

AUTUMN 2017

BUSINESS AVIATION MAGAZINE

Onwards and
Upwards!

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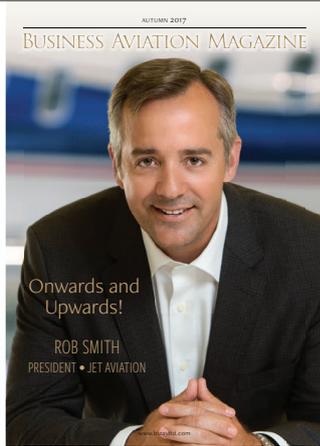
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Printed in the UK by **Premier Print Group**
Distributed by **Asendia**

TIPPING POINT?

O K, alright, whisper it very quietly. “Things could be looking up...” Drat, that’s probably jinxed it. I always seem to be penning the editorial just as another major European election is about to happen. This go round, it’s the German election. However, all the pundits are quietly confident that there will be no shocks this time so if the boat rocks, it’s probably not going to be Europe what does it.

Plus, we had the North Koreans launching a second missile test over Japan just a week or two back and the markets scarcely blinked. By way of contrast, when Kim and Donald first butted heads and the US President threatened North Korea with “fire and fury” the markets ran for cover. So, if we are indeed heading towards a more stable macro scene (is that even possible?) then the current upsurge in flight movements in the US and even in Europe, could be an interesting sign of better times ahead. I’m not calling it, mind, just saying it’s possible. God knows the business aviation sector’s been waiting long enough for it!

Talking with WINGX joint managing director, Richard Koe, it seems there is clear evidence of a 10% surge this summer in demand for business jet charter in both Europe and the US. This could have a somewhat negative spin to it as part of the demand is probably from would-be private jet buyers holding off on purchases and increasing their use of charter instead. But let’s not think negatively.... Oh, and according to GAMA, sales of business jets for the first half of 2016 are flat, year over year. But sales of piston jets are up 5.6%.

As an industry, of course, it’s that time of year where we all start heading off to yet another NBAA, which should be the biggest and best ever. What makes this a very special NBAA for us at *BAM* is that we are hosting what we are confident will turn out to be the greatest After Party ever on Wednesday 11th October, at the Hakkasan Nightclub, in the Grand Hotel and Casino, Las Vegas. This party is going to rock. Our heartfelt thanks to our event partner JSSI, and the seven additional sponsors, Wheels Up, Global Parts Aero, Tanury Industries, Skylink Services, Avianis, Fly Aviation and Design Q.


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ONWARDS AND UPWARDS!

Rob Smith, President of Jet Aviation, talks to Anthony Harrington

Some 50 years ago the late Carl W. Hirschmann bought the former Globe Air hangars in Basel, Switzerland and established the first MRO shop for business jets in Europe. The fledgling company, which he named Jet Aviation, grew at an impressive pace. Within a few years Hirschmann had expanded the business with the acquisition of Pilatus's maintenance and airline handling operations in Zurich.

Operations in Germany and the Middle East followed and by the late 1980s Jet Aviation had entered the US market. Today the company is in the top three globally in all its major market segments, aircraft management, maintenance, charter, and FBO services.

Q: Before taking on your current role at Jet Aviation you were the chief financial officer, following a time-honoured route in top UK, European and US companies, where a large number of CFOs have moved up, over time to take on the top leadership position in their organisations. However, you came through the operations side into finance rather than via the chartered, or CPA route. Do you think that looking at group finance from an operations point of view provides an added advantage – especially to someone leading an organisation?

A: There is no doubt that coming up through the operations side has served me very well. My original degree is in electrical engineering. After graduating I accepted a hybrid finance/engineering position in shipbuilding and took my MBA in evening classes. I quickly moved into a full finance role and when I became CFO, having that strategic

business dimension combined with finance skills meant I was able to really assist my CEO when we were working through business strategy scenarios. Of course, I don't know how wonderful it is for a CFO when their CEO is an accountant too! Actually, I have a tremendous relationship with my CFO here at Jet Aviation, so it clearly helps to have both sides of the picture.

Q: You have been growing the business with a number of acquisitions, particularly in the US, and you are having considerable success across the board, in FBOs, aircraft management, MRO activities, charter and completions. These are all hotly contested areas. How tough is it to keep growing on all fronts?

A: The thing we have going for us is a 50-year head start. That has given us time to create a great reputation in the business and folks have come to expect the best when they deal with us. As we move forward into the next 50 years of our history our clear goal is to become even better at being the only company most of our customers will ever need to deal with for their business aviation requirements.

Our business has grown both organically and through a bunch of bolt-on acquisitions, so there are real challenges in bringing that very decentralised portfolio of businesses together into one coherent business culture. Initially what you find is that everyone does good work, but each in their own way.

Our aim is to bring a real consistency of service and of operational practice across the entire organisation. The idea is that no matter where you are in the world, or which arm of Jet Aviation you deal with, you will get the same, consistently





high level of service and will enjoy the same warm customer relationship. To bring a large organisation up to a level so that globally, you are always dealing with an instantly recognisable Jet Aviation presence, culture and style, is a big ask. That goal is going to take a few years yet to achieve but we are committed to getting there.

Q: There are clearly benefits to having a large, successful parent group like General Dynamics, and having Gulfstream as a sister company. But one of the downsides of having a large parent company, for any successful subsidiary, is that the parent tends to Hoover the surplus cash out of the subsidiary's bank account. Is that a drawback?

A: We have a very decentralised model in General Dynamics as far as operational decisions are concerned. However, capital allocation is a group level decision that is reserved for our Chairman, Phebe Novakovic. She makes the determination and has sole authority to authorise acquisitions. Our job is to go out and scout for them and to bring the right targets to her for consideration.

Moreover, the reputation that General Dynamics enjoys globally, both with respect to its defence product portfolio, and in business aviation, with the Gulfstream brand, helps us enormously when we are in competition with other major players, either for customers or with acquisitions.

This is particularly true when it comes to major completions projects. These run over many months or, indeed, into years and clients draw a great deal of comfort from the fact that as the supplier entrusted with what is, after all, a very expensive asset for a lengthy period of time, we have a powerhouse parent backing us.

With all of this in mind, the fact that we generate cash flow for the group as a whole is not something that bothers me. Our job is to focus on organic growth and acquisitions, and create opportunities for our Chairman to make decisions on. It is very much a two-way street. It is up to us to perform and the capital inflow from the group for major acquisitions helps us to grow.

Q: Which raises the obvious question – how big do you want Jet Aviation to get?

A: We do not aspire to be the biggest FBO chain on the planet. However, from a total revenue point of view we absolutely want to be the largest business aviation company globally. Right now, we will happily match our portfolio of businesses against anyone else out there. Our aircraft management group is in the top two, if not the top player. Our VIP completions business is one of the premier businesses globally.

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lost a large amount of volume when Bombardier decided to bring more of their fleet maintenance in-house. As a result, we are now in the process of transferring the St. Louis facility to Gulfstream and that transition is going very well. We did some Gulfstream MRO work at the facility so there is a cadre of expertise there for Gulfstream to build on and that skills base is growing rapidly.

Inside the US we will still have a limited maintenance capacity at Burbank, primarily supporting our own managed fleet. Outside the US we have a very strong MRO presence in cities such as Basel, Dubai, Singapore, Geneva, Moscow, Hong Kong and Vienna. So we have quite a network of MRO facilities outside the US, and these will stay a Jet Aviation branded product. From a third party maintenance provider standpoint, we remain in the top two or three players globally.

Our managed fleet around the world is now approaching 300 aircraft from a fully managed standpoint, and quite a few more that are partially managed by us. Between 60% and 70% of that fleet is in the US, so we see tremendous scope for growing our aircraft management business in Europe and Asia. We have a couple of projects that we are working on now that will help us generate business in these regions.

Q: What of charter?

A: The charter business in Europe has been pretty stable, with not much growth in overall numbers of aircraft movements. However, we are not overly focused on charter. It is more of a service business that we provide for our aircraft owners, those who are interested in having their aircraft on our operating certificate. In the US, however, the charter story has been extremely positive and we continue to invest strongly in that part of our operations. We bought the Avjet business a few years ago and they brought a lot of talent across to us.

With charter, we are not after the volume, low cost market. Our niche is the luxury end of the market where we look to provide high quality solutions.

Q: In conclusion, how do you see the economy and business aviation progressing through the remainder of 2017 and into 2018?

A: We remain cautiously optimistic. The global economy continues to have underlying strength but we have seen a number of geopolitical shocks coming along over the last few years that keep putting the brakes on. There is good business to be done out there though, that's for sure. |BAM

LBJ Signing at Ebase, from left: Claudio Peer, VP Sales, Aircraft Management and Charter, EMEA & Asia; Rob Smith, Jet Aviation Group President; Jarka Sommeregger, CEO, Luxury Business Jets; and Jürg Reuthinger, SVP & GM, Aircraft Management and Charter Operations, EMEA & Asia





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Interview with Jetex President and CEO Adel Mardini

In May this year, Jetex announced a co-branding agreement with the French airport developer Edeis. In terms of the agreement, from June Jetex began providing FBO services and ground handling support across 15 locations within the Edeis Airports network in France.

Q: Jetex opened its doors in 2005. It has certainly come a long way since then and this latest deal with Edeis extends your global footprint still further. You must be very pleased with your company's progress so far.

A: We are all tremendously proud. Jetex now consists of some 300 staff and 27 locations around the world, along with more than 90 ground support locations. We have reached this position by looking to provide a full range of services. There are only a few companies in the world that provide a full suite of ground handling and trip support functions and we are one of them.

Q: How challenging was it to achieve the agreement with Edeis, and who approached who?

A: To be fair, although we were responding to the fact that they were looking for a strategic partner, at the time we ourselves were also very actively looking at European companies, looking for a potential match. We have a great many customers who are either based in Europe or who fly regularly to Europe, so it is a very strategic and important part of the world for Jetex.

Of course, it was not easy to satisfy both parties that the other side was able to meet their requirements as far as service standards are concerned. They are an airport operator, with multiple airports, and they have their own standards that they have in place and their own regulatory obligations that they have to meet. To gain their trust and their approval was not a swift process. It took time, but we were able to satisfy them and they were able to satisfy us, that we both had the right cultures and processes to meet all the safety and performance criteria.

The big attraction for them was that they were very keen to expand beyond the borders of France, and with Jetex having

operations in so many countries, we have the potential to open doors for them in a variety of locations around the world.

This is the first merger of this sort in the industry between a trip support operator and an airport operator, so we have really broken new ground with this deal.

Q: In a very real sense, you are each responsible for the other's brand. Any mistakes on either side can reflect badly on both parties. How do you control quality?

A: Trust me, this required and continues to require a great deal of work. It took us a whole year to work out the procedures and the checks that we both require to ensure that we deliver to the very high standards that our client base requires.

Q: How long has the French side been operating airports?

A: They have been going for some 17 years, so they are very experienced. Not all the airports cater for general aviation at the moment, but the plan is to introduce these airports to the GA world and to help them develop the necessary skills they need to attract business jets and to provide private customers with the standards of service that they expect. There is real scope for these airports to relieve some of the congestion, for example, at major airports such as Geneva, that have a full complement of commercial airlines flying in to them and struggle to accommodate increased business jet movements.

Q: These French airports, are they short runway for the most part?

A: Yes, the majority of them are short runway airfields, but some of them have longer runways and deal with commercial airlines. Even the short runway airports will take business aircraft up to Global 5000s very comfortably.

Over time, you will see these airfields upgrading their capabilities and either adding purpose-built FBOs or where there are existing FBOs, these will be extended and refurbished to the highest standards.



Q: How many FBOs do you want under the Jetex banner?

A: As many as we can get (laughs). Actually, I am very keen on keeping Jetex as a very high performance, boutique operation rather than going for vast scale. We believe very strongly in delivering a highly personal, very professional service to our clients and this becomes very challenging to do when you acquire too much scale. We are looking for strategic coverage, rather than being everywhere.

Q: You work with key account managers. How close a relationship do your staff try to build with the end user, his or her agents and pilots?

A: We work very closely with all three and we are always delighted when an owner deals with us directly, but we are also very happy to deal with his representatives. Word of mouth recommendations are the absolute key in this industry to growing any business, so we work very hard to develop the closest and best possible relationship, according to the circumstances in each case.

Q: What about Saudi Arabia? Do you think that will be a strategic location for you going forward?

A: We see a very real and very positive change in attitude in Saudi Arabia. For the past 20 years the Saudis have wanted to keep business aviation in their country very much under their own direct control. Now we see them moving to be much more open. They are starting to welcome outside investors and this is very interesting for us.

There is a new vision in Saudi Arabia as it looks to diversify away from oil and to be much more open to business. The fact that the USA and Saudi Arabia recently announced an \$80 billion trade deal is very key for the market as a whole. It demonstrates the new openness. As such it has great potential. We are very ready to build our own purpose built FBOs once we get the requisite permissions. |BAM

“We believe very strongly in delivering a highly personal, very professional service to our clients and this becomes very challenging to do when you acquire too much scale.**”**

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FUELLING AMBITION

Fontainebleau's Director of Sales, Anthony Banome, talks to Anthony Harrington

Why would one of business aviation's top directors of fuel sales want to move from Meridian's Teterboro FBO, an airport which sells some 45 million gallons of fuel a year to Turnberry Associate's Miami-based Fontainebleau Aviation FBO, which currently does half that volume? For Anthony Banome, formerly Director of Fuel Sales at Meridian and now Director of Sales at Fontainebleau, the answer, in a nutshell, boils down to the excitement generated by the vision and scale that Turnberry Associates brings to its hugely ambitious development projects. A vision Bobby Courtney, VP of Aviation, added to three years ago – when Turnberry decided to move forward with a prospective FBO project.

Fontainebleau's parent company specialises in luxury residential, retail, hospitality and office developments. Its portfolio includes the Aventura Mall, recently rated one of the top three malls in America by Travel + Leisure, while one of its latest development project, SoLe Mia, includes a joint venture with LeFrak to build an entire, new South Florida neighbourhood on 184 acres east of Biscayne Boulevard.



It has also launched an ultra-luxury project, the Turnberry Ocean Club Residences, which features a spectacular glass tower consisting of 154 ultra-luxury residences designed by the international architect, Carlos Zapata. In all, Turnberry Associates has already completed some \$7 billion worth of developments and for all its opulence, Fontainebleau's

\$30 million FBO expansion is a rather minor, though still significant, part of the overall development portfolio.

