the use of an electro-optical tracking system during the show to give real-time information on the performing aircraft's location, height and speed.





EAA photo/Brett Schauf

EAA photo/Craig Vander Kolk

Clockwise from above: **An aerial view of EAA AirVenture Oshkosh 2015 at Wittman Regional Airport; The traditional Brown Arch entrance to the EAA AirVenture Oshkosh; The North 40 aircraft camping area was at capacity throughout much of the week of Oshkosh 2015; The Red Arrows perform at Farnborough Airshow in 2014**



CAA

specialist acts like this. He gives the example of skydivers. Commercial flights are usually permitted to fly overhead during the airshow as they operate at far higher altitudes than most of the display acts. But this can change for performances by skydivers, he says, who may need to go as high as 10,000ft to start their jump.

Such amendments to the safety regulations are coordinated with the FAA, which like its counterpart in the UK, the CAA, has to give its authorization for a public airshow to be allowed to go ahead.

"There's a lot of regulation from the FAA," says Knapinski. "It has a dedicated airshow office in the agency and we coordinate a lot with them."

Knapinski says that during the show itself FAA aerobatic competence examiners monitor the performers to make sure they are adhering to their routine and staying within the display area. He adds that while Oshkosh staff oversee flights within the airshow space, FAA air traffic controllers in the Wittman control tower check to ensure that no outlying planes come too close to the performers.

Wittman Airport, like Biggin Hill, has an air traffic zone (ATZ) around the airport, and any other craft must get permission from the control tower to enter it. But even with these restrictions in place, Curtis says it is not unknown for a careless pilot to fly into the display area by mistake and disrupt a performance.

Public safety


Oshkosh airshow relies on 5,000 volunteers to help ensure safety during the show, with one

of their key tasks being to stop members of the public from crossing the crowd line into the display area. In the rest of the year a dedicated core of around 30 full-time staff plan the event, beginning work almost as soon as the previous year's show has finished.

In the UK this job is done by an airshow's Flying Control Committee, usually made up of current and former display pilots. The committee, which among other things is responsible for assessing pilots' flight paths and working out the coordinates of the display area, also starts its work well in advance.

Says Curtis: "At Biggin Hill, the debriefings begin as soon as the event is over, and we start work on next year's show the following week."

But even with all this forward planning, Curtis says that safety at airshows can never be guaranteed, as the recent events at Shoreham have so starkly illustrated.

"The truth is you can never entirely remove risk from any aviation activity, whether it's public transport or airshows," Curtis continues. "If you want to run the safest airport in the world, just don't let anybody take off and there'll never be an accident." 

Airshow disasters

Ukraine: The worst airshow disaster in history happened at Lviv in 2002, when a jet exploded and cartwheeled into the crowd, killing 77 spectators including 28 children. The pilot and co-pilot of the Sukhoi SU-27 both ejected and were later jailed for negligence.

Germany: In 1988, at the Ramstein US air base, a complex stunt by the Italian air force went horribly wrong when the formation jets collided in midair. In the ensuing fireball, 67 spectators were killed and 346 were seriously injured.

UK: The most serious airshow disaster in the UK took place in 1952 when a De Havilland 110 jet disintegrated at Farnborough Airshow, killing 31 people – 29 crowd members, the pilot John Derry and the onboard flight test observer Anthony Richards.

Colombia: In 1938 a Hawk biplane crashed into a crowd in Bogotá, resulting in the death of 52 spectators.



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Style and substance

As business continues to boom in Italy's second-most populous city, what general aviation facilities are on offer for those looking to cash in on the opportunities available?

Words | **Hazel King**



Milan is the financial capital of Italy (it is home to the Italian stock exchange), is one of the world's top fashion centers and is this year the host of Expo 2015, a universal exhibition being held May 1 to October 31 that is expected to welcome over 20 million visitors over the six-month period.

In the first few months of 2015, business in the city grew and the future outlook is positive – according to the Markit Italy Business Outlook Survey published in March 2015, 43% of businesses are anticipating growth this year (up from 37% in October 2014). This positivity is backed up by the recent boost in business aviation in the city, with business aviation departures at Milan Linate Prime, the city's main business and general aviation airport (the others are Malpensa and Orio al Serio, which is in Bergamo), growing 6.6% in 2014 compared with 2013. "This is one of the highest rates in Europe among business aviation airports," explains Alessio Quaranta, director general of the Italian Civil Aviation Authority (ENAC). To put this into perspective, Paris Le Bourget recorded 1%

growth in 2014 compared to 2013, and London Luton grew by 4.9% in the same period.

"The growth in business aviation in Italy relates to the effects of the economic recovery in the country," continues Quaranta. "The annual forum of Carlson Wagonlit Travel, held in June 2015, highlighted a year-on-year growth of 3% in business travel expenditures in Italy during the first half of the year, with an encouraging increase in the number of transactions and investments."

Business aviation represents about 8% of Italian air traffic, with an average of more than 80 flight departures per day. The country has a business aviation fleet of about 150 aircraft of different types, with the average size of aircraft increasing by 5% in the year to September compared with 2014 at Milan Linate Prime and Malpensa airports.

Of Milan's three airports, Linate, to the east of the city, is the only one with a dedicated general aviation terminal (operated by SEA Prime). Malpensa, to the northwest, is a good

alternative for wide-body aircraft not allowed at Linate and offers parking repositions during the summer season when the major Italian airports have no overnight parking spots, according to Lorena Carraro, managing director of Universal Aviation Italy, which offers full VIP handling at both Malpensa and Linate. "Malpensa is also the best option for passengers traveling on to Lake Como or Switzerland, and as a hub airport with intercontinental flights, it offers the best option for passengers connecting with commercial airlines," she comments.

There are no special restrictions in place for general and business aviation aircraft at Linate and Malpensa, and private aircraft do not need to apply for take-off or landing slots. However, charter flights by non-European registered aircraft do require landing permits while non-EU air taxis (aircraft with fewer than 20 passenger seats) only need to apply for an annual charter permit. A charter permit covers an operator's entire fleet, assuming all its aircraft have been listed.



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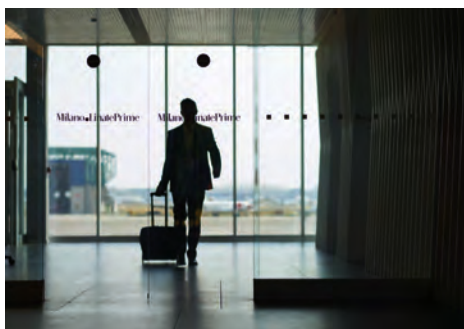
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Above: **Prime AviationServices** provides a full range of handling services at Milano Linate, Milano Malpensa, Rome Ciampino and Venezia Tessera

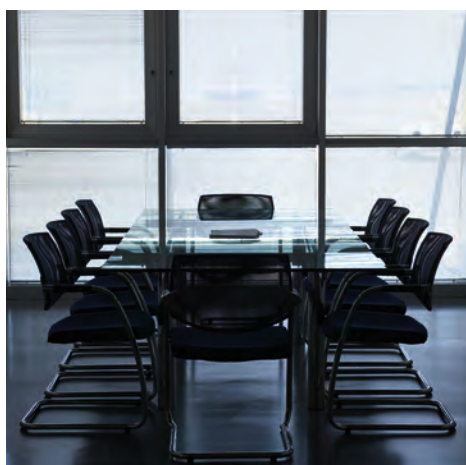
Right: The FBO building has been completely restyled by Italian architects OneWorks

Below: **SEA Prime's Business Center**

"In regard to air taxis, ENAC has adopted a liberal policy since 2013 whereby flights operated by EU carriers between Italy and extra-EU countries can be performed without authorization by ENAC," explains Quaranta. Such operators should submit a ground-handling request and file a flight plan, but no special permit or notification is required by ENAC.

Milano Linate Prime developments

The increase in aircraft size and the strong growth at Linate was a catalyst for the €30m (US\$33.5m) investment project currently underway at Milano Linate Prime, the business aviation terminal at the airport. "The new project envisages major investments, including the complete restyling of Milano Linate Prime's terminal building [completed in May 2015] and two new hangars, bringing the total number of hangars at the airport to 10. Hangar space has become completely saturated owing to the growing business aviation market at Linate, so these hangars are essential and will make up €12m (US\$13.3m) of the total budget," says Chiara Dorigotti, general manager of SEA Prime, the FBO operator at Linate and Malpensa airports.



