

WINTER 2017/2018

BUSINESS AVIATION MAGAZINE



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GINA AMIES

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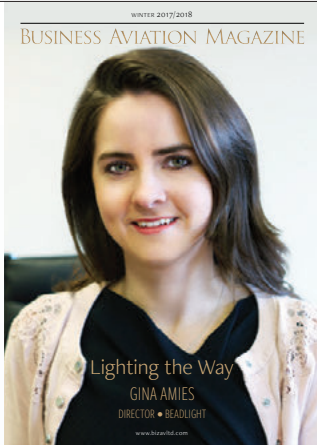


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s 2017 draws to a close and we all start reflecting on what 2018 may or may not bring, there are several positives to draw on. First and foremost, the Trump tax cuts, which at the time of writing had just been passed by both the House and the Senate, could turn out to be a very significant boost to sales of both pre-owned and new private jets.

A US-taxpayer who buys a \$4 million pre-owned jet can now set 40% of that purchase price against tax, which means the US government will, in effect, stump up \$1,600,000 towards the purchase price. With so many pre-owned jets already heavily price-discounted, this extra boost should really help to accelerate sales.

The Trump tax cuts have also delivered a second major benefit, as has already been widely reported in the press. This concerns the threat that the IRS was about to tax aircraft maintenance expenses incurred by aircraft management companies, at the rate of 7.5%. The new tax legislation rejects the idea of such a tax absolutely and unambiguously.

All this, of course, is quite separate from the fact that the cuts themselves put a great deal of cash back into the hands of US companies and ultra-high net worth individuals – all of which is likely to stimulate aircraft ownership in the next year or three.

Then there is the fact that Bombardier, which has had its troubles, now has a solid partner in Airbus, which apparently loves Bombardier's C Series regional jet. And it has to be at least interesting that Boeing and Embraer are exploring getting a similar kind of partnership deal going with respect to Embraer's own E-190 regional jets.

While regional jets belong firmly in the commercial airline space, rather than in business aviation, these deals would help to strengthen two key business aviation OEMs and so, one has to cheer them on.

What to make, though, of Dassault finally running out of patience and calling time on the Falcon 5X and Safran's troubled Silvercrest engine? That part does not exactly look positive for the industry, but on the plus side, Dassault also announced that it would be doing a Falcon 5X equivalent – name still to be decided – with Pratt & Whitney's PW800 engines providing the power. Great for PWC, not so great for prospective Falcon 5X buyers who will now have to wait and see if the specs for the new aircraft will give them what they thought they were going to get from the 5X. One thing we do know is that the new jet will have at least a 5,000 nautical mile range, and the same fuselage cross section as the 5X.

For its part Safran is comforting itself with the fact that Textron is still hanging in there with its commitment to use Silvercrest to power its Hemisphere jet, which is still scheduled to achieve a 2019 first flight.

Will 2018 be the year that sales of business jets finally start to ramp up? The US tax cuts and improving economic data from around the world make it at least a possibility. Let us hope that worst case, 2018 at least turns out to be the year when markets bottomed and started to go back up again...

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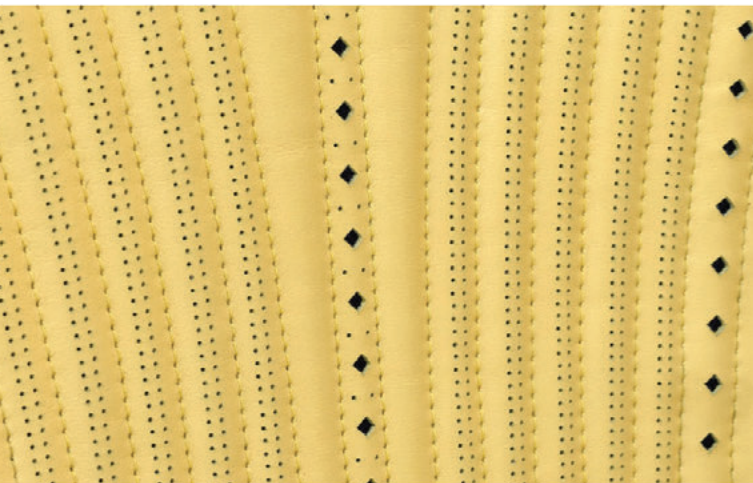
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LIGHTING THE WAY

Gina Amies, Director at the aircraft lighting specialist Beadlight, talks to Anthony Harrington about the companies successes in a technically demanding niche market

Q: How long has Beadlight been in the cabin seat lighting market?

A: Beadlight has been in this market since 1997 and we were the first company to put an LED reading light into a commercial aircraft, in this case to Virgin Atlantic. Beadlight was acquired by Original BTC a British specialist lighting and manufacturing company in 2013. Original BTC is an international company selling lights around the world with showrooms in prime locations such as London, Paris and New York. The Original BTC group is a holder of the Queen's award to Enterprise and International Trade.

I joined Beadlight with the acquisition by BTC. I have a Law and Business BA Hons degree and a postgraduate law degree and have worked in manufacturing on and off for the last fourteen years. I worked for the parent company, Original BTC, and after the acquisition, I was appointed to run Beadlight, which I have done and continue to do.

Q: How has the company fared since the acquisition?

A: It has more than doubled in size. We manufacture everything at our Head Office in Witney, and what we do not manufacture ourselves we look first to source from UK suppliers. However, we do source far and wide where necessary to enable us to create the best in design, quality and value. The LED lighting field is very fast moving, with a lot of

R&D going on and we have our own design and development department with a team of designers and engineers. This enables us to stay at the front, developing improvements and having the flexibility to meet our customers' requirements.

This gives us very tight control over product quality that is essential for the aircraft industry, be it commercial or business aviation.

Q: How long do LED lights last on an aircraft. I can't imagine anyone wanting to be going round the cabin replacing bulbs...

A: (Laughs) No, the reading lights we specialise in are made to last beyond the life of the aircraft's interior, which is at least 25 years. There are no bulb changes. The LEDs and circuit designs are chosen and developed carefully to ensure they are long lasting and the interior of the aircraft will deteriorate to the point where a refurbishment is essential, long before the lights wear out.

Q: How many people do you have in the company now?

A: We are currently 15 strong, and are recruiting for three additional staff. We are looking to have a head-count of around 18 to 20 staff by the end of 2018. Our staff are extremely skilled and well trained, and we have designers as well as electrical engineers and manufacturing/assembly staff.

Beadlight



“ The reading lights we specialise in are made to last beyond the life of the aircraft’s interior, which is at least 25 years. There are no bulb changes. The LEDs and circuit designs are chosen and developed carefully to ensure they are long lasting and the interior of the aircraft will deteriorate to the point where a refurbishment is essential, long before the lights wear out.



We work very closely with our component suppliers here in the UK to ensure that we get the highest quality products. Quality is everything in this industry.

Q: How much innovation is there in providing aircraft lighting?

A: Innovation is constant. We are launching new products at Aircraft Interiors Expo in Hamburg in April 2018. These will be ambient lights for first class seating. Unlike our specialist reading lights, which have very finely tuned light cones so that it does not spill over into the next seat to disturb the occupant there, for example if they are trying to sleep. The ambient light is designed to create a warm core of light. This radiates a soft wash, depending on the LED colour temperature chosen, across the seat shell. It creates a more homely, comfortable, relaxed atmosphere and feel.

We are already talking to a number of aircraft OEMs about this product and have a launch customer for the product. It is our first ambient light offering and we are really pleased with it.

Q: Since you are selling both products to certain business aviation OEMs and to commercial airline OEMs, the volume of individual lights required must be pretty large?

A: Yes, absolutely. This is potentially a very large market. Our reading lights are widely used in commercial airlines as well as in some business jets. Our ambient light product is designed for first class cabins and is also being well received by



designers who focus on both private jets and super yachts.

Q: How much customisation and bespoke work can you do on a product for an OEM or a designer?

A: We have designers in-house and part of the service we offer the clients we work with is the ability to tailor the product to suit their particular requirements, including redesigning finishes in different materials, or doing more drastic changes in terms of the way the product is fixed to the area it is going to be recessed into.

We do a lot of customisation work so that they will integrate fully into the OEM's seat design.

We will also do completely new concepts. So a customer can come to us and say, this is the space we have, what can you recommend by way of a design that would be suited to it?

We are also constantly innovating. For example, developments in LED technology now enable more light to be generated from smaller light sources, this has recently allowed us to respond to the fact that aircraft OEMs prefer reduced depth lighting, so that they do not have to use up a lot of space recessing these lights. Our newest launch product is our Mono CS LED reading light that is just 11.5 millimetres deep. Historically our Reading lights have been around 40mm, in 2016 we launched products 20mm deep and this year we have an offering that is 11.5mm depth, this is a huge reduction, and it is being very well received by OEMs.



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Q: How important are the major exhibitions for you?

A: The big aircraft interior exhibitions are very important for us, with the most important show being AIX, Aircraft Interiors Expo in Hamburg. This year we have also been to AIME in Dubai and AIX America. We are looking closely at NBAA and EBACE and evaluating the possibility of exhibiting there, but we have not done so yet.

“Our Sirocco lights have been very popular since 2009, and continue to do very well for us. The products have been developed over the years and the updated version is also our biggest seller in 2017.



Q: What is your best selling product at the moment?

A: Our Sirocco lights have been very popular since 2009, and continue to do very well for us. The products have been developed over the years and the updated version is also our biggest seller

in 2017. We expect a high level of sales to come from our reduced depth lights that we are introducing next year and from our ambient lights for commercial and private jets.

Q: What is the sales cycle like for you?

A: It is usually about twelve to eighteen months. Aircraft interior designers usually start thinking about the lighting aspects at a very early stage in the design. So we will work with the designers to help them firm up the specifications for their ideal reading light or ambient light at the preliminary design stage. The actual sale and the delivery to the completions house tends to take place around a year or so later. We do offer shorter timescales where needed, with quick turnaround times of three to four months. We are a customer focused company and always look to help wherever possible.