The key point, however, as Banome notes, is that Turnberry Associates sees aviation as an important element in its overall strategy, which is to be the provider of choice to high net worth individuals. "We have multi-million dollar condominiums, a marina with super yachts and entertainment and hospitality offerings focused completely on delivering a top quality luxury experience. Many of our Florida-based, high net worth clients have their own aircraft so it rounds out the picture for us to be able to offer them a complete suite of services," Banome comments.

The flip side of this, of course, is that Turnberry's extensive high net worth client base is a tremendous source of potential new relationships for the FBO. "The way we look at it is that

from left to right
Bobby D. Courtney, Vice President of Aviation
and Anthony Banome, FBO Director of Sales

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“Many of our Florida-based, high net worth clients have their own aircraft so it rounds out the picture for us to be able to offer them a complete suite of services.”



modifications, cabin entertainment system installations and upgrades, avionics repairs and upgrades, and interior refurbishments. However, the real treat has been being able to relocate Adel Mardini’s JETEX US headquarters to Fontainebleau’s new facility. This has added an in-house trip support service that mirror’s the luxury brand of Turnberry, while adding a trusted partner in the industry.

As with other FBOs, fuel sales are a major contributor to Fontainebleau’s overall revenue stream. “Fuel is king, no doubt about that,” Banome says. “We tend to have lower fuel prices than New York or the North East coast, so that puts us in a very favourable position to have clients take on above average fuel loads from us,” he notes.

we are already meeting the luxury requirements of a large number of Turnberry clients. We recently acquired a large Miami waterfrontage. People who own large yachts or super yachts, and who own condominiums priced at over one or two million dollars, often also have their own private jets,” he points out.

Those folk also have already built up a layer of trust in the Turnberry brand, so there is much to be gained from opening up a conversation with them about potentially rebasing their aircraft at Fontainebleau, or perhaps using the FBO’s extensive refuelling capabilities before flying on to another destination.

“Our message is simple. We are already servicing your requirements so how can we help you further?” he notes. It helps, of course, that Fontainebleau Aviation has been purpose built to reflect the high standards of craftsmanship and luxury that characterise the Turnberry brand. Banome points out that many of the clients that he knew well at Meridian also make regular use of Miami’s Opa-locka executive airport and the Fontainebleau FBO.

In addition to FBO services, Fontainebleau partners with Precision Aircraft Maintenance to deliver line maintenance and AOG support as well as upgrades on a wide range of turbine aircraft types. The MRO facilities are FAA 145 certified and handle pre-flight inspections and

He points out that while it might look obvious that twenty aircraft movements in an hour, which is what New York’s Teterboro based FBOs could expect, will generate twice the fuel sales of Fontainebleau’s five or ten movements an hour, in reality the sales volume works out very differently. It all comes down to the size of the aircraft involved, and the amount of fuel they take on, along with the level of competition from the other FBOs at the airport. Teterboro is home to four (previously five) FBOs all of whom want to sell fuel to every jet arriving at Teterboro. At Opa-locka, Fontainebleau has a strong share of the airfield’s fuel market, with only Signature and Orion offering fuel and ground handling, as the competition.

Plus, Banome points out, aircraft using the hangarage and the ramp at Fontainebleau are not restricted to large Globals, Gulfstream and Falcons – but Airbus and BBJ aircraft as well. “We have far more land available here for development than there is at Teterboro, so there is no ceiling as to where this could go,” he adds.

“One of the most exciting things about Fontainebleau and Opa-locka is the speed with which the airport is growing, with traffic movements on the rise all the time. I can see it becoming a top-five or top-three US business jet airport in the near future,” he notes. **|BAM**





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A PASSION FOR SUCCESS

BAM Interview with Christopher R King

Based in Beverly Hills, California, Christopher King is a 38-year old, self-made millionaire—twice over. He made his first million in real estate, lost it all in the crash of 2008 and then started over, with a focus on following his passions.

Q: You have enjoyed a great deal of success in your life. What makes for success, in your view?

A. To me, the most important thing in creating success is your mindset. You have to believe that anything is possible. For someone like me, without a business degree or college education, I had to let go of the limiting beliefs that I had about this and just believe in myself and not let anyone else tell me otherwise. When you have this kind of outlook on life, you can achieve anything. You will have failures along the way, but it is that ability to pivot

“Many of our Florida-based, high net worth clients have their own aircraft so it rounds out the picture for us to be able to offer them a complete suite of services.”

and turn those failures into fuel that will set you apart from everyone else. When you pair this resilient, positive mindset with genuine passion and hard work, you can achieve any goal.

Q: What is the most successful business you have had to date?

A. That is a tough question since my definition of success has changed for me over the years. In the beginning, it was about surviving. Since I didn't come from money, I had to find a way to create the life I wanted. Once I had become successful, then I started refining my philosophy. When I created my fortune the second time around, I decided I needed to start enjoying my life more. I had a family and wanted them to live an incredible life, full of travel and experiences. I realized it was time to apply what I had learned in business and use it towards the ventures and interests that I was most passionate about.

At the beginning of my early success in real estate, it was just about gross revenue, and I have had plenty of that. But now that

I have evolved, it is more about creating an efficient business with more focus on my passion and myself.

It is also about following my dreams. I think we work so hard for the future that we tend to forget to live in the present. I have changed a lot in my life. I believe that you can pursue your dreams and still have everything. I am not going to say it isn't a lot of work, but I love every minute of doing it.

Two companies of mine that showcase this is King of Clubs wine and my latest venture, CCCXXXIII (pronounced three-thirty-three,) my new luxury company.



Q: Tell me more about King of Clubs wine.

A. King of Clubs wine came out of my long-standing passion for wine. I caught the red obsession early and have been an avid collector of great vintages from all around the world ever since. I've been privileged to visit hundreds of wineries in many countries. A close friend of mine, the restaurateur, Justin Anthony and I, worked with Robert Mondavi Jr., who comes from one of the Napa Valley wine-making families and we produced a premier wine priced at over \$799 a bottle. It now has cult status (as predicted by Forbes Magazine) and has built up a strong following among wine lovers.

Q: What was the inspiration for your latest venture, CCCXXXIII?

A. Traveling the world and walking through historic buildings, museums and galleries, I was always intrigued by



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the quality and craftsmanship that were put into these works of art. As I created my fortune and started investing in luxury goods, I paid a lot of attention to every detail that was put into every product. I had a deep appreciation for these fine details and how that was communicated. But as a consumer and businessman, I also saw the limitations that a lot of designers face in order to maintain profit margins and create large scale productions. The idea started out as a passion project to create a custom briefcase for me that fit my needs for business but still fit my image and style. When I realized I wasn't the only one that craved this level of craftsmanship, I decided to think a little bigger.



With the same approach, I had when I started King of Clubs wine; I wanted to see if I could create a small collection of luxury products without limitations. I wanted to design with function in mind, but without sacrificing style and design. No shortcuts, no financial or corporate constraints. I wanted to create functional objects of art, where every detail counted. By creating such a small quantity, you can work with the best artisans and use the best resources available. You let go of limits.

I remember my first Louis Vuitton wallet, in fact, I still have it. I bought it just after I closed my first real estate deal and bought it as a gift for myself, a sort of reminder of what I had achieved. I wanted to create products that would have that kind of meaning to the individuals that buy it. I wanted to create something extraordinary that represented the moments, the achievements and the belief that anything is possible if you let go of self-made limitations.

When I met Rob Dyrdek and started learning about his venture studio, Dyrdek Machine, I was blown away. Here was this self-made guy, just like me, that had created his success. We immediately became friends and started the conversation on how we could work together. We were both successful and had money, so it wasn't something that was born out of need. It was

more of something born out of pure inspiration and the desire to build something together.

Rob had created an empire building brands. He had developed this unique system to build profitable, sustainable businesses, turning passions into profits. So, of course, when we first sat down and started talking, he immediately turned to me and wanted to know what I was passionate about. It is crazy because I have always been the investor and businessman that invested in other people and businesses. I had never thought of investing in myself or looking at myself as a brand. As much as I believed in myself, a part of me was always afraid to follow my childhood dream of being an artist and designer. In just a few meetings, he extracted this from me and gave me the fuel to do it. He walked through the door one day and was like, "You need to have your own line" and already had the strategy to do it.

It was like someone that had spent their whole life as a trainer for boxers when deep down they had always wanted to be the boxer and never dared to admit it because someone had told them a long time ago that they couldn't do it. Sometimes that sticks with you, especially when it is something you want more than anything. But when you have the right person that believes in you and can remind you, everything changes. From there, we laid out the strategy, built the team and started the company.

Q-Any other passions you might consider as businesses down the road?

A. I don't know. I'm a big collector of cigars and have several of the world's rarest cigars. I'm also building up an incredible collection of Scottish single malts and rare cognacs. I love Caviar and feel it's a space that has some opportunities. To me, I am keeping my options open. But I always know when it is the right one.

"I know some people think that a private jet is a frivolous luxury item, but any businessman that flies privately understands the real value here. It is a way to save on the most valuable thing of all, time."

Q: You travel a good deal. How often do you use private jets?

A. All the time. With these latest ventures, I am regularly flying to Europe at a moment's notice and can't afford delays.

I know some people think that a private jet is a frivolous luxury item, but any businessman that flies privately understands the real value here. It is a way to save on the most valuable thing of all, time. When you can jump on a plane, without the long

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lines and headache of the public airports, you can have the space and peace to lay out a business strategy, develop ideas and sketch designs and even have a glass of fine wine with a Wagyu steak. By the time you arrive at your destination, you are well rested and prepared for your meetings or take on anything that comes your way. I do fly commercial. When I do, it is usually with airlines like Air France and their La Premiere first class service or Emirates. Their suites are incredible and Emirates does have one of the best wine selections, not to mention a shower on a commercial aircraft.

Q: If you were going to buy a business jet, which do you think you'd choose at this stage of your career?

A. Well, given that I'm over six feet, most business jets don't have the headroom to allow me to stand up all the way. I enjoy the fact that I can stand up and walk with ease in a Gulfstream 450 or 550. I'm a big fan of Gulfstream, and I charter them frequently.

I also am a fan of the Global express. I think I would choose the G550 and of course, it would have to be customized.

Q: Apart from Gulfstream, what other jets have you chartered with any frequency?

A. Flying around California, I use the Hawker 800XP or a G200 much of the time. If I'm on my own, I tend to opt for a Lear 60 for short hops to Napa or Vegas when I am alone handling business. For anything over two hours or when vacationing in Aspen I prefer either a Challenger 604 or 300 or the Gulfstream 450 or 550.



Q: You put a lot of effort into "giving back." How important is philanthropy to you?

A. Growing up without wealth, coming from a single parent home, I have a deep personal sense of what it is like to struggle. So, it is a very big deal for me to be able to give opportunities to the less fortunate. I believe in giving someone the tools to help themselves out instead of just giving money. That is why I love The Art of Elysium. They provide art therapy for the children in the hospitals that are left alone,

while their parents are both working to afford their care. Most people don't know this about me, but art has also been a form of therapy for me my entire life. Even today, I have been working on a few excessively large paintings mixed with wine that allows a calming and peace while working out the stress from the day. It is an incredibly powerful way to express yourself.

I am also an avid art collector and have found ways to support different charities through the art. One example is the Ed Ruscha painting that I acquired through an amfAR auction with the prodding of Sharon Stone. A great story, but you will have to read about that one in my book.

Q: How do you think life has changed for you over the past few years?

A. I think I have matured a lot. I am much more focused on living my life right now, the way I want to live it. Instead of just focusing on creating businesses and financial wealth, I am following my passions and achieving my dreams. There is nothing holding me back. If you can build your fortune and still achieve your dreams, you can do anything. |BAM



“Growing up without wealth, coming from a single parent home, I have a deep personal sense of what it is like to struggle. So, it is a very big deal for me to be able to give opportunities to the less fortunate.”

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STREAM ME UP, SCOTTIE...

Sergio Aguirre, Gogo senior VP and general manager talks to Anthony Harrington

Mid-August checked off an important milestone for Gogo Business Aviation. The company received the STC and Parts Manufacturer Approval (PMT) from the FAA for its new dual-directional antennas. These are being used on the Gogo AVANCE L5 system (better known as Gogo Biz 4G LRU), and will provide a significantly faster and smoother inflight wi-fi experience to business jet customers. Then, in September, the company announced that it is going to provide global connectivity with a new Ku-band satellite system expected to outperform anything else in business aviation today.

Q: You must be delighted, but not surprised, with the STC and PMA for the new antennas.

A: Absolutely. We told the marketplace that we would launch the 4G service in mid-2017, and I am very proud to say that we have fulfilled that commitment. We now have a number of partners that have either already received STCs to install Gogo AVANCE L5 on specific jet models, or who are in the process of having STCs approved for their models of choice.

We now have STCs approved or going through approval on over 40 aircraft types. The response has been hugely positive. We have only just certified the system and already we have over 1,000 customers signed up out of a total client base of some 4,500 customers. In other words, well over a quarter of the base has already committed to our new advanced wi-fi system.

Q: How much is enough when it comes to airborne connectivity?

A: As we see from terrestrial internet services, people want fatter and fatter pipes, faster and faster connectivity. This is the way things are and will continue to be for the foreseeable future, both in the air and on the ground.

The key thing for us is that the Gogo AVANCE L5 system gives clients the ability to improve connectivity threefold. Of course, what any one passenger gets depends very much on the configuration in the aircraft, but for the average business jet traveller it will feel like the equivalent of having a 10 megabyte service at home.



The biggest difference they will experience is the smoothness of the connection. They will be able to stream YouTube and other streaming services direct to their device during the flight.

Q: I understand the impact of your proprietary Ku-band satellite network and your Air-To-Ground (AtG) service over North America. What has happened inside the cabin?

A: We have significantly improved the in-cabin experience with the latest router technology. This is called the Elite Smart Cabin System. This gives you the AVANCE L5 integrated into the router, and it includes Gogo Vision, our movie and entertainment service, and Gogo Text and Talk, which means passengers can make and receive calls on their usual smart phone number while in the air.