SEA Prime has rebranded and the company launched Prime AviationServices at EBACE 2015 in May. "Prime AviationServices is the number-one FBO in Milan and the fourth in Italy in terms of daily departures," explains Dorigotti. The new facility offers a VIP passenger lounge and dedicated crew snooze room, as well as full concierge services and catering from PrimeGusto. "Our aim is to offer crew and passengers the highest quality, 24 hours a day, year-round," Dorigotti explains. The new terminal was designed by Italian architecture firm OneWorks. The 8,000ft² ground floor is open plan and offers a view of the apron, while the 5,500ft² first floor offers private customer meeting facilities and a dedicated business center.

Situated less than four miles from downtown Milan, Linate Prime has a unique situation among European business aviation airports, according to Dorigotti. “SEA, the airport manager of Linate and Malpensa, is the second largest commercial airport manager in Italy, with approximately 27 million passengers per annum,” she says. “We decided to invest in our facilities because there is a high potential for growth in the business aviation segment owing to the airport’s characteristics. It is close to downtown in a city that is in the heart of Europe and offers a unique range of business opportunities and big events.”

Luxury tax

It is not all straightforward for business aviation in Italy, however. In December 2011 the Italian parliament announced it was introducing a luxury tax on Italian and non-Italian commercial operators. The ‘aero-taxi’ tax is paid by each passenger for each leg and is equivalent to €100 (US\$113) on legs of less than 1,500km (932 miles) and €200 (US\$226) for legs above 1,500km. According to EBAA, a return flight consists of two legs and therefore requires double the payment. Any additional domestic flight inside Italian territory counts as an additional leg. “The luxury tax, which is imposed only on business aviation passengers, is nonsensical,” comments Fabio Gamba, CEO of EBAA. “It is a bit like the UK’s Air Passenger Duty (APD), but the difference is that every passenger in the UK pays that, while in Italy it is only business aviation that is charged.”

Gamba believes the tax provides an unnecessary burden on operators. “It is complex because it is the passenger who is ultimately responsible for the charge but it has to be collected by the operator, so if the passenger refuses to pay, what happens? Is the operator responsible for chasing the payment? It is complex and not very well thought through. The government doesn’t know how to cope with some companies who don’t pay, so it creates distortions. The local companies cannot escape and are under direct scrutiny of the authorities, while foreign operators can find ways around the tax. It is a poorly implemented tax.”

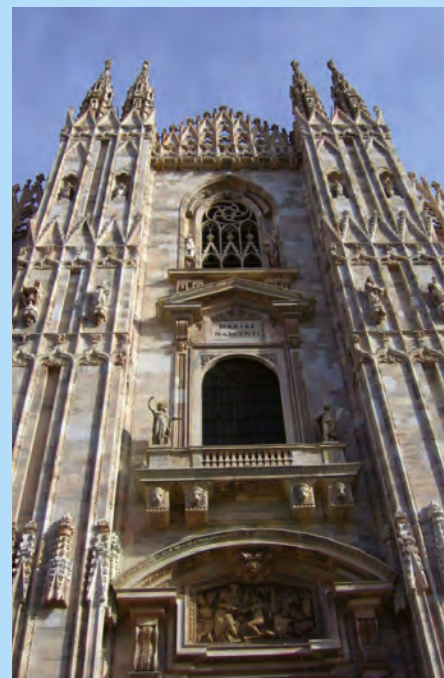
The tax was just one of a number of topics up for discussion at the National Business Aviation Forum held at Rome’s Luiss Guido Carli University on September 29, which brought together business aircraft operators, service providers and financiers from across Europe, as well as senior Italian government officials, to explore how to leverage Italy’s business aviation market as an engine for economic growth. “The market is so important to the country, and faces such unique challenges, that we felt a forum was necessary to better understand the current situation and try to iron out any kinks that might be getting in the way of progress,” says Gamba.

It will be interesting to see what that progress is in the months to come, but ENAC’s Quaranta is hopeful: “The industry forecast for business aviation in Italy is positive and we believe that the country as a whole, and the city of Milan in particular, will follow this growth.” ✈

Things to do in Milan

Science and Technology Museum: The museum has a department dedicated to air transport, providing visitors with an insight into the history of flight, from pioneering times to jet aircraft. There are 11 aircraft on show, including the first Italian fighter, the Macchi-Nieuport Ni10 (1915); the Macchi 205V, which has been perfectly restored with its original livery from the 1940s; and the Vampire MK52, the first jet fighter aircraft of the Italian Air Force. A helicopter exhibition is also available, showcasing the technological developments of rotating-wing aircraft. The museum is open Tuesday-Friday 9:30am-7:00pm, Saturday 9:30am-9:00pm and Sunday 9:30am-7:00pm. Entry is €10 (US\$11.20).

Galleria Vittorio Emanuele II (below): Designed by architect Mengoni in 1861 and finally reaching completion in May 2015, the gallery is one of the world’s oldest shopping malls and consists of two glass-vaulted arcades intersecting at an octagon covering the street connecting Piazza del Duomo to Piazza della Scala. The gallery now features a third passageway that circles the roof of the gallery itself, giving visitors a view of the streets below. The gallery is open 24 hours a day.



Milan Cathedral (above): The Gothic cathedral, or Duomo, was built between 1386-1965 and is the second largest in Italy after St Peter’s Basilica in the Vatican City – and the fifth largest in the world. The cathedral welcomes anyone who wishes to worship and view the works of art on display, as well as the beautiful architecture. Visitors also have the opportunity to ‘adopt’ one of the 135 spires and pinnacles of the Duomo as part of a public fundraising appeal for the upkeep of each spire. The cathedral is open from 8:00am-9:00pm and audio guides can be hired for €2.50 (US\$2.80).

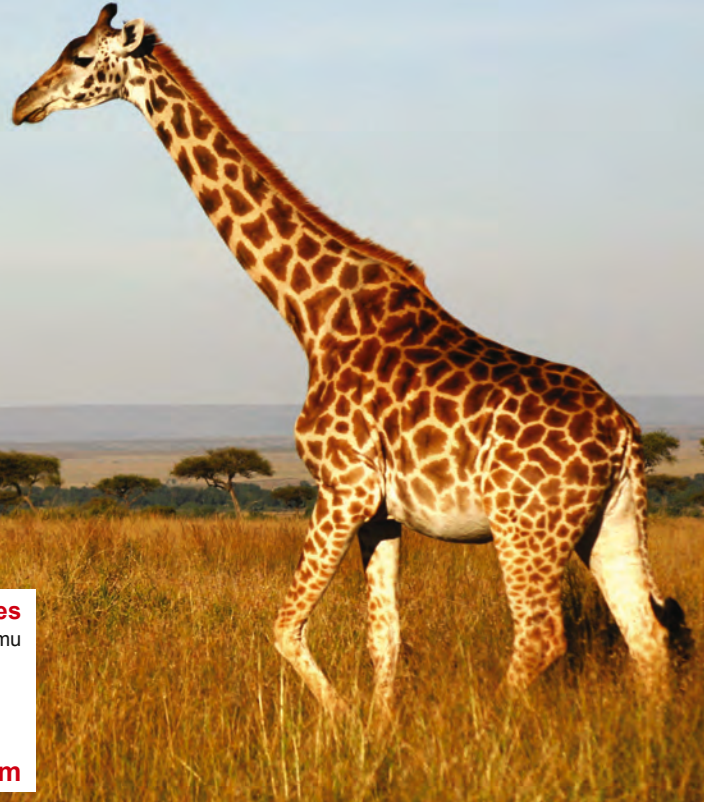
Quadrilatero d’Oro: Known as the Golden Quadrilateral in English, this is one of the main fashion districts in Milan and comprises four adjoining streets north of the Duomo – via Montenapoleone, via Borgospesso, via Della Spiga, and via Sant’ Andrea. The area is filled with jewellers, boutiques, and design and furnishing showrooms. The shops are also said to be works of art in themselves, so the district is definitely worth a visit.