Q: At the Dubai AIME Show in February, you had Sheik Ahmed bin Saeed Al Maktoum, the Ruler of Dubai and CEO of Emirates, visiting your booth and talking to you personally. That must have been a thrill?

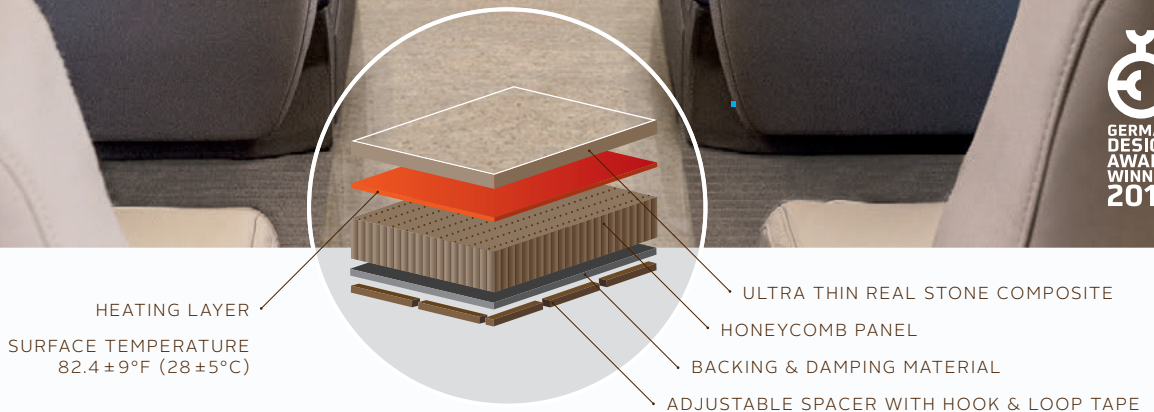
A: Yes, it was fantastic. He was very gracious and complimented us on the lighting designs. These shows are great for us. They really help to increase our visibility in the market. |BAM



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THINKING OUTSIDE THE BOX

Anthony Harrington talks to Neil Book, President and CEO of Jet Support Services, Inc. (JSSI)



It has been around a year since we last spoke. At that time, you had just begun offering services to the regional jet market. How has that gone?

NB: Our entry into the commercial airline market has been tremendously exciting for this business. We have scaled it significantly since our entry a year ago. We have moved into markets where we have never done business. What we have found in the process, is that there is an absolute need for smaller regional airlines to receive the support that we provide. I think it is clear that they are being under-served in the market today, and we see this as a tremendous opportunity.

AH: By under-served, you mean that their OEMs are not coming up to scratch?

NB: We focus on the fleets with 30 aircraft or less and those fleets are just not getting the attention that they deserve. If they are competing for service with an airline that has 250 aircraft, they are way at the back of the queue. That is where we come in. We have seen about 100% year-over-year growth since we entered in 2015. Clearly that rate of growth will level off over time, but it is incredibly exciting right now!

AH: Can you see a few more years of doubling your growth in this market?

NB: I can. There are a lot of smaller regional airlines out there looking for the kind of solution that we are in a unique position to provide.

AH: What of other markets?

NB: We have several markets that are very hot right now. At NBAA-BACE 2017, we announced a very exciting new programme with Starr Companies, one of the largest aviation insurance companies. Starting immediately, they are going to outsource the management of engine and APU claims to JSSI. We are going to reduce the cost of their maintenance spend and we are going to get their customers' aircraft back

“ We focus on the fleets with 30 aircraft or less and those fleets are just not getting the attention that they deserve



Images courtesy of JSSI

in the air at a faster pace. Ultimately, the operator is going to be the beneficiary. Lower costs and shorter downtimes will lead to lower insurance premiums.

AH: How many engine claims do they generally have to process?

NB: Starr see roughly ten engine claims a month, so there is a fair amount of volume there. We think we can drive significant savings and an improved end-user experience. They are a top aviation underwriter, with a substantial portfolio of aircraft.

The key point is that this is so easy for them. There is nothing for them to do other than pass the claim to us to process and all the benefits flow from there. We step in and manage the event just as we do for 8,000 events a year for our own customers. This is what we do best.

AH: So in the past, they would have just sent the claim off to the OEM and then accept whatever bill came in and however long the repair took? This sounds like a massive efficiency gain as well as a significant cost savings for them and their clients.

NB: The technical expertise, the audit capabilities, and the agreements that you have to have in place with the MRO community to drive rapid, cost-effective repairs and turnaround, is key to this. We work primarily with the OEM facilities and their authorised facilities. But given that we work across virtually every make and model of business jet, turboprop and helicopter, plus regional airlines now, we are clearly working with the widest cross section of MROs in the market.

AH: So the MRO shops must love you too, because they can see a significant volume of business coming through from you.

NB: This presents a real opportunity for them. We ensure that our customers get the highest quality, quickest turn times and the most reasonable rates.



AH: And how is the mainstream business aviation market holding up?

NB: It has been incredibly consistent. We have seen growth in new regions, such as Asia, where we have not historically had a big presence. We also now have a business development team in the Australian market, for example. This year, we hired Jaslyn Chan as President of JSSI Asia, based in our Hong Kong office. Jaslyn has really done an excellent job, driving sales in that part of the world with her talented team. The Middle East, Africa and South America have also grown.

We are also very excited to announce the introduction of JSSI Advisory Services, a suite of services that presents new revenue opportunities for JSSI. One of which is asset inspection services.

Aircraft financiers and banks have the right to perform an annual inspection on every aircraft they finance. This presents a lot of logistical challenges and it is a very fragmented group of suppliers that can deliver this service all over the world. We have over 70 technical advisors located strategically around the globe. I believe that we are the best solution for banks when it comes to having their financed aircraft inspected annually. We are starting to see some real demand there and I think that this will be a business that will scale very quickly and deliver a lot of value.

We are also providing appraisal services and valuing aircraft for the business aviation community. We have a team of professionals that focus exclusively on this area. We are working with banks, brokers and operators to deliver the highest quality appraisal in the industry, so that these parties have an accurate idea as to the value of their asset at a particular time. All of our appraisers are ASA certified.

Lastly, we are now doing maintenance event management. This is what we do best. People can outsource the management of their maintenance event to JSSI. If they are not presently on a JSSI program, or if they have some coverage but not full coverage, we can step in and manage those events for them. This will again help to drive down their costs. I am very confident that we have priced this program in a way that will deliver value and significant savings for the operator.

You have to keep evolving and innovating in this business.

AH: Last year was a record-breaking year for you. Are you on track to break that record?

NB: This will once again be a record-breaking year for JSSI in terms of the growth of the core business and a lot of these ancillary businesses and services. We are making a significant investment in human capital and systems to support this growth. |BAM

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CIRCLING THE WAGONS

Gogo Business Aviation's senior vice president of technology and operations Mike Syverson talks to Anthony Harrington about managing security in the cabin, both in-flight and on the ground

Mike, let's start out by confronting the statement made by many cyber security experts, namely, that it is nearly impossible to stop a sufficiently determined and sufficiently skilled group of hackers from penetrating any computer that is not in a sealed room with no network or internet access?

MS: One hears that a lot, and it gets plenty of coverage in the media. Plus, there are state actors these days who have huge resources available to them to hack systems. The fundamental point here is to consider what is sufficient and reasonable by way of security, given that the principal in the aircraft and his guests are going to want connectivity.

Basically, you want to create a level of network security that is at least the equivalent, or better than the level of security he or she would enjoy if they were working in their office or their home. This level, which I will term "sensible safety", is something that people should expect when they are in a business jet that provides high-speed connectivity, and Gogo's network provides it.

At Gogo we are very aware of the ever-pressing need to be vigilant in staying ahead of potential threats to the security of airborne cabin systems. Right from the outset we were highly proactive in designing and building security directly into our products, networks and services.



In other words, security wasn't something we added after the fact – it's been fully integrated in our network and systems from the beginning and remains an integral part of our service versus being a bolt-on offering.

AH: What does that mean in practice?

MS: For a start, we decided from the beginning to deploy a CDMA network rather than GSM. Let me take a moment to explain what this means and why a CDMA network is more secure and harder to hack than a GSM network. CDMA stands for code division multiple access, and the reason it is preferred by the military over GSM is at least twofold.

One, it transmits at or below the frequencies at which the signal would seem to degenerate to noise, making it next to impossible for a third party to pick the message out of surrounding random noise.

Second it divides the message packets between multiple frequencies, again making it next to impossible for an outsider to reassemble the message and recover the original voice or data transmission. So it was a logical, and the most sensible, choice for our Air-to-Ground network technology in North America.

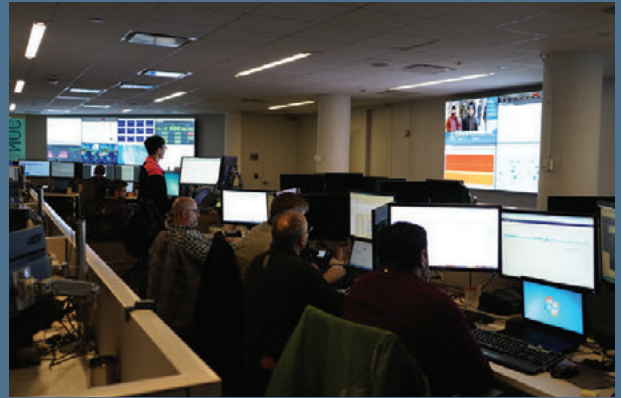
All data transfers over our ATG network are secured through the licensed spectrum which we own, with proprietary link layer encapsulation, providing very secure ATG communications. This includes any data transferred between the aircraft, our network ground stations and the Gogo Data Centre. We have a very sound network design with Linux firewall protection, and numerous technical security features built in.