The router also includes our moving map display. We recently concluded an agreement with Rockwell Collins that brings Rockwell's Airshow Moving Map to business aviation as an optional extra. It runs on our router without the need for any additional equipment. What Airshow offers our clients is stunning 3D graphics with a high level of geographic detail, and everything is displayed on their personal device of choice. Airshow can go on any size and type of aircraft, from turboprops and light jets to ultra large VVIP aircraft. We anticipate strong demand for this service.

Q: How is your 2Ku band network doing?

A: Most of the airlines have made commitments to install our 2Ku satellite product. It is the strongest network available right now to commercial or business aviation customers and we have been very successful with it. We already have the first VVIP installation and we will soon be announcing a number of new orders.

Q: What is Gogo doing with respect to the next generation of hi-throughput satellites that the major players are preparing?

A: We just announced that we're going to offer high-speed satellite connectivity service for business jets flying globally beginning in late-2018. It's the same network our 2Ku system uses for large VVIP aircraft and with commercial airlines, but this system will have a tail-mounted antenna and more compact onboard hardware. The Gogo Ku connectivity service is expected to outperform other global connectivity solutions in business aviation.

We are looking closely at the hi-throughput phenomenon and working out how we could use such networks to enhance services to business aviation. Many owners and operators have been somewhat underwhelmed so far by the in-flight connectivity offerings available to them. They tend to feel that they were oversold on the capabilities. However, with the right hi-throughput satellite network it looks very possible to put a solution together that will address the needs of business aviation in a much more meaningful way and that's what we're going to deliver.

It is important to realise that the Ku-band network has a lot more capacity than any of the Ka-band networks out there. We see the excess capacity available on the Ku network driving down connectivity costs for business aviation in the very near future. Our ability to increase capacity as consumers come online, will continue to grow. The Ku model is much more adaptable than the Ka-band approach. Where our competitors need to launch new satellites, at huge cost, we can simply sign up for more capacity, provided by our satellite partners.

Q: What are your other plans for growing the business over the next year or so?

A: One of the areas that we are really focusing on through the remainder of 2017 and into 2018 is coming up with solutions and products that are more appealing to the mid-size and smaller jet. So far we have seen our AtG network heavily embraced by the large and ultra-large jets and on the super-mid size. However, there is clearly a lot of room for growth in the light jet and turboprop markets, where people are looking for solutions that are at a price point that is more appropriate to the cost of those aircraft.

To date, the feature that has been most appealing to the turboprop market has been operational apps. Owner pilots want to get access to apps in flight that will tell them the best fuel prices on their route, and they want voice and text calls on their smart phones. We can give them all of this so that is a great market for us. |BAM

ASIA CALLING...

Lisa Peterson, Vice President Global Marketing at
Gogo Business Aviation, on Gogo's Asia ambitions

Q: What are Gogo's plans for Asia?

A: Asia is not new territory for Gogo. We have had customers in Asia for the last five years and we are very keen to continue to build our presence there. On the commercial aviation side, we now have around 17 airlines globally as customers and many of them have Asian cities or city pairs as part of their portfolio.

Of course, with our 2Ku satellite system we have full global coverage, so we can provide the full suite of connectivity services to the cabin. Our Air-to-Ground (AtG) network, however, is of course in North America. But we have a range of different agreements with satellite providers on hi-throughput connectivity services so we have a very flexible product offering for Asian customers.

Q: What of business aviation?

A: The business aviation market has been more difficult to crack than the commercial airlines market, but long term there is a great deal of potential business for us in the private jet sphere. It is something that we continue to pay attention to, and will be doing so more aggressively as we look to 2018 and beyond.

Q: What are you doing to raise awareness of the Gogo brand and offering in Asia?

A: We tend to concentrate on more global-based campaigns in Asia. We make use of a lot of digital media, and other opportunities through various other channels. Of course, we also participate strongly in ABACE, and we have global sales people who focus on specific accounts. We also do a lot of work through channels such as the major dealers



and MRO shops. There is a major MRO player in Asia that we work with on the 2Ku side and we are already seeing the fruits of this coming through.

Q: How much competition do you face in Asia?

A: Our major competitors on voice and connectivity products are all global in nature, so we see them in every regional market, and we are accustomed to competing against them. There is nothing new there. A very strong positive for us is that on our proprietary 2Ku band, we are twice as fast as any other solution available today. So, it is great to be able to leverage that advantage. But having competition is a good thing. It keeps us on our

toes and that is great. It keeps us thinking about how to keep innovating, and that is a huge part of our culture at Gogo.

Recently our US campaigns have been much more focused on digital channels. One of the great benefits of digital marketing is that it provides tonnes of data for us to mine. Digital campaigns help us to understand our customer-base infinitely more than print advertising. You get a lot more insight into how customers are viewing your service and you can start to segment your customers, based on their needs and preferences, developing specific offerings with different price points appropriate to those offerings.

In addition to Asia, the Middle East continues to be a fairly large focus for us. We make sure we are at the major shows, we will be at the Dubai Air Show and at Abu Dhabi in the first part of 2018. There is a lot of opportunity for us in the Middle East and we are certainly focused on how we can go about growing our presence there. |BAM

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REGISTERING INNOVATION

Founding Chairman, Jorge Colindres, on why private management and innovation keeps the Aviation Registry Group out in front

There are just two public/private partnerships in the world, as far as aircraft registries are concerned, The Registry of Aruba and the San Marino Aircraft Registry; both under the same holding company Aviation Registry Group (ARG). Run by the Colindres family, founded by Jorge Colindres, present CEO and Chairman of both Aruba and San Marino. In 1995 The Registry of Aruba was established and the San Marino Aircraft Registry in 2012, with his eldest son, David Colindres as President.

Both registries can claim a number of “firsts” and their business model, based on a global cadre of highly experienced inspectors flying out to wherever the aircraft in question is located, has proved immensely attractive to clients and prospective clients.

“What we have done is to show that a public/private partnership, where the national Ministry of Transport retains ultimate ownership and their respective CAAs hold regulatory control, contracting the daily administrative work of the Registry to ourselves as a private company, is a winning formula,” Colindres says. Private companies, of course, cannot have regulatory

control as ICAO reserves this right for countries and their civil aviation authorities.

When Jorge Colindres took over the running of the Aruba Registry in 1995, the Registry had recently been downgraded to a FAA Category 2 status. It had few aircraft on its books and was virtually unknown outside the island.

Colindres’ mission was to get the Registry upgraded back to Category 1 status by the FAA and he made a promise to ensure that it kept its Cat-1 status for the duration of the partnership. Plus, he was determined to get the Registry recognised globally as a great alternative for owners who, for various reasons, did not want to make use of their own, national registry. To do this, he had to put in place a completely new business model for the Registry – one that would be highly attractive to clients wherever they were based in the world.

“A key feature of the Aruba Registry is our experienced designated inspectors team. Each inspector holds an impressive personal career track with a background from the leading aviation authority regulators, such as: UK CAA, FAA, Swiss

FOCA, ICAO, Australia CASA and other leading CAAs around the world. Our vision when recruiting our inspectors, was to have them located in key areas around the world, so that we have an inspector based within about four hours of any requested aircraft inspection site. This allows us to offer quicker turnaround times to any request and eliminates unnecessary time on the ground for the aircraft and its principal,” Colindres explains.

Aruba itself has much to recommend it to clients. As Colindres notes, Aruba is a constituent, autonomous state of the Netherlands. While Aruba is an overseas territory of the EU, it is not fully part of the EU and it is not a member of the EU, although its citizens enjoy certain rights, such as Dutch passports. This is key, since if Aruba were a member of the EU its regulatory aviation operations would be controlled by EASA and would follow EASA regulations. In fact, Aruba follows ICAO, which can offer a certain degree of flexibility, but still operates at the same safety standard.

“The fact that Aruba follows ICAO is another great benefit for our clients,” Colindres says.



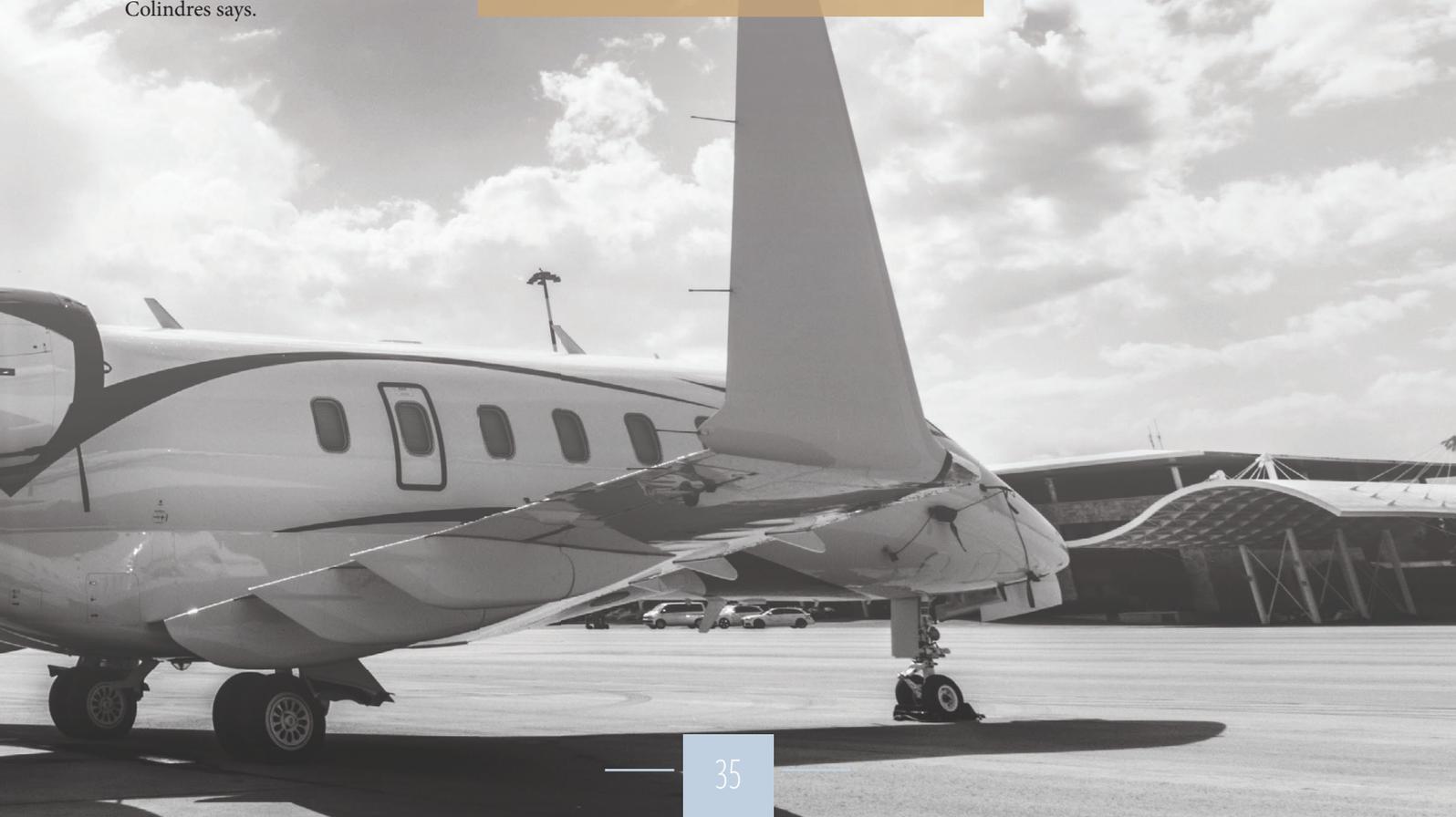
“We are very proud of the fact that we have been the launch Registry for many important airlines, including Qatar Airways, Air Astana, Qazaq Air and the Tajikistan airline, Somon Air. These are all excellent success stories.”

Aruba, it should be noted, has a legal system based on EU legislation and a very stable government, both factors that make it respected around the world.

“The Court of First Instance is based here in Aruba and the Appeal Court is based in Curaçao, with appeals to the Supreme Court in the Hague. This makes it a very good, solid jurisdiction, plus Aruba is White Listed by the OECD which gives it a clean bill of health as far as money laundering is concerned, which adds to its appeal.

Within a year, Colindres had succeeded in getting the FAA to re-audit the Registry. The awarding of a Category status to a registry is the sole preserve of the FAA.

The re-audit was successful and The Registry of Aruba was upgraded back to Category 1. At the same time, Jorge Colindres and his team were involved in a vigorous marketing campaign, talking to major US energy and S&P 500 companies, plus the local oil companies, banks and leasing companies.





“We convinced a number of them to switch their aircraft registration to Aruba and we were successful in getting several commercial airlines to register with us. We were the first non-traditional Registry to take on commercial airlines, well before either Bermuda or the Caymans. We are very proud of the fact that we have been the launch Registry for many important airlines, including Qatar Airways, Air Astana, Qazaq Air and the Tajikistan airline, Somon Air. These are all excellent success stories,” he comments.

The Registry has also been part of the launch of several airlines that have come and gone, such as the Armenian airline, Armavia, Argentina’s Southern Winds and the Peruvian airline, AeroContinente.

Then, in 2007, by which time The Registry of Aruba already enjoyed a world-wide reputation, the authorities in the Serenissima Repubblica di San Marino, a tiny micro-state wholly surrounded by Italy, began looking round for a partner to run the state’s aircraft registry. San Marino has the distinction of being the oldest surviving sovereign state and constitutional republic on the planet. It is also Europe’s third smallest state, after the Vatican and Monaco.

Jorge Colindres and his team began a series of discussions with San Marino government officials. The San Marino side was led by Ing. Marco Conti, previously the Head of State and now the Director General of the San Marino CAA, along with Captain Dennis Michelotti, the chief operating officer. The

contract between the parties took some time to mature, but on September 14th 2012, Colindres’ company, the Aviation Registry Group (ARG) and the San Marino CAA concluded an agreement to appoint David Colindres as President of the San Marino Registry, with Marco Conti as the appointed Director of San Marino’s CAA.

“ With my daughter Alexandria now managing Business Development in Aruba and David as the President of San Marino, both registries complement each other and offer clients the same level of high safety standards and excellences in service.”

Reflecting on the arrangement, which has seen the San Marino Aircraft Registry going from strength to strength, Jorge Colindres commented: “We were looking to add another registry to our portfolio at ARG. Our main objective was to locate a State with an impeccable international reputation. The opportunity offered by the Republic of San Marino, with its interesting history and exciting traditions, was perfect for us. At the time we saw it as the ideal location for the development of the next market leading aircraft registry,” he comments.