SEA Prime has eight hangars at its Milan location, measuring a total of 204,500ft²

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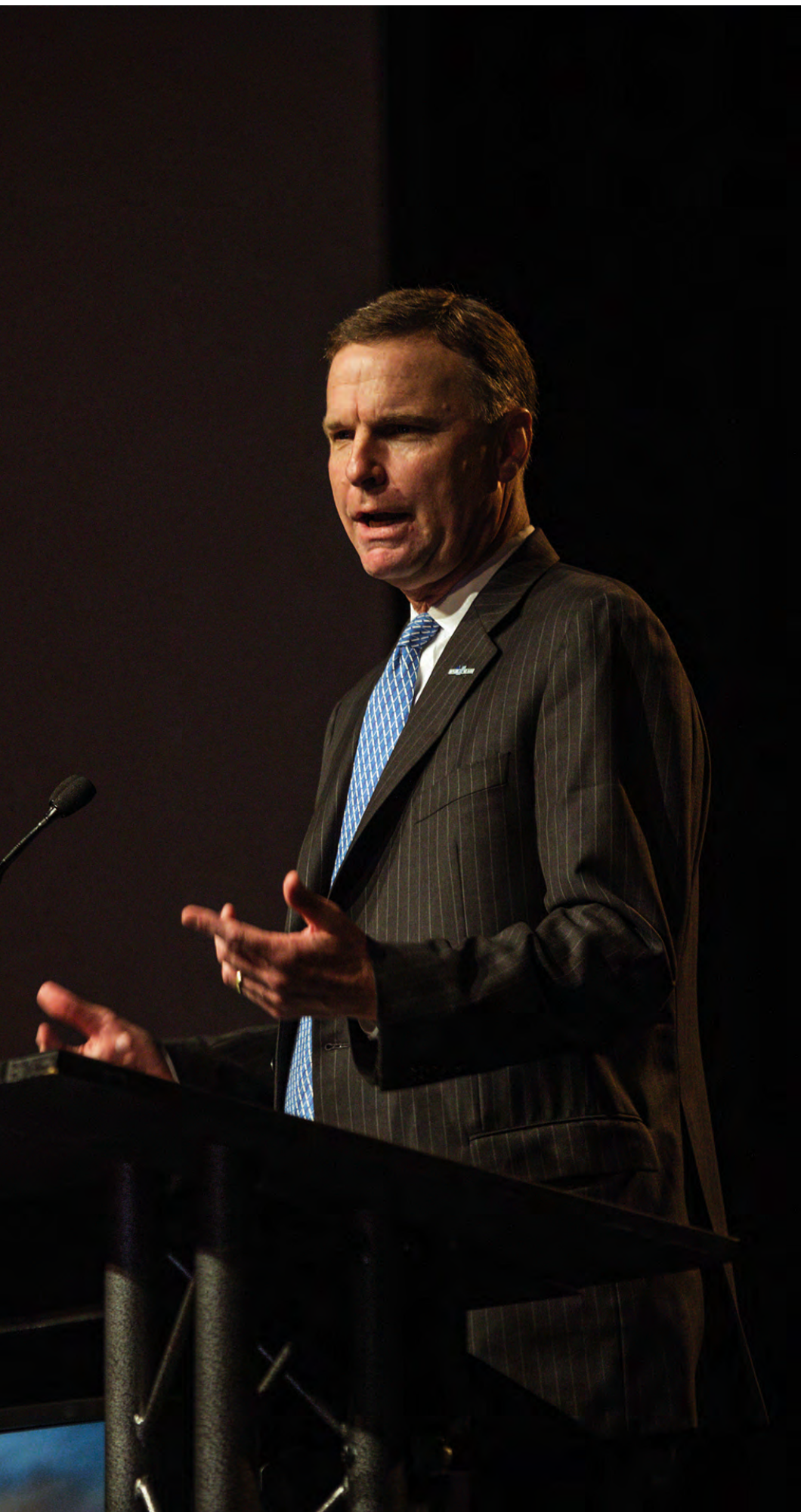
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Group effort

As proposals emerge to privatize air traffic control in the USA and a rise in unmanned aircraft threatens the safety of business aviation, NBAA's CEO and president Ed Bolen explains how he is striving to protect a US\$219bn industry

Words | **Hazel King**



There are two major challenges facing the US business aviation sector – proposals under discussion in Washington for the creation of a privatized air traffic control (ATC) system funded by user fees and, separately, the growing use of unmanned aircraft (UA).

While there has been no firm confirmation that the USA's ATC system will be privatized, the NBAA's president and CEO Ed Bolen was so concerned by the emerging proposals to do so that he released a call to action in June 2015, urging the NBAA's 10,000 member companies to "make their voices heard in strong opposition to any legislative proposal that would strip congressional oversight of the nation's ATC network in favor of a private entity funded through user fees". The response has been "significant" Bolen claims, with thousands of people taking the time to contact their elected officials and express their concerns.

So what exactly is Bolen's issue with ATC privatization? "There have been proposals throughout the years about moving ATC out of government control, and this has been periodically pushed by the big airlines, which want more control over the ATC system in the belief that they can run it more efficiently than Congress. We've long had concerns about Congress delegating its authority over public

Left: **Ed Bolen, CEO of NBAA,**
is campaigning against air
traffic control privatization



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NBAA's annual Business Aviation Convention and Exhibition hosts 100 different aircraft at its static display

airspace to a combination of self-interested stakeholders, because we want to make sure that the public airspace is operated for the public's benefit. We have concerns about business aviation's access to airports and airspace in any privatized system funded by user fees," he explains.

The NBAA has yet to see a formal legislative proposal for such a new system. However, Bolen is adamant that the current fuel tax system is a fairer and more efficient way for aviation users to access airports and airspace in the USA. "We believe user fees would introduce an administrative burden where one does not currently exist with the payment of taxes," he says. "In addition there is the potential for diminished access to airports and airspace."

As well as his call for action, Bolen has testified in congressional hearings and continues to meet with several senators and congressmen to discuss the issue. For Bolen, it is important for the government to understand the benefits of the current fuel tax system and the impact any changes would have on business aviation – which contributes US\$219bn to the US economy each year.

"There are multiple benefits of the fuel tax system – for the government, for the environment and for the individual operators," Bolen notes. "From the business aviation operator standpoint, you simply pay all your taxes at the pump – there's no record keeping, invoices, audits, document retention protocols or arbitration over inaccurate invoices.

The future of business aviation



Business aviation is tremendously important in the USA, and there has been substantial recent growth (6% year-on-year in 2013 according to the JSSI Business Aviation Index 2014). "Business aviation in general follows the economic cycles of any given country or region, and in the USA we are experiencing a period of growth," says Bolen. "The USA is the single-largest business aviation country in the world, so if the USA is growing that is a very positive sign for the international community."

Bolen is hopeful that this trend will continue and believes that the implementation of NextGen

in the coming months and years will have a positive impact on the industry. NextGen proposes to transform the USA's air traffic control system from a ground-based system to a satellite-based system and will be implemented across the USA in stages between 2012 and 2025.

"NextGen will do at least three really important things," Bolen explains. "First, it will increase system capacity, and that is very important to us. We have seen that when airports or airspace become overcrowded, business aviation tends to get squeezed out, so we support programs that increase capacity and believe that a bigger pie will be good for business aviation's access to airports and airspace. Increased capacity is a primary reason for NBAA to support NextGen.

"Second, the technology will increase safety by enhancing situational awareness. And third,

NextGen will help aviation as a whole reduce its environmental footprint by providing more direct routes, closed approaches, continuous descent – all of those things can make the overall system more efficient, and therefore reduce our environmental footprint."

NBAA will continue to support the development of business aviation and fight its corner on the world stage. The wider media often portrays business aviation as merely a toy for the rich and famous, but as Bolen explains, "The use of business aviation brings people together – often from distances far apart – and the resulting face-to-face interaction has long been recognized as one of the most effective ways to do business. It has been said that if you pave a mile of road, you can drive a mile. If you install a mile of railroad track, your train can go a mile. But, if you build a mile of runway, you can go anywhere in the world."