It's also important to note that we own our network, so we can design each link for security and continuously monitor and analyze these links for potential security risks.

For example, our airborne connectivity system acts as a router that separates and secures the aircraft cabin LAN from the data bearers that provide access to the internet. Once your data leaves the router through the ATG antenna and moves onto the Gogo ATG network, it is transmitted to our base stations via the Gogo-licensed spectrum with proprietary link encapsulation. These base stations are connected to the Gogo Data Center through cables, known as the backhaul, that are Gogo-owned and secured. Our inflight network is managed by a sophisticated system of security and troubleshooting elements, including security





“ Security wasn’t something we added after the fact – it’s been fully integrated in our network and systems from the beginning...”



software and procedures, real-time monitoring through our Network Operations Center, and data redundancies – all of which ensure network security, reliability and operational superiority. We also have two data centers which provide redundancy as an added layer of security, and our data centers are constantly monitored with firewalls that separate key components of our network.

AH: What about inside the aircraft?

MS: By design the onboard aircraft comms equipment is isolated from the cockpit network, so other airborne system components cannot be accessed from the Wi-Fi clients being used in the cabin.

On the ground our Network Operations Centre, in Chicago, Illinois, is staffed by data systems, wireless and Internet Protocol (IP) support analysts

AH: Networks benefit from being tested for vulnerabilities by contracted third party specialists. Does Gogo do internal and external vulnerability testing?

MS: We have independent third party security firms performing monthly external and internal assessments on our networks. Their assessments are reviewed by management and any deficiencies discovered are tracked and remedied. We also have them perform routine penetration tests and firewall analysis to see if they can hack our systems. We also do a manual review of our product firewalls monthly and subject them to diagnosis by automated toolsets. The security procedures at Gogo are state of the art.

What we are increasingly seeing is that just as a company’s IT staff now routinely check on the security of senior executives’ home networks, those same IT teams are now very keen to work with us to provide an environment where working in the aircraft is as safe as working in the office or the home.

Gogo also works closely with the FAA and other aviation stakeholders to define new cyber-security standards, so that we can anticipate and protect against current and future cyber threats. Our certification process follows the latest FAA and RTCA policies to ensure that all Gogo-equipped aircraft are compliant and secure. |BAM

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END-TO-END SECURITY

Chris Moore, Chief Commercial Officer (CCO) at Satcom Direct talks to BAM about the challenges in implementing cyber security for business jets

Cyber security is a hot topic across all industries right now. Can you tell us about Satcom Direct’s work in this area?

CM: Sure. SD Pro is our core operating system. With the main screen up the controller can see everything to do with the aircraft, where they are in the flight, the devices that are on board, whether they are being used for email or streaming, or social media, plus the bandwidth on a moment by moment basis.

These are all modules in the core operating system. Included in this is our threat monitoring software. We now have it on Gulfstream’s demo fleets, and they are pleased with the results. It records all the threats, showing if they are low level, serious or critical. You can look at the threat and the fact that it has been blocked. You can see vulnerabilities. The system scans all the devices in use in the aircraft, looking for any malware that might have been brought on board in someone’s tablet or laptop.

We actually had an incident with a customer where our controller spotted the fact that one of the passengers had taken a laptop on board one of the aircraft equipped with our SD Router and that the system had found malware on his device when he connected to the network. It immediately quarantined the device and the controller got in touch with the aircraft and explained the problem.

Why we can do all this where other communications providers to aircraft

struggle, is that we own our network end-to-end. The only bit we don’t own is the actual satellite. We tunnel from the aircraft, over the satellite, down into our access station, into our secure data centre, and then and only then do we break out into the public internet. So it is as secure as you can get.

Q: So, when the aircraft owner invites a passenger on board that they are meeting, perhaps for the first time, for a business trip, that passenger is pretty much an unknown risk from a cyber security standpoint, are they not?

CM: Absolutely. The owner, who may be a CEO of a company, has a secure encrypted laptop, overseen by his or her IT department and it connects to the company through secure servers via our secure network. But the invited guest is a different matter. But as I mentioned, if the guest has a device with malware on it, our system will spot it and the controller will contact the crew and have the device shut down within a few minutes.

It is a recognised fact that there is no such thing as 100% security with computers, but we are taking this incredibly seriously. We monitor SD Pro constantly. Customers’ traffic is private, we don’t read it, but we can see the shape of the traffic. But beyond this, if the CEO, for example, says he wants his core IT policies implemented and enforced on his aircraft, we can do that for him. We put a box in our data centre so the CEO has one of his physical boxes residing in our data centre and when the aircraft links to our data centre it







goes straight through to the CEO's corporate server. That is military grade and banking grade security. We have a standard agreement with our clients that if they get hacked in our data centre, we will compensate them financially. No one else in business aviation communications offers that guarantee.

We have a third-party insurance company that has audited us and passed our cyber security as something that they are prepared to underwrite. This gives us a great degree of confidence and the clients in turn gain confidence from the fact that we stand behind our network security with financial guarantees, underwritten by a major insurance company.

We have our networks threat-tested for vulnerabilities twice a week, every week. We monitor active threats coming into our network. We have our own team who tries to penetrate the network, testing for vulnerabilities, plus we also pay an external company to attempt penetration exercises on our network continuously. So far they have not succeeded in breaking through, and that too, gives us confidence in the strength of the system.

Our customers get a best in class network and we own it fully. Our competition rents space in other areas. We don't do any of that. We secure the pipe and monitor what is going over the pipe. It is a military grade network for business aviation.

Q: When did Satcom Direct really start to step up its focus on cyber security?

CM: Three years ago. We had made a lot of investment over the years, so we have been at the forefront of cyber security for a long time. But we launched SD Pro three years ago. We are now defaulting all our customers onto SD Pro. We have integrated our billing system into this.

The real point is that other companies in the aircraft cabin connectivity market talk about cyber security and say they are fully secure. However, when you look under the hood, they are not, because they do not own all the pieces of the puzzle.

We are talking about cabin connectivity, not cockpit connectivity. The two are completely distinct. We can pull off flight data, but it is not a bi-directional data flow. We are speaking purely to the security of the cabin and the owner. If you have an owner that uses the aircraft for business, and who does deal making, they do not want to be overheard by third parties.

Our SD Pro is network agnostic. It is good for the network guys, whether they are Viasat or Inmarsat or Iridium, because we are adding a layer of sophistication, encryption and control to the network.

Satellites are basically big data pipes and we are all about securing the pipe. **BAM**



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WINDOW SHOPPING FOR JETS

Design Q CEO Howard Guy talks to BAM about building the finest shop window in the world

Q: How did this project of completely re-imagining and redesigning The Jet Business in London's Park Lane, come about?

HG: I had a telephone call out the blue early one morning from someone with an American accent. The really strange thing about the conversation was that this gentleman wanted to know if we were interested in designing and building a full-scale mock-up of a private jet, for a purpose that he was not willing to disclose at this point.

Now we are not shy about taking on large scale and very interesting projects. We are currently the interior designers for the world's first supersonic passenger jet since Concorde and we are in the process of designing the luxurious interior for a truly astonishing airship. So, this project to do a full scale and fully realised jet, was exactly the kind of thing that gets us excited at Design Q.

Q: Of course, you have had quite a few outstanding projects, besides the two you just mentioned, since you stopped designing cars for Jaguar some 20 or so years ago, have you not?

HG: We have been extremely fortunate. We made a significant contribution to the interior design of various Bombardier models and helped Bombardier by building what was arguably the best, fully representative, marketing mock-up of an aircraft, namely the Global 7000, that the industry has ever seen.

Q: So, who was this American on the other end of the phone line?

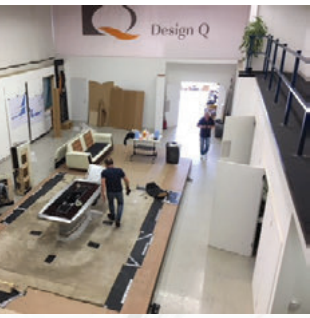
HG: It was Steve Varsano, the CEO and owner of The Jet Business, London. Steve has over 40 years' experience in selling jets and in his view, no one in the industry does the job properly. The usual way of working for a jet sales person is via a laptop and a cell phone and zipping off to make client face-to-face visits.

Steve decided he wanted to be in a position where he could compete, head-to-head, as it were, with sales teams from the major private jet OEMs, who had all the facilities at their disposal to wow prospective clients. Only, he wanted something even bigger and better, and more eye catching and a lot more dazzling.



“ The usual way of working for a jet sales person is via a laptop and a cell phone and zipping off to make client face-to-face visits





What he wanted was a dedicated facility in the form of an extraordinary showroom, where clients could come in and experience the reality of the jet they were thinking of buying at the same time as they were able to draw on Steve's vast knowledge and experience of the new and pre-owned market.

Q: So, what did the call lead to?

HG: It led to Steve visiting us at DesignQ that same day. We had a two- hour meeting and he left convinced that we were the right team to deliver his project.

To appreciate the scale of the challenge, you have to remember how unique the aircraft interior design business is. Most industries make things, but they make thousands of the same thing. It is all about production runs and quality control and such things are relatively straightforward to cost. Everything we do is unique – well, with the exception of our patented seat technologies, where, once the design is set, we're doing manufacturing runs just like everyone else. We have set up a separate company which takes care of this.

The point is, when you start with a blank sheet of paper, you are basically having to give the client a quote on something that does not exist yet, and you have to tell him how long you expect to take when you really do not yet know what it is you are going to be making!

My team finds it really scary that I will quote on a project that doesn't yet exist, for delivery, say, a year hence. But there is no other way of contracting in this business. We were basically quoting for a full-size Airbus 3 frame, kitted out with brand new furniture and features, complete with TVs

and monitors, and all glittery with polished surfaces, burr woods and silk carpets.