The registry was launched formally at MEBA 2012 in Dubai. It now has more than 150 aircraft on its registry with seven operators having successfully applied for Air Operating Certificates (AOCs) from the San Marino CAA.

“Our growth in both registries has been amazing,” Colindres says. “Aruba has grown by more than 30% in the last two years; we have added a number of large business jets to the registry and have two more going through certification at the present time. David’s San Marino Aircraft Registry has grown exponentially as well. It has taken on a vast amount of aircraft over the last 18 months, it has been a dream project for us,” he notes.

Colindres’s group, ARG, is now talking to several potential countries about entering into a partnership with their local CAA or Ministry of Transport to manage their registry.

“With my daughter Alexandria now managing Business Development in Aruba and David as the President of San Marino, both registries complement each other and offer clients the same level of high safety standards and excellent service. Each registry, with its own independent team, has a great track records to build on,” he comments.



“We have shown that we are very serious about innovating; we are true leaders in the industry. I believe that every jurisdiction has its own unique appeal and each succeeds in its own way.

“We are the only aviation registry group that has been able to successfully setup two fruitful and innovative aircraft registries. With our focus on safety first and the way we prioritise innovating and responding to our customers’ demands in a timely manner, we have a winning proposition,” he concludes. |BAM

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East Coast meets West Coast

In October 2016, Meridian, which has received a slew of awards over the years for the exceptional customer service it delivers at its New York area Teterboro FBO, officially opened its purpose-built west coast FBO at Hayward Executive Airport. The event was celebrated at a grand opening reception on December 15th, attended by some 150 guests, including the Hayward Mayor and City Council.

The Hayward facility features a newly constructed 6,300 sq. ft. terminal with support offices, plus a 30,000 sq. ft. hangar, capable of handling aircraft on the scale of a Global Express or Gulfstream G650, plus 3.5 acres of ramp area.

Meridian CEO Ken Forester talked to *BAM* about the company's plans for Hayward.

Q: You are now well ensconced on the west coast. How are things going at Hayward?

A: Hayward is moving along much as we expected. It is always a bit of a slow haul when you are the second FBO on a field that has had only a single FBO for the past six years. We're deep into an education and sales process that spans the region.

Our goal is to attract as many of the neutral customers going into Hayward as we can. For those using the other FBO or other neighbouring airfields, our job really is to try to show them why we could do so much more for them.

On the plus side, we have now filled our 30,000-square foot hangar and we are working on using that facility to attract more aircraft management business to the very strong portfolio of customers we have at Teterboro. The message we focus



“ Our aircraft management fleet continues to grow on the east coast, and we are seeing strong demand on the charter side, which is very pleasing for owners

on bringing is that we operate at a very high level, providing an absolutely first-class customer experience, at Meridian Teterboro, which is why our people there keep winning awards for us. We have worked very hard to move that standard out to Hayward, which until now has not been a particularly busy executive airport and where service levels have historically not been anything like the level we provide for our clients at Teterboro. I am very satisfied that how we run the facility at Hayward, and our staff training, has all transferred very well to the West Coast. We believe we can really make a very visible difference there.

Carlos Rodrigues, our line service manager and training officer, moved out to Hayward with his family, when we started working on the facility. He is outstanding both in terms of his technical knowledge and in his understanding of the Meridian culture. He has a great ability to communicate that to others. Carlos started off as our Operations Manager out there and a few weeks ago we promoted him to General Manager at Hayward.

Q: How are things at your Teterboro FBO?

A: Teterboro is as busy as could be. We had a tremendous week, following Labor Day. The day after the holiday is always frantic. We started the day with 67 arrivals scheduled,



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and this just grew and grew through the day. The summer of 2017 has been exceptionally busy for us, which is very gratifying, and it looks like business is going to continue strong through the Fall.

We took over the former AIG hangar at the south end of the airport recently when AIG closed their flight department. That gave us an additional 22,000 square feet of hangar space and 11,000 square feet of offices and shops. We are now moving into our rebuilt Hangar 12, which is 40,000 square feet. We tore the old one down and rebuilt it on a bigger scale, so that has given us some very useful additional hangarage.

Our aircraft management fleet continues to grow on the east coast, and we are seeing strong demand on the charter side, which is very pleasing for owners. We are now an authorised Part 145 repair station for Global jets at Teterboro, so things have been moving forward in a very gratifying way.

Q: What is the basis of the success you are enjoying at Teterboro

A: It always comes down to people and the customer service culture you instil in the organisation. We have a wonderful group of experienced leaders here at Meridian, with tremendous longevity in the team. Dennis O'Connell, the President of Meridian Air Charter, started here in 1985; Steve Chandoha, the President here at Teterboro started his career with us in 1988; Aida Libiran, our VP of Accounting started as a bookkeeper with us in 1985, the same year that Betsy Wines, our VP of Customer Service joined; Mike Moore, VP of Aviation Sales joined in 2008. Kirk Stephen, our Director of Marketing, is doing a tremendous job and he has been with us for six years now. There are many others in the company I could mention who have a 20 or 30 year history with Meridian.

This really is a business where people make the difference and become your key differentiator. This is what I love about business aviation. |BAM



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IGNORING GRAVITY

by HILITECH CEO Manfred Nagl

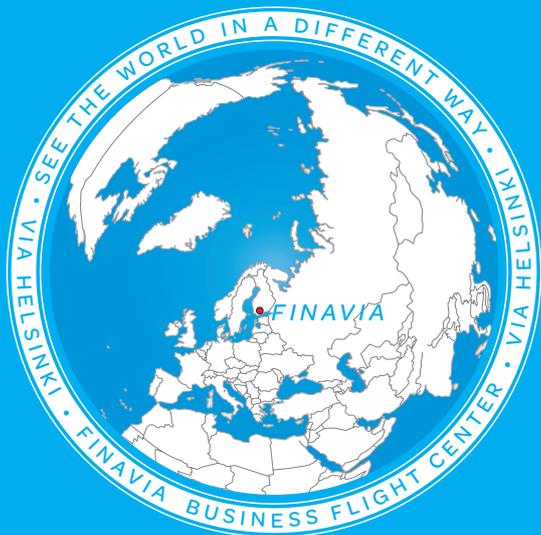
Not many industries can claim to satisfy one of humankind's oldest dreams. Aviation is one of the few. In one way or the other, everyone in business aviation does their bit to make people fly. We make the whole world accessible in a comfortable way.

HILITECH takes this endeavor one step further and aims to defy gravity still further, targeting higher fuel efficiency and load capacity which results in a greater range for business jets. It also allows for more freedom and creativity in design and in the utilization of space in the cabin. HILITECH is a powerful alliance of two seasoned Austrian family companies, bringing together their individual, exceptional competences in their respective fields, to accomplish the common goal of creating lighter, more versatile cabin systems and components for business aviation.

As a joint venture between F/LIST and the Hintsteiner Group, we benefit from both the network and the intimate knowledge of the aircraft interior market of the former, and the prowess in composite technology and tooling of the latter. This strong partnership enables us to fabricate gravity-defying cabinetry, cabin components, linings and visible carbon fiber surfaces, using a multitude of materials and technologies. These include, for example, glass-, carbon- and aramid fiber composites, autoclave-/prepreg technology and vacuum processes. Premium refinement with top-quality natural materials and exceptional surface finishes from F/LIST guarantees that our products leave nothing to be desired – neither in form nor function.

A unique manufacturing process allows for complex 3D shapes which were hitherto difficult to realize, given the strict testing and certification requirement of the aviation industry. Components are built as a whole rather than from individual

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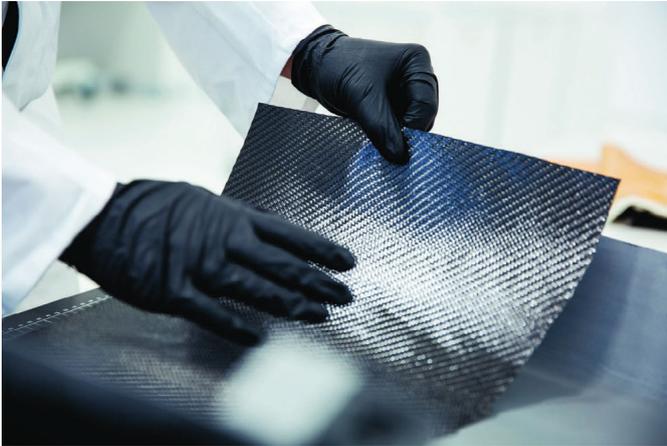
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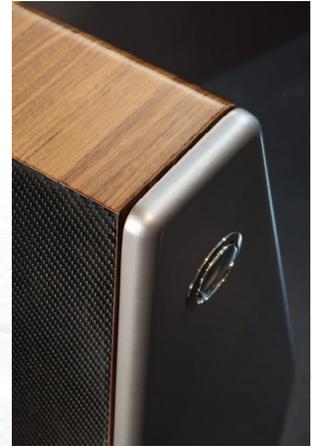


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Robust, lightweight HILITECH cabinet refined with F/LIST's fine wood veneer and hardware. ©HILITECH GMBH



“ A unique manufacturing process allows for complex 3D shapes which were hitherto difficult to realize, given the strict testing and certification requirement of the aviation industry



parts, which results in the avoidance of joints and seams and creates overall weight savings of up to 25 % on cabin systems compared to conventional manufacturing techniques.

The construction of seamless, joint-free, lightweight, yet robust cabinets and components requires special tools and molds. By comparison, the usual approach taken with panel architecture can be realized with less effort, but tends to be heavier and less versatile in terms of geometry. One of the determining factors of HILITECH's singular skill set is the Hintsteiner Group's 35 years of experience in prototyping and small batch production of lightweight composite components for motor sports, military and naval applications and the resulting tooling expertise. All 3D-printing, milling, processing, lamination of metals and synthetic materials, and other complex steps are covered in-house, which guarantees maximum precision and the rapid construction of individual tools and molds for each part.

F/LIST's experience in the aviation industry and their vast knowledge of all its special requirements and standards guides HILITECH's development processes to create optimized solutions for any part of a business jet cabin. Their fine wood veneers, lightweight stone products and unmatched competence in surface technology make HILITECH's cabinets truly elegant enhancements for business jets. Outstanding geometrical versatility opens up new ways of imagining shapes and spaces for designers and contributes to the cabin of the future, while visible carbon fiber surfaces have already become an omnipresent design element of 21st century aesthetics.

However, extraordinary processes for extraordinary products require extraordinary knowledge. Skilled specialists in material and process technology are few and far between when it comes to the job market. Even though we are a relatively young and lean company, we strive for a sound and sustainable basis for the future. To build up and retain know-how and expertise for the long term, we have initiated our own apprentice training

program. The trade of the model maker is a multifaceted craft which can be a starting point for an exciting and challenging career with manifold development possibilities.

Our newly built production facility in the Styrian town of Kindberg provides the perfect environment for young talents and up to a hundred professionals to thrive and grow. The new facility greatly expands our research and production capacities. We aim to use the momentum of this accelerated development to become a major player in the aviation industry. And while, at the moment, we deliver our products exclusively through F/ LIST, this momentum may even lead us to new ventures with new customers and even in new business areas – for instance, our decorative carbon fiber surfaces are already being applied in yachting, surpassing the ultra-high quality standards of this industry. The projected operational and economic expansion will hopefully follow our central tenet and take off into the air, defying gravity. |BAM



HILITECH's composite experts create the lightest business jet cabin systems. ©HILITECH GMBH

What Do All of These Aircraft Have in Common?

Falcon 900/900EX • Falcon 2000/2000EX • Falcon 50/50EX
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Gulfstream G-V/G500/G550 • Gulfstream Astra/G100
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ALL THAT GLITTERS...

Interview with Bertrand Boule, CEO of Jean Boule Luxury

Q. How did you come up with the idea for Sun King™ Diamond Coating?

A. The Jean Boule Group has a long track record of developing innovative materials for use in a wide range of sectors. These include patented technologies for the production of magnesium and nickel/titanium alloys used in the automotive and healthcare industries respectively. We also have a long heritage in the diamond industry and through research and development perfected a proprietary technique to create a natural gem diamond coating, which can be used to coat anything from a luxury car to a superyacht. In many cases The Boule Group is involved in all stages of the material production from discovery and extraction to processing and sales.

Q. What are the main applications for Sun King™ Diamond Coating?

A. We believe demand will come from private jets, super yachts and super cars. Sun King Diamond Coating™ can be used internally and externally – wherever a designer believes it will have most impact. However, this is not a product that will ever be mass produced and will always be an exclusive and bespoke addition.

Q. Covering anything in diamonds must be expensive, could you give us an indication of how much it might cost?

A. Sun King™ Diamond Coating is a bespoke product that is tailored to meet the specific requirements of each customer and so there isn't a simple "price per litre". It very much depends on the kind of finish you seek as well as the base colour of the paint making it a highly customizable product.





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Q. What impact does coating a jet in diamonds have on its performance?

A. We worked very closely with our partners AkzoNobel to put Sun King Diamond TM Coating through a stringent testing process to ensure it meets relevant aerospace specifications. As a result, Sun King Diamond Coating has the same performance capabilities as a normal aerospace coating but with a significantly better appearance.

Q. Does this paint only get used on the exterior of planes?

A. No. It has already been applied to super cars, including a Rolls Royce and a Bentley as well as to a Bombardier Global Express aircraft. We will also shortly be launching a yacht grade product. Technically, it can be applied to almost any surface.

Q. What colour options are there?

A. The beauty of the product is that the coating is applied on top of whatever base colour the client desires. The colour of the coating itself can also be tailored with different coloured diamonds used to give off a different finish.

Q. How many diamonds are used to produce the coating?

A. In general terms one carat of gem diamonds produces approximately one million diamond crystals. The number of crystals required varies depending upon a number of factors, including the precise finish desired by the client. Other factors such as the size of the area being coated and the base colour of the object influences the number of diamonds required.

Sun King™ Diamond Coating is a bespoke service and the final finish can be tailored in a number of ways.