"Business aviation in general follows the economic cycles of any given country or region, and in the USA we are experiencing a period of growth"



"We want to make sure there is good understanding and dialog about the opportunities and challenges associated with certifying and integrating these types of unmanned aircraft within our airspace"

NBAA 2015

Unmanned aircraft will be an important topic of discussion at this year's Business Aviation Convention and Exhibition in Las Vegas in November. "I think it will draw a lot of attention," Bolen comments. "Other educational sessions will cover safety, security, professional development, etc. and the

conference provides the ideal place to discuss relevant topics in great detail."

Alongside the conference will be the exhibition, which attracts more than 25,000 attendees each year. Bolen explains, "This is the largest business aviation event in the world, and manufacturers and services companies from

all over the globe come and show the latest technologies and advances.


"This is an opportunity where any business aviation operator can see the state-of-the-art in products and services from all over the world. Technology and products are always the stars of the show."

"In contrast some of the user fee-oriented systems – where people may get invoices several months after they have flown, or receive incorrect invoices in addition to having to create purchase orders, mail checks and keep records – are more administratively burdensome. So from the operator standpoint, we don't think user fees are as efficient. We've always said that anything a user fee can do, a fuel tax does better."

Unmanned aircraft

The USA has seen a rise in the number of UA entering its airspace in recent years. According to the US Civil Aircraft Register there were more than 1,500 UA with N-numbers in July 2015, 1,477 of which were classed as "small". However,

only those UA used for commercial purposes must be registered, so the number of UA in the airspace could be far higher when hobby or recreational users are included.

There have been a number of UA near-misses reported in the media in recent years, leading the FAA to release proposed regulations for small drones in February 2015 (see *Drone regulations*, right). "It is clear that these systems are going to impact the way we live and the way we work," Bolen explains. "Certainly they will be in the airspace and we want to make sure there is good understanding and dialog about the opportunities and challenges associated with certifying and integrating these types of vehicles within our airspace." 

Drone regulations

Under the FAA's proposed framework of regulations for use of small unmanned aircraft systems (UAS) under 55 lb:

- Flights are limited to daylight and visual-line-of-sight operations.
- The person flying the small UAS would be an operator and must be at least 17 years old.
- The operator must pass an aeronautical knowledge test and obtain an FAA UAS operator certificate.
- To maintain the certificate, the operator must pass the FAA knowledge tests every 24 months.
- A small UAS operator would not need any further private pilot certifications (such as, a private pilot license or medical rating).
- A small UAS operator must always see and avoid manned aircraft. If there is a risk of collision, the UAS operator must be the first to maneuver away.
- The operator must discontinue the flight when continuing would pose a hazard to other aircraft, people or property.
- A small UAS operator must assess weather conditions, airspace restrictions and the location of people to lessen risks if he or she loses control of the UAS.
- A small UAS may not fly over people, except those who are directly involved with the flight.
- Flights should be limited to 500ft altitude and no faster than 100mph.
- Operators must stay out of airport flight paths and restricted airspace areas, and obey any FAA Temporary Flight Restrictions (TFRs).

More information can be found at <https://www.faa.gov/uas/nprm/>

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The airport can handle a variety of different sized aircraft including the Gulfstream G650

Vital statistics

Location: Oxford, UK

Operating hours: 6:30am-10:30pm

Runway length: 5,092ft

Fuel: Jet A1 and Avgas (supplied by Air BP)



Great alternative

For business aviation passengers wishing to avoid London's congested airports, nearby Oxford is just the answer

London Oxford Airport always features in the premier league of business aviation airports in the UK; it is currently ranked sixth in terms of movements. This summer it has seen more private owners flying for leisure on smaller jets, and reports an uptick in activity among regular established operators such as Air Hamburg, NetJets, Bombardier Challenger specialist VistaJet and Gama Aviation, which is based at the airport.

Visiting operators from further afield are taking advantage of the airport's enhanced opening hours, ease of customs and immigration, and competitive rates. This is reflected in increased arrivals from the USA, Canada and CIS countries, largely flying in with Bombardier Global family aircraft and Gulfstream aircraft.

Freight is also up, with the airport recording a 90% rise in dedicated cargo aircraft arrivals year on year in 2015 from Fairchild Metroliners through to ATR-42 and Antonov AN26 models. The increased activity builds on the airport's 100% growth in 2013.

The airport's Oxfordjet business aviation facility can handle aircraft from the smallest of compact private jets to Gulfstream, Global Express and larger passenger airliners of 100-plus seats, including the Lineage/Embraer E190. Clients can transfer direct from aircraft to car, bypassing the terminal for added discretion if desired.

The airport is home to a cluster of aviation companies including Airbus Helicopters, AirMed,



The Oxfordjet business aviation terminal

A2B Aero, helicopter charter company Capital Air Services and CAE Oxford Aviation Academy (CAE OAA), Oxford's second major seat of learning for the pilot fraternity. CAE OAA runs pilot training programs with many established blue chip airlines, including easyJet, Turkish Airlines and Japan Airlines. A total of 500 students, approximately 300 full time and the remainder undertaking modular or distance learning programs, are enrolled on the Oxford campus.

One new resident at the airport is Up and Away, the external aircraft cleaning and valet company, previously known as Avialogistics. Up and Away was keen to join the airport in its latest promotion, which runs from August to December. As the airport looks to encourage more resident aircraft, new customers are being incentivized to park their aircraft at the airport for a month or more and win unlimited free landings. Up and Away is supporting the campaign, offering two external cleans per month.

London Oxford is one of only three business airports in the UK to offer pet importation, which is convenient for leisure passengers flying on short trips who like to travel with their dogs.

The Oxfordjet business aviation terminal offers full-service FBO facilities, a discreet and competitively priced alternative to the congested

main London airports. Oxford is a 15-minute drive away, close to the M40 and M4 motorways, convenient for west London, and Central London is reached within 60 minutes by car. From October 26, 2015 customers will enjoy even faster access to London when a new high-speed rail service linking brand-new Oxford Parkway Station with Marylebone Station, in the heart of London, is launched. Oxford Parkway station marks the first railway station to be built in Oxford for nearly 80 years and is just five minutes' drive from London Oxford Airport. The new service will shave 15 minutes off the total journey time from the airport. The high-speed trains will run from Oxford Parkway every 30 minutes.

Helicopter transfers to the London Heliport in Battersea, London's sole licensed heliport, can be arranged by the OxfordJet concierge for arriving business jet passengers. The journey time is just 22 minutes.

Oxfordjet's conference and meeting room facilities comprise two boardrooms seating 14 and eight, respectively. The business aviation terminal also offers one VVIP self-contained seating area for six, a business lounge for up to 70 persons and a VIP lounge within the terminal. JetEx runs the sponsored flight planning center.

London Oxford Airport, which together with the London Heliport is owned by the Reuben Brothers, is hopeful that it will resume a small number of scheduled air services as early as the end of this year. This follows the UK government's commitment to launch a development fund for new regional routes for airports handling fewer than four million passengers a year. ✈

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The runway at Keflavík Airport is kept clear of snow and is operational all year round

Vital statistics

Location: Keflavík, Akureyri and Egilsstaðir, Iceland

Operating hours: 24 hours

Number of runways: Keflavík – four; Akureyri and Egilsstaðir – one

Fuel: Avgas 100LL, JP-A1 and JP-8

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Southair Iceland was established in 1972 and since then it has gone through many changes. Operating from a little wooden hut referred to as 'the house on the prairie' in its early days, Southair has since grown and adapted to the ever-changing flow of the aviation industry, to become a leading ground-handling company in Iceland and a proud partner in the Avfuel chain.

The company is based at Keflavík International Airport, with a fully-licensed FBO on the east apron. Less than 10 years ago this was a US military base, but the facility now serves as a base from which all operations are coordinated by the seasoned staff, most of whom have been with the company for more than 10 years and offer a familiar and friendly face to visitors.

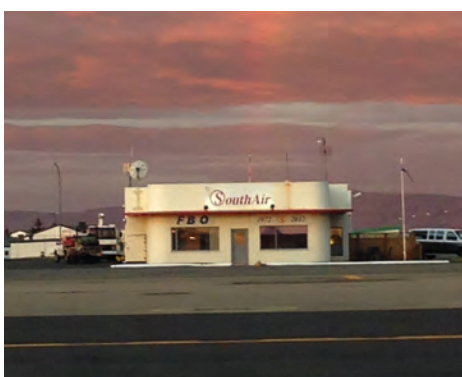
Keflavík Airport, and most notably the eastern apron, is well suited for all kinds of flight-related projects, such as the series of large-scale meteorological studies that have been conducted by NASA, the UK's National Centre for Atmospheric Science and the German Aerospace Center, among others, over the past couple of years. The staff at Southair Iceland have been on hand 24/7 to assist with the myriad tasks that crop up during such operations.