Q: How did you break this down into an achievable project?

HG: We split the design challenge into three parts, the fuselage, the interior design and the requirement to design a trading floor that mimics an aircraft cockpit. The latter had to be an ergonomically suitable and clever environment for sales executives and research analysts, and it had to be capable of housing ten desks!

The windows looking into the showroom from the fuselage are all HD Monitors integrated into the usual window surrounds depicting the clouds and the upper atmosphere at 35,000 feet. However, if you are inside, looking out instead of in, then the windows provide a view of Hyde Park, with the odd double decker bus upper deck pulling alongside. The feeling you get sitting in the window with such a great view over to the park and down to Hyde Park Corner is without question one of the best window views in London.

For the interior design, the client wanted a rich, universal interior that would appeal to multiple cultures and nationalities, while being a state-of-the-art, contemporary interior. It was a challenge, but in the view of the client, we succeeded beautifully.

Q: And the trading floor?

HG: This is in effect a conference room with purpose-designed flight tables and chairs, with the whole being lit by two glorious Aircraft chandeliers. The desks themselves



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are upholstered in the finest leather. We've designed it so that the two sets of five desks are shielded by curved, toughened glass from floor to ceiling which restricts the sound of telephone conversations to the trading floor.

We have put in so many design features that work really well and that I am particularly proud of. For example, we have a high gloss, black ceiling which creates the illusion that the cabin is twice the height it is. The chandeliers and ornate lighting create a tremendous atmosphere. We've designed it so that the two sets of five desks are shielded by curved, toughened glass from floor to ceiling which restricts the sound of telephone conversations to the trading floor.

The section where the prospective clients sit has to be one of the largest sound and vision showrooms in the world. There is a 46 foot floor-to-ceiling screen and when it is in action, you can stand at Hyde Park Corner and see aircraft taking off.

The whole ensemble is a tribute both to Steve's vision, and, I add modestly, to the design skills of Design Q! |BAM

“ It was a challenge, but in the view of the client, we succeeded beautifully



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ULTIMATE
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ULTIMATE SATISFACTION

The Moneypenny brothers, Jeff and Eddie, talk to BAM about their company, Ultimate Jetcharters and their specialist “large-group” niche in the US charter market. Jeff is Vice President of Sales and Eddie is Director, Sales and Marketing, at Ultimate Jetcharters

Q: How did you get started in the charter business?

A: I came into charter with absolutely no experience of being a charter operator. I was in mobile telephony, and I like to joke that I went from selling very inexpensive air time, to selling very expensive air time! When I joined Ultimate, it was as VP of Charter Sales. Eddie came on board four years later. The company was founded by John Gordon in 1984 as a small, one-aircraft charter company.

At the time I joined it had a selection of piston and turbo prop aircraft, a couple of King Airs, for example, and it had acquired a Dornier jet for a particular client who wanted to use it to transport groups of his employees between his

various sites. He was a large gentleman and the Dornier’s roomy interior suited him, as did the fact that in the configuration we had for it, the aircraft could take up to 29 of his employees at a time.

That particular Dornier could be reconfigured in short order from a 12 seat VIP configuration, that was extremely spacious inside, to a 29-seat business jet. The client was very keen on that flexibility as well. So, the Dornier worked well for him. However, when I took over charter sales it was very clear to me that it made a lot more sense to try to sell \$4,200 worth of charter time on the Dornier, as opposed to selling \$400 worth on a twin engine piston aircraft.



We moved into specialising in group charters and brought on additional Dornier 328 Jets, while we built up a very strong group charter business. At the same time, we disposed of the light jets and turbo props and focused on building a great reputation in the large cabin space.

We are not in the game of flying one or two high net worth individuals from coast to coast. Our whole focus is on our eight 30-seat Dornier 328 jets and the single Embraer 135LR Jet that we added to our fleet which gives us a longer-range capability.

Q: What is the typical flight time that you do with the Dorniers?

A: If we are able to have a full load of fuel, which is very dependent on the nature of the mission and the number of passengers on a particular flight, then we can do up to 1000 nautical miles without refuelling, which is probably about a three-hour flight. However, many of our trips are well under that.

Q: You do both sports flights, for sports teams, and corporate projects as well?

A: Yes, we have had an excellent relationship for the past 17 years with a company that specialises in arranging flights for college sports teams. The idea is to get the team to the game in the morning and get them back home the next evening. We can often combine that with additional flights for other clients in the same day, since the jet is not needed until the game is over and any subsequent socialising is done.

Sports flights have been a tremendous business for us down the years and we fly teams from anywhere in the USA. We do



not mind repositioning a jet if the client is not in our home state of Ohio.

It is worth emphasising that we are an FAA Part 135 charter operator, which means we are able to land at a very large number of airports. One of the great features of the Dornier is that it is an excellent short landing field aircraft. On one famous occasion we had a mission to Alaska that involved landing on a 4,000-foot runway. The gentleman who is our chief pilot today was on that flight and remembers it well! We regularly fly into airports that have 4,800-foot runways, which would be far too short for the majority of business jets – particularly those capable of seating 20 or more people.

Q: So, there is no typical destination for you? The flights can literally take you anywhere and be from anywhere in the continental USA, Canada, Mexico, the Caribbean, or Central America?

A: Absolutely. Of course, whether it is worthwhile for a corporate customer to have us position a jet for them outside our own region depends very much on how much flying they expect to do. It has to be a reasonable proposition for both parties. So there is a regional emphasis to our business.

However, we are recognised as a market leader in the large cabin space for Fortune 500 companies. We have flown a large number of missions for companies in that category and have helped them on numerous special projects, such as flying personnel to new oil drilling sites and so on.

On any one day you will find Ultimate's jets providing a first-class travel experience for groups going on incentive trips to great resort destinations in the Caribbean or Mexico, or even Costa Rica. We are always helping collegiate and professional sports teams to get to and from their games, and we help top sports stars and major musical acts fly out to resorts or casinos or their next performance. |BAM

“ Sports flights have been a tremendous business for us down the years and we fly teams from anywhere in the USA. We do not mind repositioning a jet if the client is not in our home state of Ohio.”

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CRAFTSMANSHIP PAR EXCELLENCE

Rich Ruggeri, Executive Vice President of Aviation at Scott Group Studio talks to BAM about designing and manufacturing luxury carpets for VVIP aircraft



“ What our clients particularly like about the way we work is that we are able to produce samples for them very rapidly



Q: Scott Group Custom Carpets has been a sought after supplier to the business aviation sector for decades. How did it all begin?

RR: As Scott Group Custom Carpets, we have been designing and manufacturing rugs of the highest quality for the private aviation and architectural design markets, in the US, since the company was founded in 1969. It was set up by Steve Sellinger in Cleveland, Ohio to make bespoke, designer carpets, and eventually moved to Grand Rapids, Michigan in the 1970s. It was bought out by my brother, Mike Ruggeri and myself, plus Tim Hill, in 1997.

I originally joined the company on the sales side in the 1980s and focused our efforts mainly on the interior design market. One of the designers I was in contact with was asked to design the interior of a business jet for KC Aviation, a completions centre in Dallas, Texas. This was around 1987. He commissioned us to produce the carpeting for the aircraft. It proved a wonderful opportunity for us to demonstrate the quality of product that we could bring to the private jet arena.

The aircraft I think was a Hawker. They wanted a really intricate, very modern carpet. It was all done in silks with pattern to match the major themes in the interior.

That really opened up the doors to various completions centres and other orders followed. Since then we have been heavily involved with bespoke designer carpet manufacturing for the business jet market. What our clients particularly like about the way we work is that we are able to produce samples for them very rapidly, tailored to the particular design that they have in mind for the aircraft. We manufacture locally, with all the threads hand tied by our highly professional staff. This is a very demanding and intricate skill set and we have some of the best carpet people in the world in our studios.



“ For a normal business aircraft, we will generally complete the carpet to the designer’s specifications inside eight to ten weeks

Today, we are recognised as the largest provider of custom carpets for the business jets sector. We work with all the OEMs and with all the major completions centres both in the US and abroad.

Q: Can you tell us about some of your recent orders?

RR: Absolutely. We have just been awarded the contract to manufacture custom carpets for two 787-8 aircrafts. These are very exciting orders, involving a considerable area of floor space. The design for both carpets is brilliant and very innovative. We have been working closely with both the clients’ designers and the completions house involved.

We manufacture the carpet long before the jet itself is through the fitting out process. Among our great strengths is the speed with which we can complete these highly intricate, custom designed carpets. For a normal business aircraft, a Challenger, say, we will generally complete the carpet to the designer’s specifications inside eight to ten weeks. For the two 787s it is probably going to take us 18 to 20 weeks to manufacture the carpet because of the area involved and the complexity of the patterns.

Q: Who does the design for the carpet, yourselves or the designer?