Q. What are the steps in the process for making the coating? Does it require skilled craftsmen?

A. Production of Sun King™ Diamond Coating requires highly skilled work by expert craftsmen at a number of different stages. These include sorting, degreasing and acidization to guarantee the highest quality and brilliance before the rough diamonds are crushed into millions of crystals of precise shape and size. The crystals are further processed, cleaned and filtered for various specific characteristics. The filtering for various proprietary characteristics is key to obtaining maximum refraction

Q. Where do you source the diamonds for the coating?

A. All the diamonds we use are subject to the Kimberley Process Certification Scheme for shipments of natural rough diamonds and are certified as 'conflict-free'. In addition we have our own internal traceability and quality assurance procedures. We are committed to conducting all business operations in accordance with the highest ethical standards and the best industry practices within the diamond industry and require all of our suppliers to meet the same standards. It depends on each specific client's needs or aesthetic criteria. By way of example, when we worked with Rolls Royce Motor Company Limited for the 2017 Geneva Motor Show, we sourced the specific type of sea diamonds RRMC wanted from one of the Group's marine concessions in Namibia.

Q. How can I get Sun King Diamond Coating and can it be applied by any paint shop?

A. AkzoNobel is the exclusive global supplier of our aviation grade diamond coating. Their global network and technical capabilities mean that we can supply clients around the world with coating whilst also providing a high level of service. |BAM



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IDAIR

IDAIR – CONNECTING WITH HEAVY METAL

Dr. Wassef Ayadi and Alan Cumming, Managing Directors of IDAIR on the JV's success in the big jets game

Established in April 2011, IDAIR is a joint venture (JV) between Lufthansa Technik AG and Panasonic Avionics Corporation. The aim, from the outset, was to develop and manufacture Inflight Entertainment (IFE), Communications and Cabin Management Systems (CMS) for VIP aircraft as well as custom products for VIP and commercial operators.

Q: IDAIR is enjoying considerable success in winning connectivity and IFE contracts from VVIP and Head of State customers. What's your "edge" here over the competition?

A: Generalising about sales is always tricky, but it probably comes down to a combination of reputation and technical excellence. Both partners in this JV, Lufthansa Technik and Panasonic, have proven reputations in their own right in the

business aviation space. Long before the JV was formed we had success collaborating on various projects, so IDAIR itself is the natural outcome of this long-term relationship.

Panasonic, of course, is a household name in the television and electronics market and has a world-wide reputation for providing connectivity and cabin entertainment solutions for commercial airlines. Lufthansa Technik has a well-established track record in both completions and maintenance, with deep engineering expertise across a large range of business aviation jets.

What we have proved since the venture came into being is that together we could provide a much stronger portfolio of products and services in the connectivity, IFE and cabin management space, at the top end of the market.



Q: What have orders been like so far in 2017

A: So far we have completed three projects on 787 private jets. We have two more 787 projects that we are working on now. However, while we are very pleased with the level of business that we have seen so far this year, it has to be recognised that the last 18 months or so have been very challenging for completion centres everywhere. We have done very well through what has been quite a lean time for most players and we are looking forward to doing even better through 2018.

In our view there is a very good chance that the global economy in general and the US economy in particular, is headed for more prosperous times. There are a number of 787 sales in the business aviation space that have still to be delivered to completion centres and we are very well placed to win further orders there.

Q: Can you tell us a bit about your portfolio of products and services?

A: We are already showcasing the latest in ultra hi-definition (UHD) displays, namely 65-inch 4K, in combination with our aircraft cabin system and our Media Service, which delivers blockbuster films and shows to clients.

We already have various VVIP customers for our Media Service and we will be strongly promoting the service at NBAA and after. This service is absolutely ideal for high end customers.

On top of this, we are poised to win a significant market share when Boeing's BBJ Max starts to arrive in completion centres.

“In our view there is a very good chance that the global economy in general and the US economy in particular, is headed for more prosperous times.”

Q: How are you going to resource projects if you get a rush of new orders?

A: The JV allows us to bring people in from our two parent companies on an 'as-needed' basis, when we need to deliver projects. We have a stable permanent head-count of 13 in the JV allowing us to keep direct operating costs down, but in terms of project delivery and aftersales support we have a really deep pool of expertise in our two parent companies. |BAM

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POWER

WHERE AND WHEN IT'S NEEDED

Michael Perodeau, Vice President, Marketing at Pratt & Whitney Canada, talks to Anthony Harrington

Q: Let us begin with a look at the scale of PWC's engine portfolio. Having all these engine types out there must be a support nightmare; Don't you sometimes wish that PWC's history had somehow magically involved just one engine?

A: Well, it would have had to be a big one to make up for the revenue streams that our portfolio of engines generates! I agree that it is a very diverse portfolio, but then much of the disciplines to providing parts and support for our portfolio of engines are common across the range.

Distribution is common, the discipline of publication is common, some of the support themes are common. So it gets challenging of course with the much wider variety of parts and overhaul capabilities that you have to take care of, plus the deeper technical expertise that you require from support staff who work across more than one PWC engine type.

But the key factor is that each one of our market segments and product segments is large enough in its own right to justify the effort and investment required from us as a responsible manufacturer, to support that product. The scale matches the effort. You could not spread your support across a portfolio of this breadth unless you had the market depth to justify your investment.

So, this gives us economies of scale in pretty much all the market segments that we address, which makes the whole thing doable. Yes, it is a challenge because of the increased complexity - particularly because there is no one-size-fits-all system that can cater for every customer's upgrade

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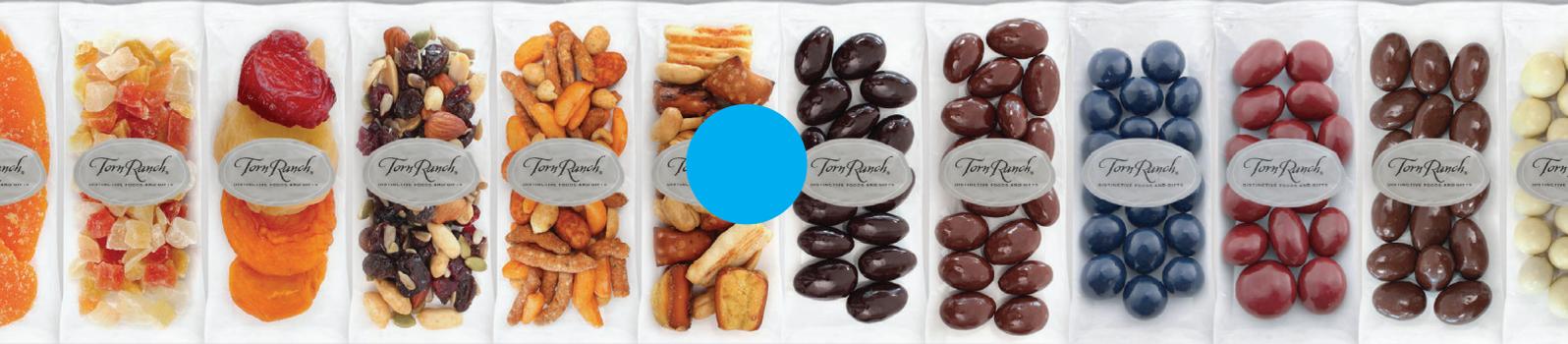
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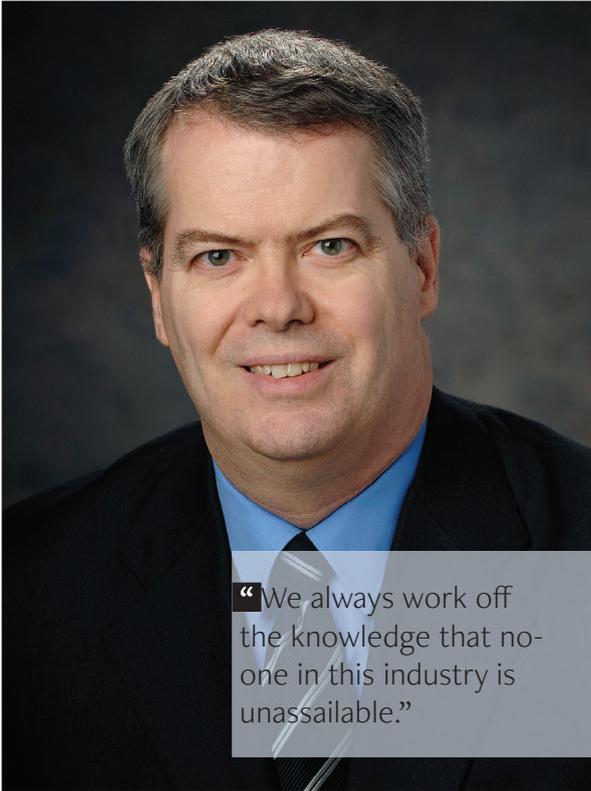


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desires or product enhancement or repair expectations, or indeed for our own internal desires and wishes. But we make it work. Providing top quality support and a comprehensive flow of parts out to the market is something that we have perfected over decades.

Q: How often have you “re-engineered” the PT6, which has seen many iterative improvements and changes over time?

A: In recent times we have probably done a new PT6 model every year or so. Sometimes the new model is just a minor variant of the previous generation. Sometimes the change has been more far reaching. The last major one was the PT6-A140, I guess.

The same is true of the PW300. The first one came into service in the early 1990s and since then we have had the 305A and B, the 306A, B, C and D1, the 308A and B, the 307A and B. This adds up to, say, 11 models in a little over 20 years.

The trigger for a new model is generally a new customer, either an existing customer bringing out a new aircraft model, or updating and upgrading the capabilities of an existing aircraft.

A couple of cases in point, the PW308C for Dassault was in response to a major upgrade of the Falcon 2000 Classic. The PW307A was essentially a new centre-line architecture that we did based on the architecture of the PW300s, for the Falcon 7X at the time, which was a brand new aircraft.

Q: You have such a solid position in the PT6 space, how much chance is there for someone like GE Aviation to make headway with a new engine, as they are trying to do with their Advanced Turboprop?

A: We always work off the knowledge that no-one in this industry is unassailable. If we felt that we were in an unassailable position with the PT6 we might have been tempted to sit on our laurels and we would not have gone on to produce successive improved generations of the PT6. If we had taken that route then some other manufacturer would inevitably have tried to leapfrog what we had with a superior design. We work hard to ensure that we are delivering the best technology currently available, and that is your best safeguard in the market.

So, now we have a competitor with GE’s engine. That’s OK. We have our own plans for the PT6 and the PT6 marketplace. May the best engine win, as always.

Q: Let’s talk about the mid-range and the ultra-long range.

A: If we take the Latitude and above, that is PW300 and PW800 territory. The Latitude is doing very well. We have the PW306D on Textron’s Sovereign and the PW306D1 on the Latitude. The amount you have to tweak an engine from airframe to airframe is very specific to the airframe you are addressing. The PW306D1 is a software change, rather than a hardware change. Mechanically, it is the same engine, because the Latitude is based on the Sovereign.

In some cases, the change required might be a throttle push, which could be some hardware and software changes. In other cases, the change might be much greater. So, the difference between a PW308A, which is on a Hawker 4000 and a 308C is not so much the turbo machine, which is common, but the accessory gearbox and other accessories and interfaces.

You typically try to minimise the change as far as possible inside the core of the engine. Changing interfaces is much more doable. But it all depends on the economies of the program. How many does the airframe OEM think they can sell, and at what price? For the airframe manufacturer and ourselves it is all about trying to make a reasonable business case in each instance.

Q: How long do negotiations with the airframe OEM generally take to finalise the specs for a new or upgraded engine?

A: It can be years, or it can be weeks. If it is an existing airframe with an existing engine, and the airframe OEM just wants to do a minor refresh, where it is clear they are not going to re-engine the aircraft, that is easy. We like to be part of refreshing existing models because it keeps them attractive to the market and keeps them fresh. That kind of thing can be done in weeks or months and is just a matter of agreeing what the new technical specifications are going to be, and if there are any pricing adjustments. It can be much, much longer if the customer is doing a clean sheet new airplane.

Q: What kind of effort is required to support a proposal if you get into an engine competition?

A: There have been engine competitions out there for new airframes with four or more competitors pitching. Those proposals take a lot of effort. The big ones can take thousands of man hours. This is not on the same scale, however, as the kind of expense you would have to go in for to bid on some of the major military projects. That is a wholly different game.

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There is an infinite number of potential niches out there for an engine manufacturer. The ones where we do not play strongly are purpose-designed military engines and military helicopters. This is probably a function of the fact that there have been no small engine, dedicated military programs for a long while now. The turboprop military trainers all use off-the-shelf commercial engines and the majority of those are powered by the PT6. So we take a standard PT6, give it different throttle controls and we give it an inverted flight capability.

Q: What about hybrid engines? Impossible? Going to happen?

A: First off, I don't believe it will happen soon. People throw around the idea via automobile engines and I am not really sure what it means in aerospace terms. If we are talking about a gas fired turbo engine that can drive electric power, there is no technology barrier on the engine side, but you would want to put in a lot of work looking at your gain versus fuel drain.

The real question, it seems to me, and I am purely speculating here, is that the basic thing you are trying to do in thinking about hybrid, is to find a way of maximising the overall efficiency of the system as a whole. With hybrid cars it is all about regeneration, using the kinetic energy in the system, putting the power back into a battery and recovering and reusing that energy.

With hybrid airplanes, it is about looking at how you can generate power in a more efficient manner. This may or may not mean batteries, which is a weight issue, but I do not know enough here to speculate further. If a better battery comes around that might open up some applications.

P&WC's innovative PurePower PW800 family, in the 10,000 lbs of thrust class, is designed to deliver exceptional fuel consumption; future thrust growth capability and improved environmental friendliness with low emissions and noise.

Typically, it comes down to the power density of whatever you are using. Oil has a lot of power density. You can never put enough solar generation on a passenger-carrying aircraft to compete with hydrocarbons so it is a tough problem.

Q: What about supersonic?