A steady increase in traffic at Keflavík Airport has seen more and more aircraft of all types and sizes stop by at Southair for quick, efficient service and low fuel prices. Although primarily used as a stepping stone for aircraft heading over



Above: Akureyri Airport's 7,874ft runway is ideal for business aviation aircraft

Below: Southair Iceland's FBO facility at Keflavík International Airport is part of the Avfuel network



the Atlantic, the airport also serves those heading into Iceland for business-related purposes or simply to enjoy a vacation in the wonderful paradise of Iceland. While ferry stops, medical flights and military-operated aircraft are a large part of the customer database, most of Southair's business is with private aircraft, of all sizes.

The constant growth and evolution of tourism demands that service providers adapt to the needs of the modern traveler. This is a focal point for Southair, which believes all customers are equally important, so the company is constantly on the lookout for new ways to improve and adapt its customers' experiences and stay one step ahead of the curve.

With that in mind, and in no small part due to the sudden boom in the tourist industry in Iceland, which has seen the country become one of the most popular places to visit in the world, Southair has now opened FBOs at Akureyri Airport in the North and Egilsstaðir Airport in the East. These two airports not only offer aircraft an alternative for arrival or departure from the country, but they are also situated near some of Iceland's most breathtaking scenery, providing visitors with the perfect place to start their fantastic adventures.

Offering its services at these two new locations also ensures that Southair customers who choose to route through these airports will still be treated to the good old Southair hospitality that the company is famous for. ✈

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Vital statistics

Location: Grenada

Operating hours: 6:00am-10:30pm

Runway length: 9,000ft

Fuel: AV Jet and AV Gas

Aircraft restrictions: Up to Boeing 747-400

Lap of luxury

Above: The company's newest facility opened at Maurice Bishop International Airport in Grenada in May 2014
Below: All of IAM Jet Centre's facilities offer comfortable lounges and concierge services

A new FBO on Grenada is providing a 5-star service to business jet passengers and superyacht customers alike

IAM Jet Centre's new premium facility at Grenada's Maurice Bishop International Airport opened in May 2014. The specially designed, luxurious 4,200ft² FBO is located on the western end of the airport terminal building and is designed to complement Grenada's growing status as one of the Caribbean's premier yachting and high-end resort destinations.

IAM group managing director Paul Worrell comments, "Grenada sits on the southern end of the spectacular Grenadine Islands/Tobago Cays and has a rich yachting culture. Increasing numbers of luxury superyachts are attracted to the excellent marinas on the island, and our new jet center will provide the passengers joining these premium yachts and those visiting the island's exclusive 5-star resorts and properties with an equally remarkable and elegant experience at the airport. With the presence of IAM Jet Centre, Grenada is now one of only a select few locations in the region offering such a sophisticated airport service.

"IAM Jet Centre Grenada has an excellent team of young Grenadian nationals," continues Worrell, "trained in the best practice and procedures of a world-class business aviation



enterprise, including individual certification by the US National Air Transport Association.

"IAM Jet Centre Grenada is also proud to offer its bespoke St George's Suite service to British Airways and Virgin Atlantic Airways premium passengers traveling to and from London. Having access to such a facility directly enhances the airlines' efforts to market Grenada as an up-and-coming, high-end destination. The St George's Suite follows on from the very successful Trident Suite premium program offered to British Airways by IAM Jet Centre Barbados. That pioneering service, which provides a unique FBO experience for select airline passengers, marks its 11th anniversary this December.

"From a customer service team that will remember your name, to beautiful lounge spaces with duty-free menu shopping right at your seat, our in-house customs and immigration processing, crew quiet rooms, high-speed wi-fi, state-of-the-art private security screening, and



reliable jet fuel supply, IAM Jet Centre Grenada will be there to meet the needs of high-end visitors to Grenada and their specialized aircraft operations," concludes Worrell.

IAM Jet Centres of the Caribbean is now in its 26th year providing first-class business aviation handling and fuel services in 24 airports across the region, including its first-class facilities in Barbados, Montego Bay, Jamaica, Grenada and Tortola, BVI.

With these purpose-built FBOs linking the company's wider Caribbean network, IAM is able to leverage combined handling, concierge and fuel resources to provide genuine single-source support for operators, whether they're considering one island or several. ✈

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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

Icelandic experience



With over 35 years' experience, Keflavik International Airport's leading ground handler promises a quick turnaround and full support for aircraft flying into the country

Keflavik International Airport serves as a gateway into Europe owing to Iceland's participation in the Schengen treaty between all countries in Western Europe except the UK, Ireland and Switzerland. The airport is just 28 miles from the center of the country's capital city, Reykjavik, and is open 24 hours a day. Its long runways are in a very good condition and kept as clear and dry as possible because of the airport's strategic importance. The airport is rarely closed due to poor weather, making it a reliable destination for business aviation customers.

Ground handling

IGS is the leading provider of ground services at Keflavik International Airport. The company is composed of three units: aircraft handling, in-flight catering and cargo warehouse services. IGS has all the necessary infrastructure, equipment, facilities and decades of experience to ensure that it provides the best possible service to its customers. It is the only handling company at the airport and works hard at providing consistent service in all handling aspects.

The company has been ISO-9001-certified since 2008 and became ISO-14001-certified in December 2014. It uses FBO One from Amsterdam Software to keep track of all handling requests; for bigger companies it used the Altéa

Ground Handling solution for passenger and load control matters.

Since 1964 IGS has been providing services for all civilian aircraft and even for some of the military aircraft going to and through Keflavik airport. IGS was made an independent company on January 1, 2001, before which it was part of Icelandair and can trace its roots back to 1937.

Service packages

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

- Quick turnaround: basic fuel stop;
- Overnight stop: fuel plus hotel arrangement, transportation, and so on;
- Luxury stop: including fuel, hotel arrangements, limousine, visit to the Blue Lagoon, Reykjavik VIP tour.

IGS offers all other general ground handling services, including flight plan filing, weather briefing, VIP and crew lounge, liaison with customs, immigration and security, liaison with fuel supplier, transportation within the airport area and to and from hotels, and escort of crew and passengers.



Main image: **IGS has been providing ground services at Keflavik for almost 80 years**

Above: **The company's VIP and crew lounge**

The company can also assist with hotel arrangements, transportation, catering requirements, hangar space, cargo handling and warehouse services, and arrangement of trips to the nearby Blue Lagoon upon request. ✈

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Planning ahead



There are three key elements to consider for an optimal trip-planning experience

Which trip planner can deliver? It's a question that flight departments frequently ask when charged with filing complicated, multi-leg, international trips that require anything from immunizations to overflight permits and potential weather challenges. After discussions with flight departments, from two-aircraft operations to vast fleets, a few themes consistently crop up with regard to the key elements under consideration for an optimal trip-planning experience.

Understanding your needs

Choosing a trip planner that actively listens and has the expertise to identify needs during the first few minutes of an initial call is paramount. No flight department wants to struggle through communication; they want a company that makes conducting business feel easy.

One way to ease the process is to choose a trip planner that doesn't departmentalize its staff, such as International Trip Planning Services, LLC (ITPS) or Avplan Trip Support. This ensures operationally sound staff members answer every call and can handle any issue. To find out if a company is non-departmentalized, ask, "Are you an operations support staff? Will you be supporting my actual trip? How many years of experience do you have?" Answers to these questions reveal a lot about a company's structure and its ability to assist on every level.