RR: We always work in conjunction with the designer. That is where everything starts. Then we work to reflect and interpret the designer’s vision in our renderings for the final

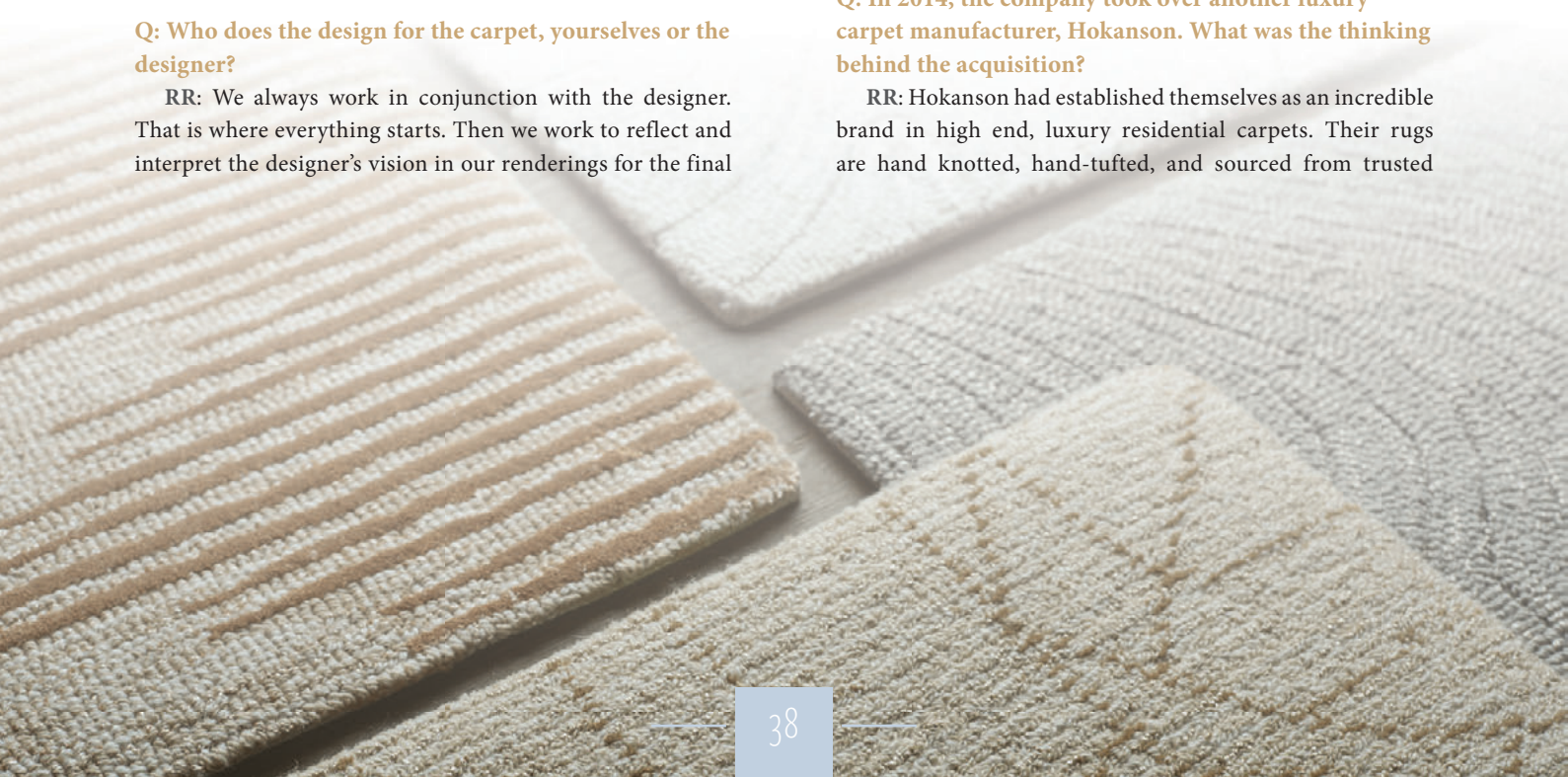
design. In each case, the designer looks for a special and unique conception of the finished aircraft interior. Our job is to understand that and bring our exceptional skills to bear on achieving that vision.

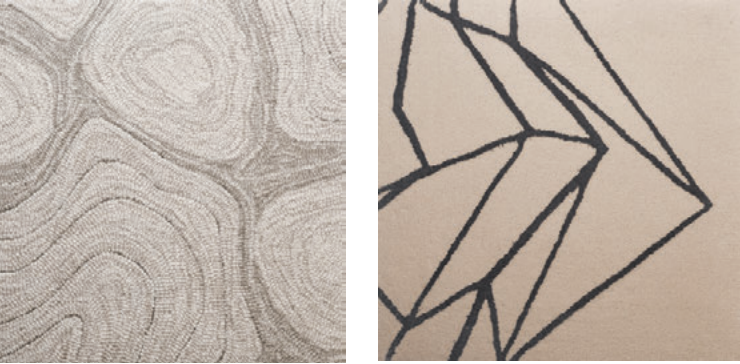
Aircraft interior designers generally do not aspire to be carpet designers, but they are very skilled at producing beautiful aircraft interiors. Their brief to us is more of a thematic sketch for us to interpret. We, for our part, have 20 designers in Grand Rapids that do nothing except design carpets. So, we extrapolate the style direction that the client is looking for and bring it to life. We bring our passion and expertise for producing luxury carpets to bear and translate that into the final product.

It is important to realise that every single carpet we produce is all hand knotted and hand produced by skilled artisans, many of whom have at least two decades of experience behind them. Every yarn, every stitch, is done by hand. We use technology to apply the final design to the carpet canvas, but from there it is all hand woven.

Q: In 2014, the company took over another luxury carpet manufacturer, Hokanson. What was the thinking behind the acquisition?

RR: Hokanson had established themselves as an incredible brand in high end, luxury residential carpets. Their rugs are hand knotted, hand-tufted, and sourced from trusted





artisan partners around the globe. They had a long history of creating sophisticated and decorative designs for the residential market and added an important dimension and a number of talented people to our operation, along with the business acumen and expertise of Larry Hokanson himself.

We have also just recently acquired a second specialist carpet manufacturer, PWV Studio, a boutique designer and builder of hand-tufted woollen carpets, also based in Grand Rapids, just ten miles away. For over 40 years PWV has enjoyed a tremendous reputation for unparalleled craftsmanship in

this unique production technique, and they have a strong presence in the business aviation market as well. Acquiring them has given us the opportunity to expand our portfolio of products that we are able to offer, as they are very specialised in weaving unique textures into carpets.

Q: What is the future, then, for Scott Studio?

RR: Our mission is to be recognised as the world premier producer of custom luxury carpets. Customer service is the cornerstone of all our operations, supported by an incredible, inspired workforce. Moreover, it is all made here in the USA, which is a strong statement about the wonderful craftsmanship that still exists here. We invest heavily in the training of our employees, and skills are learned and honed in the factory. It's what allows us to create such stunning and unique carpets.

We give very careful consideration to all the raw materials that we use and only work with premium New Zealand wools, spun from the top clip and secured directly from certain specific sheep farmers. Our silks, too, are of the finest quality. We produce a cashmere blend that is incredible to the touch and this is something that clients really respond to and gravitate towards. [|BAM](#)

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WORKING THE DREAM

Mohammaed Husary, Co-owner/Founder and Executive President of UAS International Trip Support on UAS's plans for the future following the merger with Deer Jet

In December 2016, just ahead of MEBA, Deer Jet Chairman Mr. Zhang Peng, announced that the company had acquired a major stake in UAS International Trip Support. At the 2017 Dubai Air Show, one year on from that historic signing, Mr. Mohammed Husary, Co-Owner/Founder and Executive President of UAS International Trip Support, talks to Anthony Harrington about what the deal means for UAS and about UAS' plans for the future.

Q: The partnership with Deer Jet was huge. How did it come about?

A: UAS has enjoyed global success as a leading trip support solutions provider. We felt it was time to take the company to the next level by partnering with a strategic partner. Deer Jet, being a subsidiary of HNA Group, the giant conglomerate of aviation and tourism, was a perfect fit for us.

AH: It would certainly have been hard to find anyone bigger!

A: Exactly. We had the idea of partnering with them as a strategic partnership on an equity level. They bought shares in UAS and the arrangement is that we continue to run UAS as we always have, while at the same time we are actively exploring synergies between the two companies. We kept the same branding and we became the trip support and the flight support arm for the HNA Group. Clearly this makes perfect sense from their point of view since we are now part of the HNA Group.

Q: So, in effect, the merger secured a major new client for UAS, while leaving you free to further expand UAS as a relatively autonomous subsidiary of HNA?

A: We retain managerial control of UAS, and have the advantage of partnering with a major operator





“ UAS has enjoyed global success as a leading trip support solutions provider. We felt it was time to take the company to the next level by partnering with a strategic partner. Deer Jet, being a subsidiary of HNA Group, the giant conglomerate of aviation and tourism, was a perfect fit for us.



and gaining a major client at the same time. Integral to our agreement is that UAS Executive Management continues to lead the company. The HNA Group and Deer Jet value our expertise and experience in this field.

One of the synergies is that we are managing this glorious Deer Jet Boeing 787, dubbed “The Dream Jet”, in which we are now sitting and talking. This is the world’s only 787 with a VVIP configuration. We are now the exclusive charter sales agent for this aircraft which has been finished to the highest standards of luxury. We are showcasing it in Dubai and in the region for potential clients. We are also discussing future expansion of UAS Air Charter fleet with Deer Jet.

Q: How is the main UAS business doing?

A: As you would expect, it is doing very well. The deal with Deer Jet also gave us a huge new customer, as I have said. Deer Jet owns around 90 aircraft, flying all around the world. So, naturally, our operations centres are quite busy.

Q: How would you characterise the boost to UAS’ turnover that has come about as a result of the Deer Jet deal. Is it a single digit bump up, or double digits?

A: We have seen a significant increase in turnover. However, more interestingly, we have been building synergies between our two companies to really revolutionize the aviation industry.

Q: Was putting yourselves under Chinese ownership ever a concern for you?

A: It was unusual, and there are a lot of views and perceptions about Chinese ownership in the market generally. However, because we have a very long and successful relationship with Deer Jet as a customer, for many years prior to us beginning conversations about this transaction, we knew them in and out. We knew their management team and how they operate, and we felt that this was something that would fit perfectly, and would not pose any kinds of issues or concerns for us. We share the same vision and values, and the same ambition to become leaders in our industry. So, you could say that we had a long engagement before we finally decided to get married!

Q: So no quick divorce then?

A: (Laughs). Positively, no divorce. In the year that has passed since we entered into the transaction, we are very happy and satisfied with the result and we think that it will only get better. So, there is no reason why either party should consider an exit. We are extremely pleased, and Deer Jet is happy because they see UAS as one of the most profitable companies that they have in aviation. And they see that our style of management brings results.