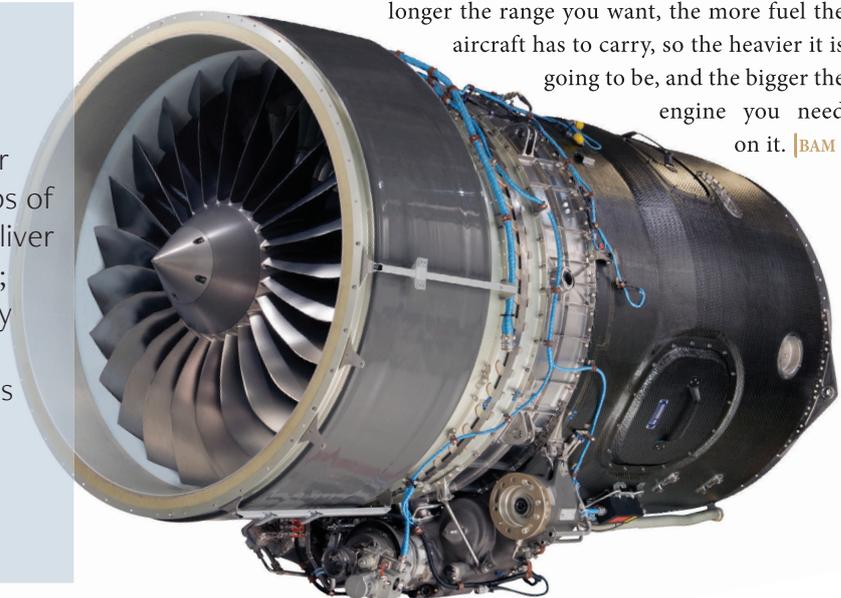
A: If the regulations about flying supersonic overland disappear – which I cannot see happening in the near future – then it is all about the business case. To build a new engine from scratch is several hundred million dollars, minimum. Look at some of the prices for supersonic fighter engines, those programs are massive. Then there is the airframe itself. It costs well over a billion dollars to develop a new clean sheet aircraft. For a supersonic aircraft I do not know what the first digit in that number would be. So you are back to asking yourself, how big is the market?

The advantage of supersonic grows with distance but I do not recall seeing supersonic aircraft concepts with a range exceeding more than 4500 nautical miles, so that is a barrier. There is enough potential interest out there that it could happen, but it seems that the OEMs that could do it are not spending a lot of energy on it. The concept seems to be that there would be a HNWI market or a fractional market, but not a mainstream commercial market, as we had with Concorde, where fuel burn and noise were huge issues.

Q: Let's close with a brief look at the PW800

A: The PW800 represents our biggest investment ever. It takes us into a thrust class that has long been within our mandate theoretically, but practically we were a long way away from it. And it gives us a greater position in a market class that is very much the more interesting part of the business jet segment. It is purpose designed as a business jet engine. The G500 and G600 are in the space of the Global 6000, in the 5000 nautical mile range. So, this is the large cabin class jet space and that is very interesting.

The airframe manufacturer always dictates in their design what the aircraft is going to be able to do. Our job is simply to make it possible. You've always got a conceptually simple trade off at the system level. The longer the range you want, the more fuel the aircraft has to carry, so the heavier it is going to be, and the bigger the engine you need on it. **BAM**



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PROFILE OF AL BATEEN EXECUTIVE AIRPORT

Abdul Majeed Al Khoori, Acting Chief Executive Officer, Abu Dhabi Airports, talks to BAM about the success of Al Bateen Executive Airport.

Q: Could you take us through some of the history of Al Bateen Executive Airport?

A: Al Bateen Executive Airport took on a new identity and role in 2009, when Abu Dhabi Airports transformed it from a military airport into the region's dedicated business aviation airport. Since then, Al Bateen has seen sharp increases in business aviation traffic both in O&D commercial movements and in technical stops or visiting aircraft movements.

In 2010 the airport recorded a tangible increase in commercial traffic of 36% when compared to 2009. In 2011, Al Bateen Airport registered an 11% increase in overall commercial aviation movements when compared to 2010 and better than a 50% increase in visiting business aviation traffic.

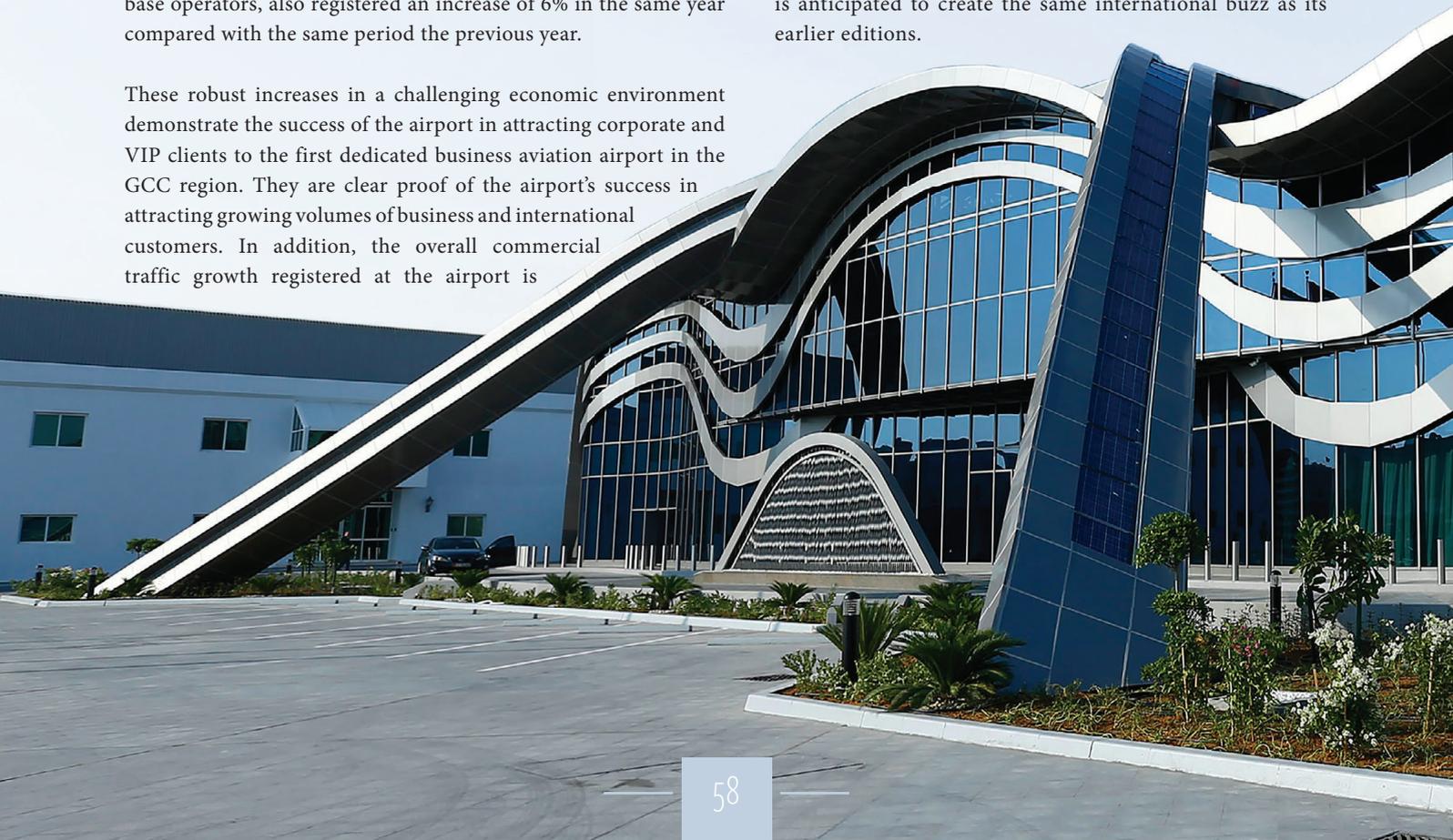
2012 witnessed another 11% rise in aircraft movements compared to the previous year, and the number of visiting private aircraft grew by 40% year over year. In 2013, the executive airport recorded an 18% increase in visiting aircraft traffic versus the same period in 2012. Commercial movements, including that of base operators, also registered an increase of 6% in the same year compared with the same period the previous year.

These robust increases in a challenging economic environment demonstrate the success of the airport in attracting corporate and VIP clients to the first dedicated business aviation airport in the GCC region. They are clear proof of the airport's success in attracting growing volumes of business and international customers. In addition, the overall commercial traffic growth registered at the airport is

testament to the airport's position as a key business aviation hub for the region, as more charter companies and aircraft owners choose Munawala, Abu Dhabi Airports' FBO service, as their preferred service provider in the region.

Alongside traffic increases, Abu Dhabi Airports launched Abu Dhabi Air Expo from Al Bateen Airport in 2012 to promote general aviation in the region and specifically in the UAE, and to establish Abu Dhabi, and Al Bateen Executive Airport as the main hub for this growing industry.

Al Bateen Executive Airport hosted the Abu Dhabi Air Expo, the region's only general aviation exhibition, in 2013, 2014, and 2016. The total value of sales registered at Air Expo 2012 reached in excess of AED 1 billion, and AED 3 billion in 2013, and AED 5 billion in 2014, with thousands of visitors and hundreds of exhibitors from local, regional and international companies participating. The airport will be hosting Air Expo in 2018 in its 5th edition, which is anticipated to create the same international buzz as its earlier editions.



Q: What can you tell us about the state of the new VVIP facility and the other infrastructure projects currently under way, including new hangars and the renewal of the runway.

A: The VVIP terminal is completed and was awarded a Pearl 3 rating from Estidama for its sustainable design and construction. The internal road modification is also complete. The next construction project will be the state-of-the-art new gate for the airport's entrance which is due to begin soon. The runway renovation project is completed from a design perspective, and a contractor is now being sought to carry out the work. With regards to the hangars, the biggest hangar (H31) has now been renovated and work will begin on the next (H36), in the near future.

Q: What of the FBO services (Munawala), and services such as fueling, ground support and catering?

A: Munawala Ground Services LLC, is a subsidiary of Abu Dhabi Airports. Munawala was established in January 2015 as an airport service provider, and began operations as a ground handling company operating at Al Ain International Airport, Al Bateen Executive Airport, Delma Island Airport, Sir Bani Yas Island Airport and military airbases.

Munawala provides a full spectrum of services to private aviation and the Falcon Aviation fixed wing domestic fleet at Al Bateen Executive airport. It offers a 'one stop service' for



“The VVIP terminal is completed and was awarded a Pearl 3 rating from Estidama for its sustainable design and construction.”

private flights with full aircraft ground handling and passenger handling through the newly opened VVIP terminal and the recently refurbished VIP terminal, both of which have been developed to provide an exclusive passenger experience.

Munawala manages the full range of FBO services including landing permits, on board catering, from the on-site executive flight kitchen and will also facilitate the aircraft fueling. Passenger and crew transport as well as hotel accommodation are available at Al Bateen Executive Airport.





Munawla has continued to invest in bespoke equipment, the latest additions being an electric aircraft push back tractor and a luxury edition Cobus 2700 to compliment the fleet of limousines used for apron transfers.

Q: You had a very successful year in 2016, winning the March 2016 “Airport of the Year” award. What are your views going forward?

A: 2016 was another great year for Abu Dhabi International Airport (AUH) with many milestones achieved and awards and accolades won for the capital’s gateway. Such awards are down to the hard work of our team at AUH and our stakeholders, and they reflect the team spirit of those working in the airport’s terminals who make sure that the passenger experience is as exceptional as possible.

These international recognitions are the best vote of confidence in our services, which we strive to continuously develop and enhance, in order to meet the expectations of our unique passenger demographics, and to reflect the proud image of the Emirate of Abu Dhabi.

Last year we implemented several initiatives which have improved our passenger experience, such as the Smart Travel System that allows passengers to check-in and move through immigration and security within fifteen minutes, interacting only with cutting edge technology. We have also installed an enhanced and quicker hand baggage screening system at the security check points. Our airport processing times have



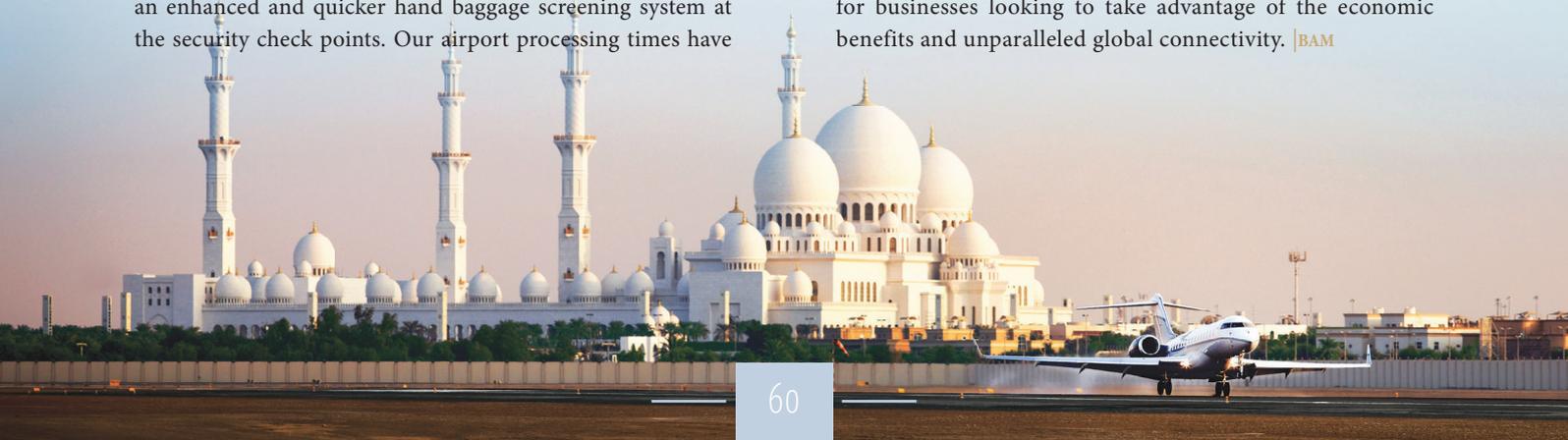
therefore dropped and our passengers are very happy with that. They now have more time to spend in our retail and F&B outlets, and more time to relax before their flights.

Q: Is the regional economy helping or hindering you at present?

A: Abu Dhabi’s economy is one of the fastest growing in the region, but our wise leadership is not focusing exclusively on a high growth rate, it is more concerned with how to make such growth sustainable, regionally balanced and diversified. By diversifying, our economy is less vulnerable to the lower oil prices we have seen over the past couple of years. The underpinning driver is our Economic Vision 2030. Diversity requires a first class, modern transportation infrastructure, in which Abu Dhabi Airports obviously plays a fundamental role.