Quotes, quotes, quotes

How can flight departments be sure the final bill will match the quote? First, consider the

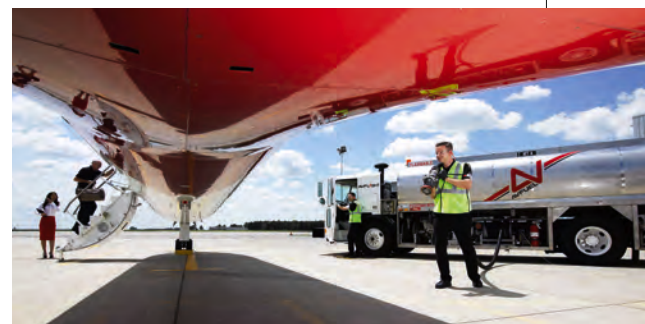
reasons for inaccurate quotes: the usage of out-of-date data, non-transparent quoting, computer automation, or inexperienced staff. Flight departments could uncover hidden costs themselves by asking for all the fees they should expect on the final bill, but why not go with a trip planner that never has hidden costs?

Avplan Trip Support guarantees complete transparency on every quote. Although it may not be an immediate, computer-generated estimate, there won't be unexpected surprises when the bill arrives. In addition, Avplan employs experienced trip planners with a comprehensive understanding of the process; these operational experts complete every quote and support every trip. This non-departmentalized structure allows for accurate, transparent, up-to-date quotes.

Buy fuel and save

Flight departments are also concerned about fuel cost, however many don't realize that coordinating trips with a supplier-owned planner could save them significantly. There are two flight planners backed by suppliers that can help save cost on fuel on almost every leg of the trip: World Fuel Service's Colt, and Avfuel-owned Avplan Trip Support. These supplier-owned trip-planners provide an expansive network of branded FBOs and are familiar with FBOs' operations staff, available amenities and services.

Flight departments need a company that is non-departmentalized, offers transparent quoting and accurate billing, and can lower fuel costs with an expansive FBO/handler network.



The planner must be available to offer services 24/7/365 – between time changes and global regulations, finding a company that is always available is a matter of convenience and safety.

So, which trip planner can deliver? Flight departments mentioned repeatedly in conversation that a company that meets these important requirements is Avplan Trip Support. As an Avfuel company, Avplan leverages all of the services Avfuel offers as a comprehensive fuel supplier to handle high-demand trips. With personalized care and an engaged staff, for small trips and complex trips, it's worth a call to check them out. ✈

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Hidden gem

Unbelievable Jet A1 fuel prices, combined with a professional and friendly Northern Irish welcome, makes for a great customer experience at Belfast International

Offering inspirational locations, stunning landscapes and the friendliest of welcomes, Northern Ireland is nestled in the northeastern region of Ireland. Birthplace of the cruise liner Titanic, and gateway to the country, Belfast was voted one of the world's top destinations to visit in 2012. The country also boasts Bushmills (the world's oldest whiskey distillery) and World Heritage Site the Giant's Causeway, and is a filming location for TV series *Game of Thrones*.

North Atlantic fuel stop

However, as amazing as all these things are, Northern Ireland also has a hidden gem for private jets visiting and tech stopping in Ireland. Within the main Belfast International Airport vicinity is the Jet Assist – Business Jet Centre, dedicated to promoting a positive business aviation community in Ireland.

Originally founded in 2009, Jet Assist has been providing VIP executive aircraft and private jet handling services at Belfast International Airport since 2014.

When questioned on why Belfast is a hidden gem, Ian Morrow, Jet Assist CEO, explains, "Not all business jet operators know that we offer unbelievable fuel prices [just US\$2 per USG at time of printing] and along with professional, customer-focused staff we provide our guests with a lasting customer experience. All of our staff are NATA Safety 1st PLST trained and Jet Assist is in the process of achieving IS-BAH."

Pilots use Jet Assist for tech stops due to the fuel price, quick turnarounds averaging just 30 minutes, and the amazing homemade food they get for their crew meals.

Range of services

Located in the Business Jet Centre, inside the airport critical zone, Jet Assist is the only FBO at the airport to have direct landside-to-airside access via its in-house VIP Security Suite, and it also has the ability to park aircraft in the airport's demarcated area.

When guests first arrive at the Jet Assist FBO, they are greeted by reserved and secure car



Above: **Passengers are driven via luxury car to their aircraft on the business aviation ramp**

Below: **Jet Assist's Belfast facilities include concierge services and in-FBO security screening**



parking spaces. As they enter the FBO they are welcomed by a uniformed and friendly member of staff who immediately offers to take care of luggage and then organizes a cup of coffee from the FBO's own Barista coffee machine. If the guests please, they may take a seat and relax in the spacious lounge, seating up to 25, which offers locally made tray bakes and biscuits, as well as a range of chilled beverages. The facility also offers washrooms with amenities and a crew rest area.

Prior to boarding, passengers move from the spacious lounge through to the only in-FBO VIP private security suite in Ireland. Security staff are polite and helpful, and common sense prevails. Customers then go straight out to the business aviation ramp via a covered walkway. A luxury VW Caravelle or Mercedes Viano will transport guests directly to the door of their waiting aircraft.

Jet Assist also offers global business aircraft charter as well as aircraft sales, acquisitions and management services. The company has also just recently purchased ground servicing

Vital statistics

Location: Belfast, Northern Ireland

Operating hours: 24 hours

Runway length: 9,121ft

Fuel: Tech stop Jet A1 discounts



equipment that will now enable it to handle aircraft up to the size of a Boeing 747-800.

Jet Assist has recently started on the road to building a new state-of-the-art FBO and hangar, the likes of which Ireland has never seen.

Customer experience

Jet Assist claims customer service isn't just a department within the FBO – it's the entire company. Staff are trained to go the extra mile to ensure guests and flight crews receive the best service, because they understand that they are the heart of the company and know that when the customer comes first, the customer will last!

So, if you need to go to Ireland or require a North Atlantic fuel stop, Jet Assist – Business Jet Centre offers savings on fuel, an amazing facility, and staff who aim to leave a lasting impression. <

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Australasian company Maxem Aviation is using remote-control tugs to speed up aircraft movements for time-critical flights

The Maxem Aviation story is about staff with a passion for aviation, power and speed, and who always strive for excellence. Maxem employs 12 pilots and 8 office staff in Perth, Australia and is run by founder and owner Peter Nadilo. The company provides fast response charter services to the private and business aviation sector, including medical evacuations for critically ill patients needing quick pick-up and transportation. Speed is also of the essence when it comes to human organ pick-up at extremely short notice.

Emergency flights

Nadilo says, "We currently manage nine corporate jets, from Citation to Falcon 900, and are about to introduce a Global Express. Apart from aircraft management, we also provide an

FBO service for itinerant jets that come and go from Perth International and domestic airports and wish to use our handling and lounge facilities. Clients normally give us about two days' notice for a flight; however, in the case of medical emergency flights, notice can be as short as one hour – and that, of course, is non-negotiable."

A situation could easily become critical when there is an emergency flight but not enough staff available to maneuver the aircraft out of the hangar the old-fashioned way – with a conventional drawbar tractor moving the jet and a pilot sitting in the cockpit.

Looking for an alternative

This is what triggered Nadilo to look for an alternative to replace his existing drawbars and tractors. "Additionally, what made us think about new ways of maneuvering our aircraft was the fact that there was plenty of room wasted in the hangar with the older style tugs because they were so big and could not be used in tight spaces. The hangar was always used inefficiently," he explains.

Nadilo's search for an alternative powerful tug with a small footprint resulted in him discovering Mototok, a company he found on the internet and which at that time had been unknown in Australia. "I realized immediately that with the small and yet strong tug that was operated with a remote control, we would no longer need our 10 tow bar [drawbar] heads for all the different aircraft. We would also reduce the human

hazard of lifting them into place and the danger of tow bars [drawbars] and pins breaking. Also, operating the tug with remote control only required one person – forget about wing walkers and calling out for other staff."

Decisive action

Nadilo was convinced after having seen a live demonstration of the Mototok tug and he made one of his fastest business decisions ever. From the first contact with the German supplier, the delivery of the first tug took only four weeks.

Did he ever regret that speedy decision? "It was the best decision ever," he replies. What has impressed him most? "It is the combination of individual features such as a small footprint and the extremely powerful towing capabilities, the fact that you can use the tug for a full two days in the hangar without having to recharge, and that you very easily and safely hook up aircraft and move them quickly. You really only need one person to operate the tug. And you don't suffer from exhaust emissions any longer, and on the ground there are no more exhaust or oil stains."

Nadilo could also realize substantial savings within the year, with lower staff, operating and maintenance costs. "The hangar seems to be much bigger now," he concludes.