As an instance of how well this is working I would simply point to the Dream Jet. The moment we were given the exclusive right to charter the jet we secured a full charter. The Dream Jet has its own niche, its own exclusive customer base. It is not for everyone. Presidents, Royal Families – these are the potential customers. It is not for the average corporate or business person. It is not like any normal BBJ.

Q: How many offices does UAS have, now, around the world?

A: We have eight offices, four headquarters, in Houston, Dubai – where we have our world headquarters – in Johannesburg and Hong Kong. We have regional offices in China, Nigeria, Kenya, and India.

Q: So, you have quite a large emerging market exposure?

A: We realise that the biggest opportunities lie in emerging markets. These are often thought of as slow, long-term propositions. But in our line of business it has not been slow for either our commercial or general aviation customers. It has been very good for us to have both. When the VVIP and operator market is a bit down, our commercial aviation client base carries things.

It is important to realise that we have a very strong commercial aviation client base in addition to our private aviation customers. We have some of the world’s biggest commercial airlines in both cargo and passenger. This has played very well for us and has supported our private aviation business. |BAM

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SWEET ENOUGH FOR YOU?

Rich Shaffer on Torn Ranch's success in providing world-class confectionery to jet owners and operators

Torn Ranch, the luxury confectionery specialist house, nestled in the heart of the Napa Valley, with its spectacular rolling, vine covered hillsides, was originally a retail operation run by Milt and June Torn. It was bought by Sue and Dean Morrow, who asked Rich Shaffer to come and help them transform Torn Ranch into a top of the range, luxury confectionery establishment, supplying business jet operators and owners, as well as high end hotels.

Q: Rich, what brought you and the Morrows together?

A: I have been in the luxury chocolates and confectionery business for some forty years now. One of the companies I invested in decades ago used to make Jelly Bellies, which Ronald Regan had a particular taste for. We had a great relationship with him through his Presidency, shipping Jelly Bellies to the White House and Air Force One on a monthly schedule.





“ One of the companies I invested in decades ago used to make Jelly Bellies, which Ronald Regan had a particular taste for

Q: Excellent, any dealings with the latest incumbent of the White House?

A: Well, we have Torn Ranch products in some Trump hotels! A big part of our business is the hospitality trades, by which I mean four and five-star hotels, resorts, and casinos.

Q: What was involved in the transformation of Torn Ranch from a retail operation to the way it is today?

A: We moved to Petaluma from three locations in Novato and we put in all kinds of additional facilities. For example, we have five separate manufacturing units here, a chocolate panning unit, where we coat the fruits and nuts, a chocolate moulding unit, a bakery, a roastery where we dry roast and oil roast in organic oil, and an all-natural gel division. We also have a gifts unit, where we put together specialty gifts from a combination of the products from all these different units.

Q: What has business been like for you?

A: Fantastic. We have been growing at double digit rates for the last five years, which has been both immensely exciting and brought its own challenges.

We do select advertising in some of the hospitality trade magazines and the private jet magazines, and we exhibit at about 15 trade shows a year, including all the major business aviation shows and the hospitality trade shows. Our first exhibition in 2018 will be the Fancy Food Show in San Francisco and then there is the Schedulers and Dispatchers Exhibition.

Q: I imagine your portfolio of gifts and offerings just keeps on expanding?

A: We are always adding to our catalogue. We just cast our first jet in chocolate, for example. We had the mould made for us and we now have a chocolate jet to add to our gift selection for our





private aviation clients. It is about five to six inches in length and weighs four or five ounces.

We have a tremendous network of contacts throughout the hospitality, retail, business aviation spaces. In addition to doing a great trade in gifts from our Torn Ranch catalogue and web site, we also “white label” manufacture for a whole bunch of retailers, who put their own brands on our gifts. We also sell direct to business aviation OEMs Boeing, Gulfstream, and Textron. We also sell to a growing number of operators and elite charter companies.

Q: How big is your operation now?

A: We have a staff of 108 people. One of the things that makes us very different from other speciality food houses is that we are not a distributor. Everything comes from our production units. We pack and ship the same day, so every item is as fresh as possible and every parcel is date labelled. Our staff are all crafts people, not packers. They are all cross-trained in two or three disciplines. Plus, every one of our units has their own food standards regulations that they have to meet and each one is individually audited every year by third party auditors.

Q: What percentage of your customer base is from the business aviation sector?

A: The business jet side of our business now represents about 20% of our total sales, but it is the fastest growing side of the business. We are also selling quite a bit now to FBOs, who like to have high end snacks and luxury gifts to offer to their high net worth customer base. |BAM

“ Our staff are all crafts people, not packers. They are all cross-trained in two or three disciplines



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EXPERIENCE COUNTS

In September 2011, Scott Neal succeeded Larry Flynn as head of Gulfstream's global sales and marketing organisation, with Flynn becoming President of Gulfstream. Scott Neal talks to Anthony Harrington about his career at Gulfstream and reflects on the company's current position.

Q: You have had a long and very successful career at Gulfstream. How did it all start?

A: I joined Gulfstream back in 1994. Before coming to Gulfstream, I had spent almost six years with BAE, British Aerospace. I am a business major, by background, not an engineer. I was in the contracts department at BAE and one of the areas I was involved with was the Hawker Jet division. That was then sold by BAE to Raytheon, so I went across to Raytheon as part of the pre-owned aircraft sales group, on business jets.





Q: Was it challenging in those days, selling pre-owned jets?

A: We were very busy. Back then BAE took a lot of trade-ins and we had to move them on. We were successful in selling all of them, so those were exciting times. Then I joined Gulfstream in the sales engineering group. This position focused on providing technical sales support for the sales team. It was all about providing more in-depth detailed material, such as performance analyses for the particular aircraft under discussion, telling the client about its performance and systems, life-cycle costs and so on, and fielding technical questions about the airplane. We wrote up the proposals, met with customers and did flight demonstrations with them, things like that.

Q: How did you progress after that?

A: Fairly shortly after joining Gulfstream I moved into selling pre-owned aircraft. I did that for about a year, then I joined the new aircraft sales group about 20 years ago. It is an exciting business

Q: There have been a fair few stories in the press about corporates backing off the ownership of private jets and moving more to charter. Are you seeing this?

A: No, we do not see that at all. What we see is our corporate business picking up right now. They are refreshing their fleets and adding new capabilities with our new models. With the G500 and the G600 coming along, that is a real step change, and the market is very aware of this. We have the G280 as well, so that is very different for us. It is already



“ With the G500 and the G600 coming along, that is a real step change, and the market is very aware of this

the fifth anniversary of the G650, of course, and that model has done exceptionally well. We truly had an overwhelming response to the G650 and it is meeting or exceeding all our expectations.

Q: What are your thoughts on how the market will respond to the G500 and G600 when you have them available?

A: The market reception is already very positive for both models, since we announced them in 2014. These aircraft are best in class. There is nothing that will match them in terms of cabin size, speed, range and technology. We are very excited about getting those airplanes into the hands of our customers.

Q: Do you see demand being skewed either in the direction of high net worth individuals, or in the direction of corporate clients?

A: That is hard to predict right now, but we are seeing a definite pick up in corporate activity, and there is a lot of attention being paid to these aircraft by corporate flight departments.

Q: How high up the millionaire to billionaire range do your sales generally go? I ask because at the billionaire level one would expect to see them buying 787s and having the interiors designed to some super-luxury standard?

A: I think the thing that we best provide is utility. Someone who wants a business jet to use with great regularity, every day, all the time, if necessary, to go into all sorts of airports around the world. With our aircraft you are not restricted to the largest airports around the world, as you are with a converted Boeing 787 or the Airbus equivalent, for example. You really have an aircraft that is very capable, very versatile, and flies at high speeds, while providing both comfort and utility. It has a very comfortable and advanced cabin, with 100 per cent fresh air all the time and a very low cabin altitude. The maximum cabin altitude on the G650, for example, is 1,250 metres. That is much healthier on your body, on your lungs and your heart, than it is flying on an airliner.

Q: On the financials, was 2017 a good year for you?

A: We are pleased with Gulfstream's performance. It has been very consistent. We are a financially strong, well-managed company with a financially strong parent company in General Dynamics. We have a terrific relationship with General Dynamics, they are an excellent parent. They have really allowed us to invest in Gulfstream over the years. You can see the results of that with the G280, the G650, the G500 and G600, all coming into service within a five- to six-year time frame. |BAM





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BRINGING ORDER TO CHAOS

Martin Lidgard, CEO and Founder of Web Manuals talks to BAM

Q: How did Web Manuals come into being? What was the initial inspiration?

A: We were working with numerous airlines on IT issues. However, we kept having conversations with them about the difficulty they were having with their manuals. These difficulties ranged across everything, from problems with updating them to problems of linking them with regulations, since, as you know, this is a very highly regulated industry and new pronouncements come out all the time.

So we saw that there was an interesting opportunity there for a solution that addressed this area of pain. And we chose to invest in devising a solution, even to the extent of selling the rest of our IT business and focusing instead on this.

What you have in any aviation operation, such as an operator running aircraft management and charter, is a number of different people, all round the establishment, engaged in complex and demanding tasks that all tend to have some safety related dimension to them. So you need to have a way of making sure that people are doing the right things in the right order, on the right occasion.

It comes down to the safety management system and the quality management system of the air operator. There are so many regulations and standards that they have to comply with and that add to the burden of what they are doing. So it is impractical for them to continue to maintain all these regulations in a tool like Microsoft Word or similar word processor.

In essence then, what our clients are seeing is that in order for them to stay abreast of the game, they need to evolve their way of working. If they have not got the right tools to do

this, then they start falling behind, and this is not an industry in which you can afford to be not in compliance with the regulations. Web Manuals allows them to work very rapidly and to get changes in regulations communicated to their entire team, and particularly to all the people affected by any specific change.