Having a world class international airport is vital in raising the profile of the Emirate as a top travel and business destination and enables diversification by fostering growth across all industries through increased connectivity. In addition, Abu Dhabi Airports manages and operates four other airports to ensure that our aviation sector caters and covers the entire spectrum of air transport. Therefore, our network of airports includes Al Bateen Executive Airport, Al Ain International Airport, Sir Bani Yas Island Airport and Delma Island Airport.

Abu Dhabi Airports also has a role to play in the development of Abu Dhabi Airports Free Zone, an ‘aerotropolis’ featuring a Logistics Park, Business Park and Business Centre. It is set to become one of the key commercial hubs in the region for businesses looking to take advantage of the economic benefits and unparalleled global connectivity. |BAM





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PROFILE OF

M.C.M. MAINTENANCE CENTRE, MALTA

Alexander Vit, Managing Director of M.C.M. Group, on running a successful MRO operation



Q: How long has your organisation been in the MRO field?

A: M.C.M. Maintenance Center Munich was established in 2000. At the time we worked on Bombardier Learjets and Challengers, Dornier 328's and some Beech King Air models. Over the years we added several other aircraft types like Cessna Citations and others to our EASA certificate.

In 2008, we opened M.C.M. Maintenance Centre Malta Ltd. at Malta's International Airport. Initially, we operated from a small office in the Air Malta hangar, offering EASA line maintenance for Bombardier Learjets and Challengers, Cessna Citations and Dornier 328 Series aircraft. M.C.M. Malta's first hangar and office building were inaugurated in 2010, followed by the Base Maintenance approval.

For some Falcons and Gulfstreams we are certified to perform Line Maintenance. Our component capabilities, include wheels, batteries and structural components as well as aircraft interiors, including veneer and lacquer, fine leather and fabrics maintenance. In December 2010 AP-Aeronautical Professionals Malta Ltd., a M.C.M. Group subsidiary company which focuses on continuous airworthiness management (EASA Part-M) and aircraft type training (EASA Part 147) started operations.

“Initially, we operated from a small office in the Air Malta hangar, offering EASA line maintenance for Bombardier Learjets and Challengers, Cessna Citations and Dornier 328 Series aircraft. M.C.M. Malta's first hangar and office building were inaugurated in 2010, followed by the Base Maintenance approval.”

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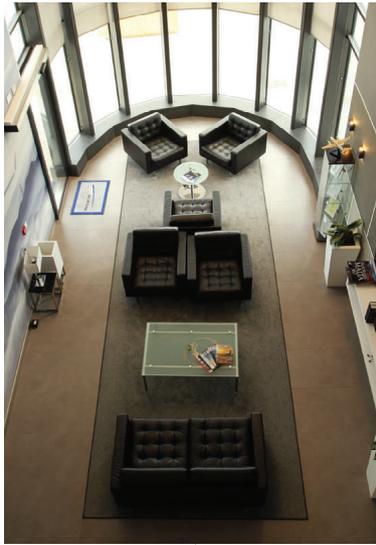
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In 2013, we joined Bombardier's Authorized Service Facility (ASF) network as an authorized Maintenance Facility for the entire range of Bombardier Business Jets.

In 2016 we further expanded our Malta operations by investing in an additional 2,400 square metre hangar. This hangar can accommodate three Globals simultaneously and also has some 2280 square metres for workshops, a customer centre, training facility and offices.

To provide Diamond Aircraft operators with State of the Art Maintenance Services M.C.M. Maintenance Centre Malta Ltd. became an Authorized Aircraft Service Center in March 2017. MCM Malta over the years has been certified by the FAA, Bermuda, Libya, Tunisia, and others.



Q: What are the basic requirements for a high-quality MRO operation?

A: First and foremost, you need dedicated, well trained, experienced and skilled personnel. From the cleaner to the certifying staff - from the front desk personnel to the planners and engineers - from the guards to the managers. The quality of any operation directly reflects the quality and dedication of every single person involved.

Q: How do you keep up quality assurance?

A: We believe absolutely in providing staff with high quality training. Therefore, we have our own EASA Part 147 Training facility AP Malta - Aeronautical Professionals, providing theoretical and practical training courses, operating within our premises. AP Malta uses and applies our day to day experience in designing these courses. Plus, MCM Front Line Certifying staff regularly bring their expertise and up-to-date knowledge into the classrooms.

MCM also applies a more stringent "Checks and balances" policy than required by EASA regulations. In essence, we still apply the old fashioned inspector's philosophy of a second look by an experienced staff member. We employ a large number of staff whom we have trained and moulded into Business Aviation technicians from the ground up. These young people are accompanied by older experts who are tasked with constant supervision and oversight, to ensure our staff stay ahead of problems.

Q: What can you tell us about pre-paid services such as Power by the hour programmes and OEM maintenance service plans?

A: We are open to work with all of these programs, both

those provided by the OEMs as well as the ones by maintenance insurance providers. These programs offer protection from unforeseen financial and operational interruptions, but of course at a cost. Maintenance does not become cheaper or faster because your maintenance insurance provider pays for it. Some of these programs are worth every penny invested, because they are responsive and flexible. However, one or two of the OEM's programs appear very stringent, stringent to a point where an operator has to call OEM authorized personnel in from a distance, despite the fact that a fully type certified and often manufacturer trained maintenance provider is available at the aircraft location. It is rather annoying for

a customer to see its aircraft remaining grounded, despite fully trained and certified personnel being available to help on site. In the interest of our entire industry, manufacturers, operators and maintenance providers alike, more customer orientated policies should be applied by these OEMs.

Q: Do you look to multi skill your engineers across a variety of aircraft types or do you have some specialist sections...

A: Absolute yes. With a wide variety of aircraft types on the portfolio and the entire range of Line and Base Maintenance on offer, we need our personnel to cover more than one type. On the other hand, we ensure that our personnel are not focusing on too many different aircraft types. Of course, we also employ some specialist trades like our interior specialists, who have come to us after long standing careers as furniture conservators, saddlers or other suitable professions.

Q: What about owner/operator education? It is very easy for an owner to fall into the trap of laying up the aircraft when they get cash strapped and not doing the standard maintenance checks, which lays them open to huge expense to get airworthy again.

A: We assist our customers in solving problems and work together to bring their aircraft back into operation as quick and safe as possible. If we recognize that our customer's assets are likely to fall out of maintenance requirements, we usually contact them to inform them about storage requirements etc. Final expenses can amass to huge costs very quickly if the assets is not treated properly. Also, inefficient planning from the operator's CAMO, or personnel changes within that team can result in additional costs and efforts which may be avoidable. In these cases, we can offer assistance via our AP - Aeronautical Professionals Malta Ltd subsidiary, an EASA Part M approved organization providing consultancy and airworthiness management. [BAM](#)

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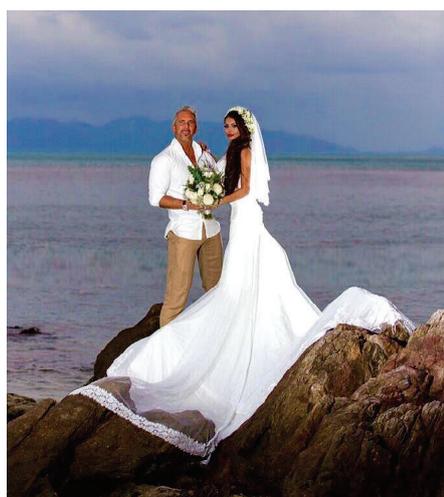


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VENUS RISING

Lord James Nicholas-Clark (still under 40) talks to Anthony Harrington about being an impressive serial entrepreneur with a jet setting lifestyle

Q: How did it all begin?

A: I was blessed to be educated in some of the finest schools in the UK. At a tender age my parents sent me to a very prestigious boarding school which set the stepping stone to a highly prestigious Business School, based in London. My education sharpened up my entrepreneurial ambitions, which were already pretty focused. My first venture began in my early 20's when I graduated from the School in 2002, with a £5,000 investment. I bought a somewhat run-down boutique hotel in Somerset. I redeveloped the hotel and solely managed the project and sold it for a considerable profit. At the same time I also commenced a private VIP chauffeur service and a private jet and helicopter charter business. By mid 20's I was building successful startups and learning from my competition by interfacing with their customers. From there, my Learning never stopped. I stayed curious. Try to learn something new every day.

By my late 20's I went into commodities trading and now own several companies which specialise in everything from commodities trading to more recently luxury goods such as saffron and Persian caviar. I decided that although I was young my team didn't need to be, experience is priceless and I took on board some of the best senior employees who helped grow my companies quickly and as result attracted investors who could see being my partner for decades!

My latest venture is VENUS Cosmetics, which my wife, Venus Behbahani-Clark and I began some 18 months ago.

Currently, the key product range in the Venus line is a collection of two tone lipsticks creating an ombré look. VENUS lips are a style in which two shades are worn on the lips. Typically, first color goes around the edges of the mouth, then another is put in the inner parts of the lips and blended outwards. We are on the point of launching the Italian made product and are very excited about it.



The elegant uplifting lipstick line will commence with ten shades, each named after the 10 positive emotions. Emotions which have been deeply explored Dr. Barbra Fredrickson. The work of Fredrickson and her colleagues has had great impact on the science of happiness. Their study of positive emotions, specifically, “the big 10 emotions” she identifies – love, joy, gratitude, serenity, interest, hope, pride, amusement, inspiration and awe – has given life to many of the ‘happiness habits’. VENUŠ lipstick shades have been inspired by Dr. Fredrickson’s work and are named after these emotions. They come in an alluring spectrum of shades, from soft and subtle tints to completely mesmerising shades, curated by my wife.

The motto for VENUŠ lipstick is “From my heart to your lips” - A message from my wife to women (and men) who wear lipstick to express their personality and individuality and require a wide array of shade choices to reflect positive changes in their mood and lifestyle. Obviously, we are very proud of VENUŠ cosmetics and the positive message of empowerment that is the hallmark of the brand.

Q: Venus has had a fair amount of press in Australia lately as the latest member of the 4th series of the reality TV show, Real Housewives of Melbourne. How did you two meet?

A: I was living in the Middle East at the time. This was

some four years ago and Venus was out there on a convention. We were associates and we went out on a date. I flew Venus out to Venice four days later, with the idea of proposing to her in the most romantic setting I could find. Eight months later we were married. She told me later that she didn’t even like me much on our first date. I told her on that date, “Give me three dates and I’ll convince you.” It was on our third date that I proposed, on one of those exclusive hand-crafted Italian canal boats. I had to get a 5 carat diamond flown into Venice from Miami as well as a boat full of roses including a bunch of heritage roses and it still holds the record as the most expensive date of my life!

Q: Do you still trade commodities?

A: I did very well out of trading oil and gas, and I still trade if I see an opportunity, if I see a deal that I can shift pretty quickly. For example, when Saudi Arabia and the UAE sanctioned Qatar I saw multiple commodity opportunities. I am not privy to discuss the details of deals but I had the chance to take on a significant trade and moved it very quickly to the Iranian market, which generated a very decent profit. In summary, I get involved pretty quickly if that kind of opportunity presents itself.

However, I have lots of other initiatives going on at present, so I classify myself very much as an entrepreneur these days, rather than solely as a commodity trader.



Q: Haven't you given yourself an added layer of challenge by choosing to make Australia your home? It's a great country but it is a tough proposition if you are not in commodities or agriculture.

A: It is true that Australia is a long way off the financial and commercial hubs of the UK, Europe and the USA. However, I changed my whole life around for my wife. Before my marriage my businesses were all based in the UK and within three months I had relocated everything to Melbourne. The Behbahani family are very well known in Iran and the Middle East and Australia is now my home with a somewhat expat Persian community – the largest outside Iran is in USA. Venus' family background is well known in Iran with her grandfather and great grandparents being associated with very high ranking Governmental roles.

Venus herself is a lawyer and stopped practicing temporarily to raise two gorgeous daughters and will be returning to practice in the human rights field - facts that tend to get forgotten in the glitz and glamour surrounding the reality TV show!

Q: So how do you like Australia?

A: I absolutely love it. There are parallels with the UK, but it is also very different. I lived in Portugal for eight years and in Dubai for three, and really enjoy being in the sunshine. You can get all four seasons in a day here in Melbourne, just as you can in the UK, but the summers are so much better!

Plus, I can transact business from here just as easily as from London or New York. The only problem is the time difference and the journey length when I have to travel, which is often!

Q: How often do you fly private when you fly?

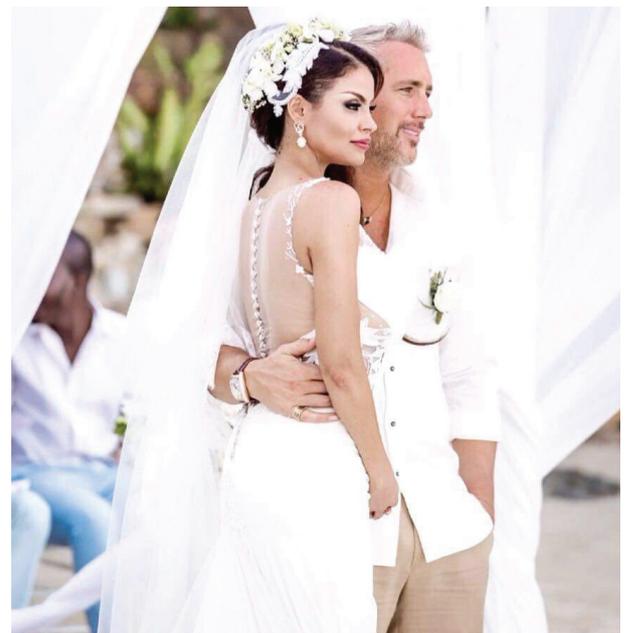
A: I fly private most of the time, but not internationally. Flying from one international airport to the next I will fly commercial first class. Around Australia, or in Europe or the Middle East, I would fly charter. These new apps that have come out in recent years allow you to buy empty legs at very good prices. We are in the US quite often and chartering a jet there is very easy, particularly on the routes we use a lot, between Chicago and Indiana, or Chicago and Los Angeles.

Q: What do you like most about flying private?