Main image: Maxem Aviation can easily move aircraft at its Perth facility using Mototok's tugs
Above: The tug is small but powerful

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

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Main image: **Jet Air's Signature Select-branded full-service FBO at Austin Straubel International Airport in Green Bay, Wisconsin**
 Below: **Magnum Aviation became a member of Signature Select in July 2015**



An FBO licensing program enables independent operators to access a network of global services while remaining in charge of their day-to-day operations

If you run an independent FBO anywhere in the world today, the chances are you are having to keep more balls in the air than ever. Do you sometimes think this juggling act may be detracting from your operation's efficiency, or preventing you from offering friendly, expert service to customers? Resources these days, it seems, are always limited. For example, you want to purchase a point-of-sale system but wonder if it will work seamlessly with the demands of your operation. Maybe you'd like to offer your line staff and CSRs the latest in service and safety training, but want to make sure you get them the most comprehensive courses available. Perhaps you'd like to harness the power of social media, but want expert guidance on how best to do so.

There is a lot to think about, but there is a way you can remove the uncertainty of the complex resource deployment decisions you have to make. You can do what a growing number of FBOs are doing around the world, and join the Signature Select network.

As a Signature Select member, your FBO's day-to-day operations remain your responsibility. However, membership enables you to take advantage of all the valuable operating services Signature can offer – proprietary customer service and database systems, worldwide marketing and advertising campaigns, and optimized procurement services.

Independent FBOs in such diverse locations as Menzies Aviation Barcelona, business aviation handler Magnum Aviation in Vienna, plus FBOs




in the USA, Canada, Mexico, the Caribbean and Europe, have all made the strategic decision to join the Signature Flight Support worldwide network via the Signature Select FBO licensing program. By joining the Signature Select program, these FBOs can now experience the value and pride that comes with local FBO ownership while sharing in the far-reaching benefits offered by a global FBO network.

Since the end of 2014, when internationally respected Menzies Aviation at Barcelona became a member of Signature Select (the first Signature Select location in EMEA and the company's first presence in Spain) the two companies have been working closely to ensure that Menzies can deploy Signature's resources to assist it in growing its business.

"Menzies Aviation's reputation for providing exemplary customer service in its wonderful facility in Barcelona meshes well with Signature's global mission to deliver world-class service and

safety for every customer," notes Juan L Vidal, vice-president for Southern Europe at Menzies Aviation. Vidal believes that the alliance will bring Signature's strong knowledge and experience base to Menzies, while helping it to grow its own service offerings. By providing Signature with a new geographic location in its network, Vidal sees signing on to Signature Select as a win for both entities.

In Austria, Magnum Aviation locations are also now members of Signature Select, adding client services to an already competent and friendly handling company at that country's six regional airports. Members of the Signature Select program participate in Signature's global loyalty rewards programs, such as Signature TailWins and Signature Status.

If you think Signature Select is right for your FBO, it is reassuring to know that two dedicated individuals are available to assist you in answering any questions you may have about the program. Evie Freeman, in London, UK, is in charge of on-boarding clients in EMEA, while Melissa Singer, based in Orlando, Florida, handles clients in the rest of the world. They are ready to assist you in taking your FBO to where you want to go – onward and upward to greater heights, with Signature Select. 

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First class

The latest developments at Luxembourg Airport ensure a comfortable, high-quality experience for passengers and crew

As a world-class financial hub and the premier private banking center in the Eurozone, Luxembourg is an ideal location for business aviation customers.

The Business Aviation Centre at Luxembourg Airport is the country's sole terminal for private aircraft. Just four miles from the city center and less than a mile from the airport's main terminal, the Business Aviation Centre is easily accessible and has parking places available exclusively for its passengers. Customers are able to disembark from their aircraft and be in the heart of the city in 10 minutes.

The number of passengers using the Business Aviation Centre is constantly growing.

It reached a total of 12,328 in 2014, up 7.3% compared with 2013. That same year, business aviation generated a total of 7,177 movements, with a wide range of aircraft using the airport, from C172 aircraft up to Boeing 747-400.

To fulfill its customer expectations to the maximum, a new concept has been developed for the Business Aviation Centre. It now offers a warm and comfortable VIP facility and improved services for customers and crews. The center provides exclusive handling services and a new lounge with free wi-fi and high-end services for all passengers traveling through the terminal.

The new team put in place by Lux-Airport, the company in charge of operating and developing

Left: **The VIP lounge for passengers using the business aviation center**

Below: **Visitors are always promised a friendly welcome at Luxembourg Airport**

Right: **Lux-Airport has invested in new vehicles for transfers to and from aircraft**



Luxembourg Airport, is composed of highly qualified, dedicated, customer-friendly and motivated staff who have one goal – to serve the customers and meet all their requirements. The team is available from 6:00am-10:00pm, seven days a week; availability can be extended on request. The team is also responsible for the handling of all flight requests and operational requirements concerning the passenger's flight. This is done in a quick and efficient way using specially developed software.

The layout of the Business Aviation Centre has been arranged in such a way that airport staff can take care of the passengers and aircraft immediately on arrival. Passengers and crews are transported by recently acquired spacious and luxurious mini vans direct from the aircraft to the facility and vice-versa. Customs and passport control services are directly available to ensure minimal waiting times for passengers and crews. If requested, a free shuttle service to the main terminal is at customers' disposal, as are reservable limousines and taxis and an offer of local hotels at preferential rates.

The apron for business aviation aircraft has been recently modified. New ground markings and additional aircraft parking stands have been created. Spacious aircraft hangars will be available on request in the near future.

Several highly professional companies will take care of the aircraft. Lux-Airport's partner Luxair Services provides the ground handling services, maintenance and a high-end catering service, while Luxfuel provide aircraft fueling. Together with its partners, Luxembourg Airport is capable of providing all the services its customers need.

For departing passengers, free parking places are available directly in front of the Business Aviation Centre. The new passenger lounge is designed to make passengers feel at home and it makes waiting for departures much more comfortable. The lounge has been equipped with stylish furniture and offers a high degree of elegance and comfort. A meeting room equipped with free wi-fi is also at the disposal of passengers.

Luxembourg Airport is driven by the goal of providing an excellent customer experience,



Vital statistics

Location: Luxembourg

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

Runway length: 13,000ft

Aircraft restrictions: Up to Boeing 747

All images: Lux-Airport and Julien Bands

and passengers can enjoy various dedicated exclusive services. A wide selection of international newspapers is available on request. Lux-Airport has also selected high-quality catering suppliers that provide a wide range of food and beverages. This summer, catering supplier Kaempff Kohler began offering executive catering services, including a range of fresh and local specialties. Typical Luxembourg products are also for sale.

In addition to the new passenger lounge, the Business Aviation Centre provides a crew lounge with various refreshments and hot drinks offered

free of charge, enabling crews to prepare for their flight in comfortable conditions.

Security services are available at the Business Aviation Centre, as well as the police and customs officers, to ensure an efficient and secure passenger throughput. A VIP lounge is also placed at the disposal of delegates during official visits.

According to Johan Vanneste, CEO of Lux-Airport, "Business aviation is an important segment in the development plan for Luxembourg Airport. Many companies specialized in this field are based at the airport

and many others operate here regularly. We are very keen to provide a level of service that is at the highest standards within the industry. We draw inspiration from remarks made by our professional and private customers to continually improve our offer."

The changes mentioned above are just part of Lux-Airport's future growth plans. <

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Established in 2003, ATSD is an on-site professional partner and FSP (flight service provider).

After 12 years in business, ATSD has become one of Europe's largest providers of flight planning services.

Flight preparation has become increasingly difficult due to various limitations and restrictions in European and international airspace/airport structures, making flight planning and the arrangement of related services very time-consuming.

ATSD has set up a network with civil aviation authorities and handling agencies around the globe to provide a fast, efficient and smooth operational service to clients. Each year, the Dispatch Team provides more than 12,000 international flight briefings to various clients.

ATSD provides services to corporate aviation, commercial aviation, single pilots and aircraft owners.

All ATSD clients get access to the company's internal database via a browser-based tool: ATSD Flight Lookup. Alternatively, clients can use the ATSD App 1.0 for portable IOS devices. With both tools, clients are able to follow up the status of their placed flight orders, retrieving operational information and flight briefings.