“In essence then, what our clients are seeing is that in order for them to stay abreast of the game, they need to evolve their way of working. If they have not got the right tools to do this, then they start falling behind, and this is not an industry in which you can afford to be not in compliance with the regulations.

This is also about maintaining compliance with regulations and conforming with standards.

Q: So, are your clients just the larger players or does the solution scale to companies of all sizes?

A: Our smallest client will have just a handful of pilots running the show, up to the likes of firms with hundreds or thousands of

staff. We have business aviation operators, regional airlines and thirty or forty flag carriers that use our tool and find it to be very good.

Q: Your revenue stream is based on subscription?

A: Yes, it is all subscription along with support and training to get started. The payment is on a per-user, per-month basis, so it is very accessible to even the smallest operator. We have different packages: a basic package for small teams, a professional package suitable for operators with one or two hundred staff and packages for the very largest organisations.

Q: Your printed document and your online document are very different. How do you add value?

A: There are a large number of very nice ways of adding value to the documents. For instance, often times you will have a large volume of several hundred pages. However, the changes may only be twenty or forty pages. With our tool you can skip between the modified changes. It will take you from one change direct to the next change. That can be very strong. Pilots want to know specifically, what has changed and how does this affect me?

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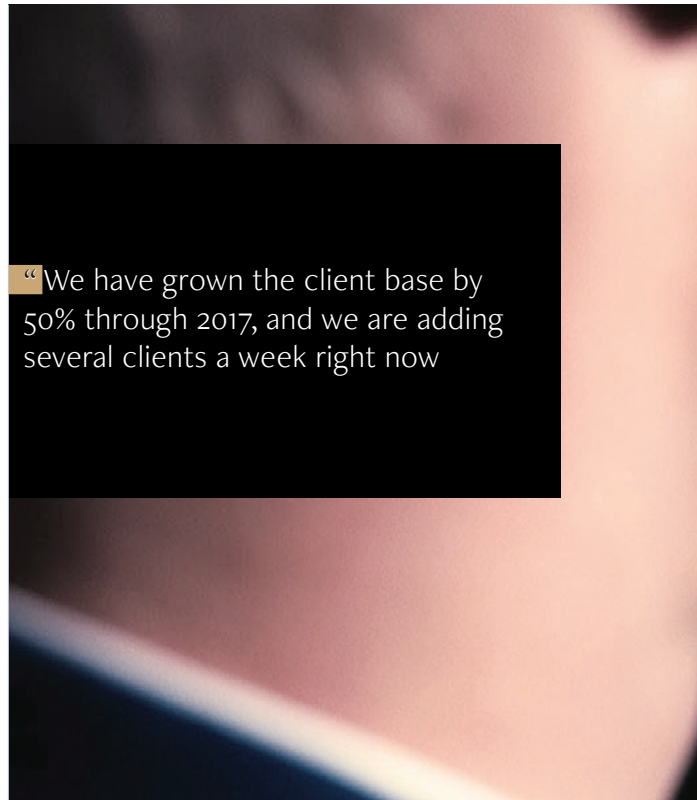
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There is also a revision bar which will pop up and highlight the words changed and the comments from the manual editor explaining why the change was made. So, you know that something has changed and you know the reason for the change. That is just one of many different ways in which we look to add value through our product.

Another one would be if you are using an iPad app that is part of your electronic flight bag, the pilot as part of his pre-flight check list will want to download any updates. In the world of PDF documents on files, those updates comprise the whole PDF file which the pilot has to download and go through. There could be 100 megabytes of data that need to be synchronised before the flight. That is going to take a while. With Web



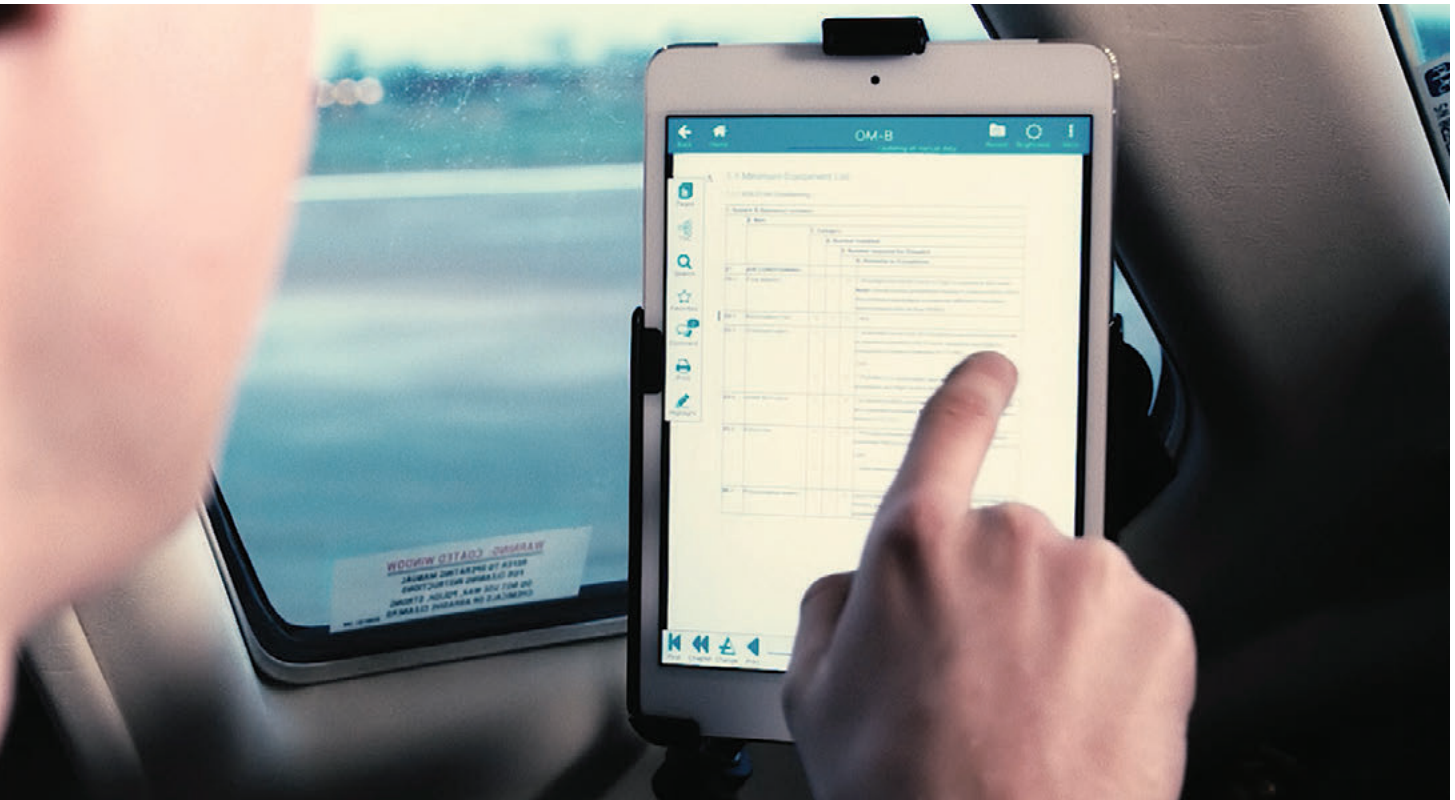
“We have grown the client base by 50% through 2017, and we are adding several clients a week right now

Manuals we only synchronise the changes, and that makes it so much quicker, from the pilot's perspective. So this goes down really well.

Q: What has the take up been like?

A: Frankly, it has been quite amazing. We have grown the client base by 50% through 2017 and we are adding several clients a week right now. We have a very simple onboarding process. You give us your existing Word documents. They are loaded into the system and clients can be up and running in just a few weeks. It is something where we are happy to support a client and ensure that they have the proper training. When you think that it can affect the whole organisation, it is surprisingly quick.

As an organisation we have four different ISO qualifications. There is the usual quality one, development and risk management as well as information security. Of course, a core benefit for the organisation is that the documents have a quick turnaround and are already in good shape for any audit. It ensures continuous compliance, and all these things are done so smoothly that the clients are very happy. They tell us that we are saving them 80-90% of the effort involved in maintaining these manuals plus they are able to get new revisions out on a monthly and quarterly basis instead of once a year. |BAM



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A MATCH MADE IN HEAVEN

Anthony Harrington talks to Steve Woods, VP of Sales and Vendor relations, RocketRoute, and Irene Lores, Global Marketing Director, General Aviation at Air BP



AH: Steve, how have things moved on since you launched RocketRoute?

SW: It has gone exceptionally well.

AH: Irene, why did Air BP go into this with RocketRoute in the first place? What was the attraction?

IL: We identified a real need from pilots to have some way of easily adding flight data, such as the distance to be travelled, to our fuel app so that their fuel requirements could be readily calculated. We looked around and found RocketRoute had something that would both meet this need and add a lot more value besides. So, our initial investment in RocketRoute was based on making things more convenient for our customers and it was a response to an identified need in the market.

AH: Steve, what did RocketRoute bring to the table to help Air BP?

SW: Like Air BP, we were already in the general aviation space, but from a different angle. RocketRoute has always been a technology company, delivering solutions that simplify processes, and therefore simplify the lives of pilots and operators.

AH: For instance?

SW: I need only point to our online flight planning tool. This moved the flight planning process for the general aviation operator or the corporate aviation pilot, in 2010, from charts on the desk and manual plotting of flight routes, to put it in the palm of a pilot's hand in the form of an Android or Apple app. Where the manual charts-on-the-table approach used to take thirty minutes or so, the app took minutes or even seconds.





AH: When a pilot is told where his principal wants to go, the job is far from done. He needs to know what additional permissions he needs to obtain to fly across territories, what airport fees he will be incurring and so on and so forth. How does your system help with all this?