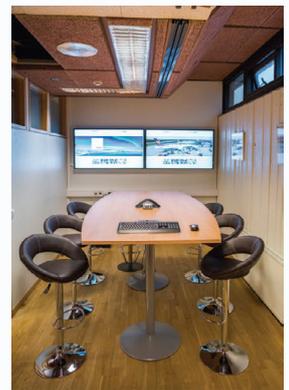
A: The freedom and the ease it brings to travelling. You do not have to go through crowded airports and experience the usual delays you get with scheduled flights. For me, though, it's just business. Flying private is still just about getting from A to B with the minimum of inconvenience. If I am flying long distances, say eight hours or so, the narrower cabin of a business jet, by comparison with the first class cabin of, say Etihad, is far too cramped.

Q: Would you consider buying your own private jet?

A: I might aspire to it, the way one aspires to a super yacht, but I doubt that my wife would ever let me spend that much money, no matter how much wealth I accumulate!. |BAM



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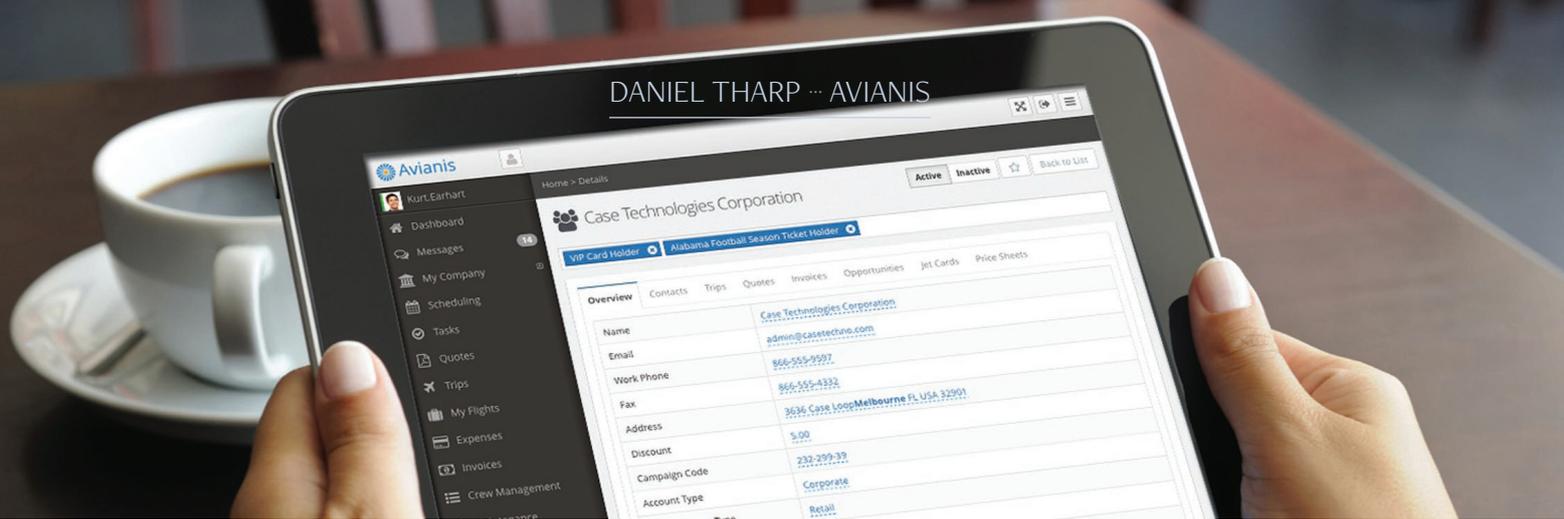
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CONTROLLING THE CONTROLLABLE THROUGH COLLABORATION

Daniel Tharp, Managing Director, Avianis, talks to BAM about the technology company's stealthy growth and position in the marketplace

Q: What made you decide that business aviation was the sector you wanted to enter?

A: As a technology company you always want to address serious “pains” in an industry that no one else is dealing with adequately. We had a peek into the management systems available for business aviation companies back in 2007, when we were thinking of developing our platform. We found that there was nothing really targeting the unique needs of business aviation companies. In fact, we were quite surprised at how underserved the industry was with little-to-no viable management solutions on the market. This was very encouraging for us.

We then spent the next two years making some initial investments to build our pre-market product and get a much deeper look at this opportunity. Early on it became clear that many businesses were using non-industry focused off-the-shelf software, spreadsheets and legacy operations management tools. Nobody had tied the knot across the whole of a fleet operation and all the business management challenges fleet operators face on a daily basis. For example, an aviation focused Customer Relationship Management solution is significantly different and more expansive than what you would find in a standard commercial CRM product.



Q: What was different about your approach?

A: We saw that a customer centric systems approach was what these operations really needed. This entails a very seamless integration and process flow between the CRM and operations, so that they are really one and the same. We also focused on bringing productivity solutions into play, such as document management, tasking and in-app messaging to really drive a more collaborative management approach throughout the whole flight operation.

If you look at the profitability and the success factors for any customer relationship from an operator's point of view, it is not a conventional commercial single tier product and/or service arrangement, like, “how many t-shirts did we sell?”. You need to build a much more complex customer profile that captures all the key operational, preferential and logistical data along the way. Meaning your customer profile is ideally the cross section of many trip engagements and every data point gained within each.

The lack of transparency across departments is another challenge we see within many flight operations. When we first begin working with a client, we typically encounter pretty distinct and inefficient data silos. With Avianis, the whole of the customer engagement is managed in one platform with all departments playing their

role. This naturally provides an environment that allows for seamless departmental hand-offs and data sharing. The list of efficiencies gained and time saved with this approach is extensive for any operator which leads to a richer and more pleasurable experience for the traveller.

Q: What has industry adoption been like?

A: When we began we thought we would enter the market through a more organic growth approach, winning smaller operators as our initial clients and going on to capture the larger enterprise clients. While this was somewhat the case, we were catapulted into the enterprise space in 2014 when we brought on Jet Aviation. We were thrilled to have been given that opportunity by one of the largest, most respected operations in the world. This certainly served as a launch point for the significant and accelerated growth of our business. Our footprint now contains some of the largest operations in the world with a healthy mix of mid and small fleets.

Q: You managed all this without a formal launch?

A: Actually, we launched officially in 2010 in Austin, Texas, but we were pretty unknown. We knew it was going to take us another two to three years to get the platform where it needed to be, so we did no advertising or press, apart from attending the trade shows. It was kind of a stealth launch. We did find some benefit in quietly solidifying our unique position in the marketplace before any potential competition caught on.

We have also found that being the first to really provide a comprehensive platform approach to aviation business management has led to a significant growth curve solely through word-of-mouth references. There is no better compliment than the unsolicited recommendations from our clients to other flight operations.

We now have a big footprint in North America, with some amazing clients and we plan to launch operations in Europe next year. We are already working with large international clients to roll out global-ready regulatory and financial compliance capabilities within our platform. These are certainly very exciting times for us.

Q: So is this NBAA going to be the most exciting trade show you have been to yet?

A: We certainly expect a lot from the show because of the products we have already launched and what we are going to be announcing. Top among the new capabilities, is our new Apple and Android mobile app for flight crews and the Avianis.io integration suite. The IO suite is really exciting in that it represents our move to really begin supporting the many vendor businesses that work with our fleet operators. We always knew that once we reached a certain level of operator install base, we would have the opportunity to better serve their vendor relationships through comprehensive, more integrated technology.

The Booking API is the first part of Avianis.io that we are launching in Q4 2017. This will serve the major online charter booking platforms and charter brokers who can now all seamlessly integrate with our platform to increase exposure to the operators by providing them with more automated access to schedules and flight booking flows. A more consolidated and consistent transaction processing directly to the operator's business platform serves all parties involved quite well. It is a natural next step for us to be extending our technology out to the wider supplier market to help both operators and suppliers to transact more efficiently. As I said, these are very exciting times for Avianis. |BAM





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2016 Gulfstream G150 | sn 322 | C-FWEE

160 hours since new, Collins ProLine 21 Avionics Suite, GoGo Business Aviation Broadband Internet System, Equipped with TCAS II CH. 7.1 upgrade, Equipped with ADSB – B In / Out. Asking Price: Make Offer



2011 Hawker 4000 | sn RC-64 | N446CC

1,033.5 hours since new, ATG-4000 Wi-Fi, Block Point Upgrade / Load 20 mod completed at Factory, TR SB completed. Asking \$4,495,000.



2008 Hawker 400XP | sn RK-581 | N453TM

5,050 hours since new, ATG-2000 Wi-Fi, owner will deliver with Fresh HOTS, and Fresh A, B, and C Inspections. Asking \$2,100,000.



2006 Hawker 850XP | sn 258764 | N522EE

1,822.3 hours since new, Engine and APU on MSP Gold, Aircell ST-3100 SATCOM, Airshow 410. Asking \$3,250,000.



2003 Hawker 800XP | sn 258640 | N896QS

8,559.5 hours since new, Engines enrolled on MSP, ProLine 21 Avionics Suite, AirCell ATG-5000 Wifi. Asking Price \$2,295,000.



1998 Challenger 604 | sn 5377 | N610TM

11,913.4 hours since new, Engines enrolled on GE OnPoint, Airframe enrolled on Smart parts, APU on MSP Gold, ATG-5000 Wifi. Asking \$3,100,000.



1996 Gulfstream G-IVSP | sn 1301 | N92AE

8,752.9 hours since new, ATG-5000 WiFi, Engines enrolled on RRCC, and the aircraft is equipped with CAT II Approaches. Asking Price: Make Offer.



1982 Dassault Falcon 50 | sn 108 | N399GG

10,995 hours since new, Engines and APU enrolled on MSP Gold, Collins PL21 avionics, Fresh Gear Overhaul, Paint touch up in 2015. Asking \$1,300,000.

A DAY AT THE E-RACES

Tim Huppler and Jane Stanbury

There's a new boy on the racing car block, Formula E, with the E standing for Electric. The race vehicles look very much like Formula 1 cars, but gone are the traditional roaring thorough-bred gas engines, which have been replaced with electric motors and batteries, developed at the cutting edge of technology. Whilst top speeds and acceleration times are somewhat less than that of F1, the sport is gaining velocity, literally. For the 2018 season a power gain of around 5% has already been announced by the organisers which will improve overall performance.

FE now has an established world-wide annual schedule. The 2017-18 season takes in a vibrant mix of international cities, starting in Hong Kong, 2 December 2017, and finishing with a championship deciding, "double-header" in Montreal, 28-29 July 2018, one of only a few cities, including São Paulo and

Monaco, that hosts both Formula 1 and Formula E. In a vote of confidence for the sport Montreal's visionary mayor, Denis Coderre, has signed-up to host Formula E for the next 5 years. The 2018 schedule, the fourth in the series, will also flash through Marrakesh, Paris, Rome and New York City, amongst others yet to be announced.

Unlike Formula 1, all races compete on city roads. The ear-splitting roar of the F1 car engines is replaced by the normally drowned out sound of tyre screeching at corners, and a gentle whirring from the electric motors, as drivers accelerate out of the bends. The heart-of-the-city street circuits bring the races to the people, improve accessibility, and attract a diverse audience, eager to find out more about the future of motor sport. Formula E is clearly targeting an inquisitive, digital generation which maximises social media. Organisers play to this strength. "Fan Boost" encourages individuals to use social

“ The ear-splitting roar of the F1 car engines is replaced by the normally drowned out sound of tyre screeching at corners, and a gentle whirring from the electric motors...”



media to vote for a favourite driver. The most popular drivers get a “free” five second battery boost – an innovative idea that has die-hard F1 fans cringing. Points are awarded not just for winning and finishing, but also for the sponsored “Visa Fastest Lap” (another F1 cringer).

It’s not the only difference from F1. The rules state teams must use the same batteries and tyres, which results in “purer” racing. Driver skills and tactics make a significant contribution to winning. As a result, FE has gained a reputation for race results coming down to the very last lap, in stark contrast to

F1 where racing is too often processional. Yet there are some similarities to F1. Each team has a pair of cars in each race, however the drivers are required to change to a second fully charged car mid-way through. And just like F1 the racing can be out-right dirty with drivers seemingly holding each other up to give fellow teamsters an unfair edge. Make no mistake each race is filled with the same aggression and competitive nature as a leading F1 event.

According to Alejandro Agag, Founder & CEO of Formula E, “Formula E is more than just a race, it’s part of the electric

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revolution in the motor industry and is a catalyst for the future of sustainable mobility. We have a mission that will make our society cleaner and better for future generations. Our vision is that one day every car in the world will be electric.”

This commitment is supported by a growing number of leading brands. Julius Baer, the Swiss private bank, is Formula E’s leading global partner and is joined by luxury names recognising the marketing potential for brand alignment. Tag Heuer, Michelin, Allianz, BMW, Visa and GH Mumm all support the series. Teams include well-known marques such as Audi, Andretti, Panasonic-Jaguar, and Virgin. Porsche and Mercedes have committed to enter the fray in season six. It’s clear the European luxury car companies see a big future in Formula E.

Off the circuit a tour of Montreal’s in-track entertainment, food stands and exhibitors, showcased the eclectic FE mix. In line with Montreal’s reputation as a gastro-heaven the many upscale food outlets tantalised the taste buds. The fun also included virtual car races and open singing/dancing competitions, as well as an opportunity to meet and chat with the drivers.

Jaguar displayed its stunningly beautiful first all-electric vehicle, the five seater I-PACE Concept, available from the latter half of 2018. Official data is yet to be announced but range will be in

the order of 400 km, pace up to 0-100km/h in four seconds, and recharging will take an impressive 20-minutes. Jaguar are not alone in using the sport as a proving ground. “We’ve already seen examples of technology transfer with the Renault TREZOR concept car, which will incorporate their championship-winning powertrain. Also, the NIO EP9 - the fastest electric supercar to navigate the Nordschleife, combines the same philosophy and suppliers used by NextEV, the team with which Nelson Piquet Jr. clinched the Formula E title in the inaugural season,” adds Agag.

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Formula E is already attracting an influential portfolio of participants. Virgin founder Sir Richard Branson is a team owner, and has stated he believes Formula E will surpass F1 within the next five years. Other team owners include Alain Prost, the legendary four-time F1 world champion, and actor/global environmentalist Leonardo DiCaprio is chair of the Formula E Sustainability Committee. Leading drivers include Sebastien Buemi, Jean-Eric Vergne, Nelson Piquet Jr. and Nick Heidfeld, all of which whom bring F1 experience to the track. Undoubtedly Formula E, and the technology, is here to stay. Looking to the future the competition will centre around who retains top motor-sport spot, FE or F1. The race is on. |BAM



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