ATSD is available 24/7 and will gladly take care of your flight preparation, providing you or your crew with all relevant data such as FPLs, OVFPs, route-related WX and NOTAM briefings, airport slots and necessary permits, and much more.



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Airport of choice



Whether you are flying for business or pleasure, it should be quick and easy. For your travel experience to be smooth, it is essential to have an airport that operates with you in mind. At Manassas Regional Airport, clients are the number one priority.

The airport knows that a client's travel itinerary is as important as the final destination. Traveling to vital areas of the USA can be challenging. Manassas Regional is located just 30 miles from the steps of the US Capitol building. The airport has served the Washington DC area for more than 50 years. When landing here, customers can relax knowing the airport's experience will get them to their destination with ease.

"Having not one but two full-service FBOs sets us apart in providing the highest level of



Top: **Passengers are sure of a smooth journey through Manassas Regional Airport**

Above: **The US Capitol building is situated 30 miles from the airport**

service our clients will receive during their travel," explains Juan Rivera, airport director.

APP Jet Center and Dulles Aviation are both located at Manassas Regional. These award-winning FBOs give customers the best options to choose from when making their travel plans. The airport houses over 400 aircraft, with space to lease for corporate flight departments, hangar rentals and tie-downs. Its 6,200ft runway can accommodate any GA aircraft and the airport has US Customs service to clear passengers from international arrival. The FAA control tower ensures fewer delays, making it quick and easy to get passengers on their way. The airport offers competitive fuel prices, no landing fees and is open 24 hours a day, seven days a week.

As the largest executive regional airport in Virginia, Manassas Regional Airport gives clients the freedom to fly on their own schedule with the personal, reliable service and modern facilities to suit their needs. Their Capitol Convenience and world-class amenities ensure that the airport is the best choice no matter where passengers are going. Fly the easy way with Manassas Regional Airport, the business and GA airport of choice for Northern Virginia and Washington DC. ✈

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Something for everyone

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

Ranked as one of *Professional Pilot* magazine's top FBOs in the USA for each of the past 12 years, the Vail Valley Jet Center is the largest aviation service company in the region. With its on-site US Customs agent, award-winning line technicians and aircraft greeters, the company provides all the resources to meet its customers' needs and exceed their expectations. After a record-breaking 2014-2015 season, the team at the Vail Valley Jet Center is gearing up for another exciting winter in the Rocky Mountains. The company recently completed construction of a 28,000ft² solar-powered hangar, bringing its total hangar space to 184,000ft². Additionally,



Vail Valley Jet Center's recently completed solar-powered hangar

Vail Valley Jet Center has over 20 acres of ramp space and is fully equipped to handle anything from a Cessna 172 to a Boeing 767.

Two full-time concierges are available to assist with any accommodation needs, including hotel reservations, recreation and transportation. They can also help secure the latest ski and snowboard rental equipment, which can be delivered right to the client's condo or residence. In addition, the company offers an early hangar reservation program, which allows pre-booking up to a year in advance in one of its six heated hangars, to ensure customers aren't left in the cold during the winter months.

The full-time, on-site, FAA certified A&P maintenance team is also available to offer quality, experienced service without the delay of

outsourcing. With so much to do in the Colorado Rocky Mountains, the Vail Valley Jet Center wants to give its customers the opportunity to enjoy the winter playground by offering pilot perks. These include passes to the famous Glenwood Hot Springs pool for every 400 gallons of fuel purchased, or a complimentary lift ticket to any of Vail Resorts' world-class ski mountains with every 1,000 gallons.

No matter what travelers are looking for, the Vail Valley has it, and the team at the Vail Valley Jet Center can accommodate any travel needs. ✈

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VAIL VALLEY JET CENTER

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Business Airport International		KaiserAir	57	Streamline OPS	13
Online Reader Inquiry Service	23, 39, 75	lux-Airport	3	Southair Iceland	9
Elite Limousines Inc.	18	Manassas Regional Airport	23	Sundt Air Executive Handling	68
Finavia Business Flight Center	72	Mototok International GmbH	34	Tradewinds Kenya	57
GlobalSelect	15	MTS Aviation	60	Vail Valley Jet Center	68
Havas Ground Handling	11	NBAA	20, 63	www.businessairportinternational.com	75

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Think big



Large-cabin aircraft such as the Airbus ACJ are growing in popularity

What can FBOs do to prepare for the growing trend for larger jets?

The number of larger business jets in operation is growing. A recent report from Honeywell says large-cabin aircraft will dominate the market by 2024, with 60% of the 9,450 aircraft delivered between now and then falling into this category (see *Big business* on page 32).

Business aviation airports and FBOs will need to make sure they are prepared for this growing trend for large-cabin aircraft as they will be required to handle more passengers simultaneously, and will need more room on the ramp for maneuvers and extra space for aircraft parking. TAG Farnborough in the UK is one airport that is seeing an influx of bigger aircraft – it handled 45% more large business aircraft in 2012 than in 2011, and a further 8% in 2013. “These aircraft bring in more passengers with them, and our terminal building was originally designed for an average of two or three customers per aircraft,

but some of these aircraft have 15-20 passengers on board,” Brandon O’Reilly, the airport’s CEO, told *Business Airport International* in *The whole package* (April 2015, p67). TAG Farnborough has moved administrative staff from the passenger terminal into a purpose built office at Meadow Gate to free-up space to accommodate these additional passengers.

Airports are also trying to free-up more parking space for these aircraft, with Princess Juliana International Airport in Saint Maarten looking to move its staff parking lot away from the business aviation terminal so that aircraft parking can be expanded.

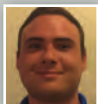
Clearly the trend for large-cabin aircraft is set to continue, and business airports and FBOs will have a challenge on their hands to ensure they can meet the new demand. *BAI* took to LinkedIn to find out what challenges our readers are facing, and what they’re doing to prepare themselves for the ‘big birds’.

Your views



Greg Leischner, founder and CEO, E-Media Group,

commented, “Many FBOs do not have sufficient hangar space for large, transient aircraft (aircraft that the owner/operator wants kept inside overnight or for a few nights). I’ve also seen FBOs with lounge areas that were so small that they wouldn’t be able to comfortably handle a sudden influx of 12 or more people coming in from an airplane.”



Alexander Dobrecovic, customer services supervisor, Landmark Aviation, wrote,

“Landmark Aviation at Thermal Airport currently has 110,000ft² of hangar space with the ability to house business jets up to and including a G650/Global. An additional 27,000ft² hangar is being built, as well as a new, larger terminal. We’ve got some of these big boys coming through already,

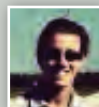
and are looking forward to having even more come through.”



Evan Catarelli, FBO operations specialist, posted, “We regularly handle and turn GVs,

G650s and GLEXs, as well as larger Falcons, such as the 7X. With the ever-improving performance of the larger jets, larger and larger aircraft will continue to frequent small fields. Although it may be difficult at times, we turn these aircraft quickly and build a good rapport with the crew. Doing this helps encourage the crews to buy more fuel from your location, and when there is a situation where perhaps space is at a premium, the crews are much more likely to work with you in towing, positioning and other operations. We have developed a convention on where to park these larger aircraft that makes the crews comfortable and minimizes towing operations when the aircraft is in position for arrival or departure.

Passengers at our facility usually have car and driver standing by on arrival so they spend minimal time waiting. It is certainly an adjustment in ramp management, but it is certainly doable.”



Chad Barber, owner and pilot, Barber Aviation, said, “FBOs aren’t meant for heavies

– a terminal is. As far as hangar space goes, an FBO would be better off hangaring multiple smaller airplanes. If you’re an owner of a large cabin jet, you most likely will have your own hangar and when you travel you can keep that 60,000 lb machine outside!”



Bill Coleman, president, The Coleman Group, commented, “Many airports can’t handle

large jets like a G650 since their runways are not long enough. So that diminishes the value of the FBO. Also, most FBOs don’t want

the bigger jets because they have the fuel capacity for super-long distances, and so use up a lot of the fuel reserves. These big jets may take on courtesy fuel, but who cares as they take up most of the ramp space in front of the FBO.”

Your comments

What do you think? How can FBOs prepare themselves for a rise in bigger aircraft? What updates need to be made to their facilities? 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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