SW: The RocketRoute flight planning platform takes care of the largest proportion of these kinds of questions. It automatically populates the screen with the appropriate answers as far as possible. So that allows you on the front end to put in the most basic of information, such as: the route, the aircraft type, and any other basic information. It then takes these and cross references it with validation and cross-checking with official routing information from the various regulatory bodies affected by this flight. It delivers a solution in the shape of a flight plan to the user in very short order.

AH: So the pilot is also going to have fuel issues, and this is where Air BP comes in, I presume?

IL: Just so. Air BP worked in collaboration with RocketRoute to develop RocketRoute MarketPlace. RocketRoute MarketPlace connects aircraft operators with thousands of ground handlers, FBO's and aviation providers worldwide including fuel providers like Air BP. It offers a complete 'one stop shop' for pilots and operators to plan and organise their trips. In seconds customers can view the suppliers at a particular airport, select the services they require and order. From a fuel perspective Air BP already covers more than 800 locations where fuel can be obtained, and we announced at NBAA 2017 that we have just added another 450 Avfuel locations to the app. So we have created a network of possibilities for our customers who can refuel all round the world.



“ RocketRoute has always been a technology company, delivering solutions that simplify processes, and therefore simplify the lives of pilots and operators

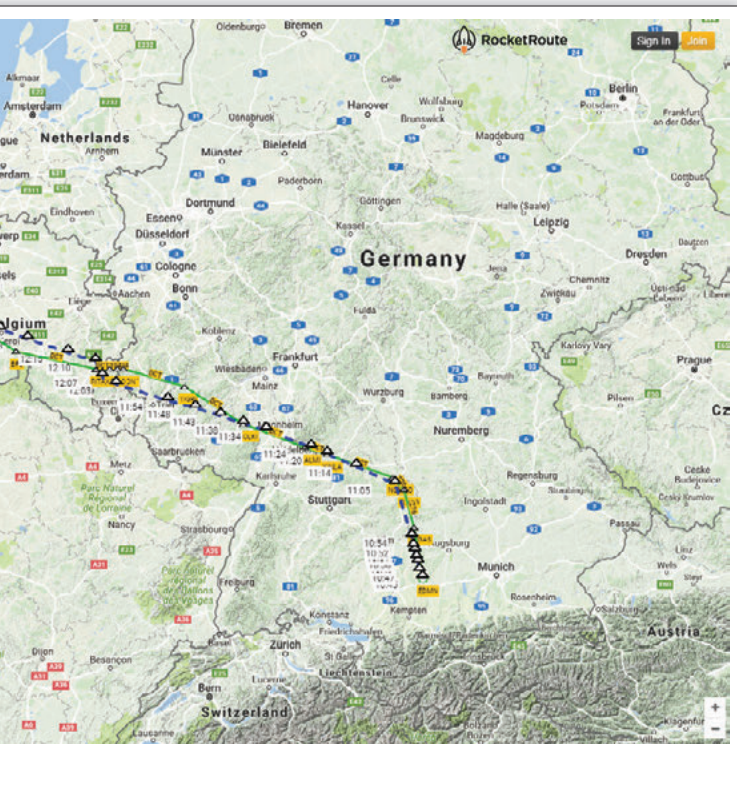
Steve Woods

AH: So how does your app, and the RocketRoute app, deal with the payment side of fuel purchases?

SW: Current customers review their pricing and place their fuel orders, but the market opens a channel too for the non-Air BP customers to opt to purchase fuel directly from Air BP as the supplier, via a credit or debit card. They do not need to already have an open account with Air BP. It can be an ad hoc decision that they have just made. They set up a basic account, we run the payment validation via our app, and pass the order to the fuel supplier. Once the fuel uplift has taken place we then complete the loop by taking payment from the customer based on the Air BP invoice to the customer before passing those funds to Air BP. This is already taking place at the 800 Air BP locations around the world.

“ RocketRoute Marketplace offers a complete ‘one stop shop’ for pilots and operators to plan and organise their trips

Irene Lores



IL: As soon as they buy fuel from us they become a customer, even if they are not a contracted customer, so we then know that person has bought from us and we can follow that up and offer them a fuel card. But that customer is already benefitting from the excellent pricing that we offer on RocketRoute, so it is not necessary for them to become a contracted customer to enjoy great fuel pricing. However, from our standpoint it introduces the customer to us and gives us the opportunity to further explore their requirements and to look at how we could continue to be of assistance to them around the world.

Q. What is new with the MarketPlace app?

SW: The MarketPlace is an independent platform, rather than just an app, that is supported by RocketRoute and Air BP and is available on Web, iOS and Android devices. MarketPlace was launched at EBACE in May 2017 at which point fuel and ground handling options came together on the platform to provide the Do-it-Yourself operator efficiencies in arranging their trip services. We were delighted to use NBAA-BACE 2017 as the venue to announce the inclusion of additional service options including Catering, Ground Transportation, Security and Risk Assessment and Permits to name a few. |BAM

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A FLYING START

BAM talks to Ahmad Badreddine, FBO Manager at Falcon Aviation's luxury FBO at Dubai South, DWC Airport, Dubai

Q: How long has the FBO been open?

A: We formally opened at the beginning of December 2016, coinciding with the MEBA show. We just closed our first year with the award of IS-BAH accreditation, so this is a great achievement for the team. I joined Falcon Aviation six months ago as manager of this stunning FBO.

Q: How steadily have aircraft movements grown, seeing that you are a new FBO?

A: Movements were slow initially, but I'm pleased to say they are picking up, month by month. We are now headed for the high season when our VIP/VVIP clients start travelling to Dubai, now that the cooler weather is here. By November we were averaging four or five aircraft movements a day and in December we will be busier, up to 10/11 movements a day. We also have the added attraction of our heliport, open to all operators, which we launched last April. We offer incentives to Falcon Aviation Business Jet charter customers who are using our FBO facilities.

Q: That sounds as if it will be quite a stretch for you and your team, dealing with double the number of aircraft movements.

A: Yes, it will. Nevertheless, we have very good quality control and have expanded our team to provide full coverage. In addition, our staff have been trained by one of the best training establishments in the Middle East, so when it comes to safety and quality of service we deliver best results to our esteemed passengers and crew. We are extremely confident of the quality of our service. Besides getting IS-BAH accreditations, we have been successfully audited by Dubai Airport Authority, who have confirmed that our procedures are well up to the standard required. At all times we endeavour to excel in the services we provide.





“ We have very good quality control and have expanded our team to provide full coverage. In addition, our staff have been trained by one of the best training establishments in the Middle East, so when it comes to safety and quality of service we deliver best results to our esteemed passengers and crew.





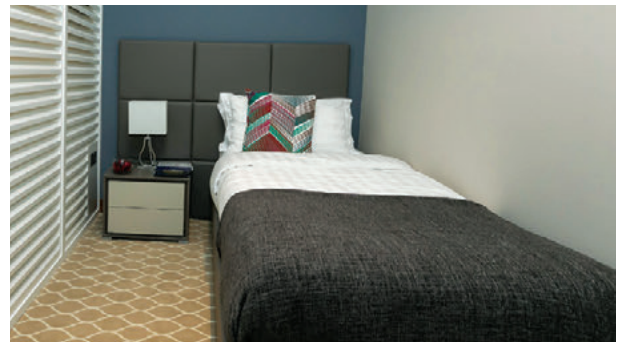
Q: How many aircraft movements a day do you think your FBO could handle?

A: Well, we are targeting to handle at least 20 movements a day ahead of MEBAA next year. Dubai South is very accommodating to allot the slots for these kinds of movements. We can usually secure a slot within five minutes of getting the request from the operator. Even if the pilot calls from the air, and we can arrange landing permits in a short time. So, if the VIP passenger gets an inflight call and decides he needs to go to Dubai, instead of to his original planned destination in the Gulf, we can quickly accommodate that change of plan, within a few minutes. We have experienced this on several occasions, such as when fog and bad weather force aircraft to divert to Dubai, which we manage successfully.

Q: Do you undertake your flight planning here or at the MRO facility?

A: We haven't moved into flight planning yet, but this is a service we do want to develop in the near future. Falcon Aviation MRO provides Line Maintenance at DWC for a range of aircraft. Base Maintenance services for our clients is provided at our Business Jet Hangar at Al Bateen Executive Airport, Abu Dhabi.

We are looking forward to opening our new MRO hangar at Al Maktoum airport by mid-2018 and expect to be fully operational in December 2018, coinciding with MEBAA. Our 24,000-square meter hangar facility can take an aircraft up to Airbus 380 size. In addition we have some 14,000 square meters



of dedicated apron parking. We are already an MRO certified service provider on Embraer, Bombardier, Gulfstream, Pilatus, Bell Helicopters, Leonardo Helicopters and Airbus Helicopters.

Q: Do you have jet owners using your facility as their home base, parking their jets on your ramp?

A: We already have some clients who have signed agreements to base their Business Jets here at DWC and we are expecting such activity to grow. We have had some good meetings already and accordingly we hope to sign some new contracts in the New Year.

Q: How important is fuel to your revenue stream?

A: Unlike the US, where fuel sales tend to be the biggest revenue stream for an FBO, our main revenue streams are derived from the FBO itself along with the allied services.

Besides providing FBO services, we also provide Line Maintenance and Aircraft Management services. We have started a Private VIP helicopter shuttle from our heliport outside our FBO to connect DWC with Dubai and other Emirates.

Currently, we have three VIP Business Jets under management and are looking to add more in the near future. We can offer a full package for our clients, including a dedicated charter sales department to sell the extra hours.

Q: This is a gorgeous FBO, very palatial, but you are also very new. What do you think your FBO will be doing in five years' time?

A: In five years' time we expect to have more FBOs in the region under Falcon's umbrella. Falcon is expanding throughout the Middle East, especially in GCC and these capabilities will help us grow. |BAM



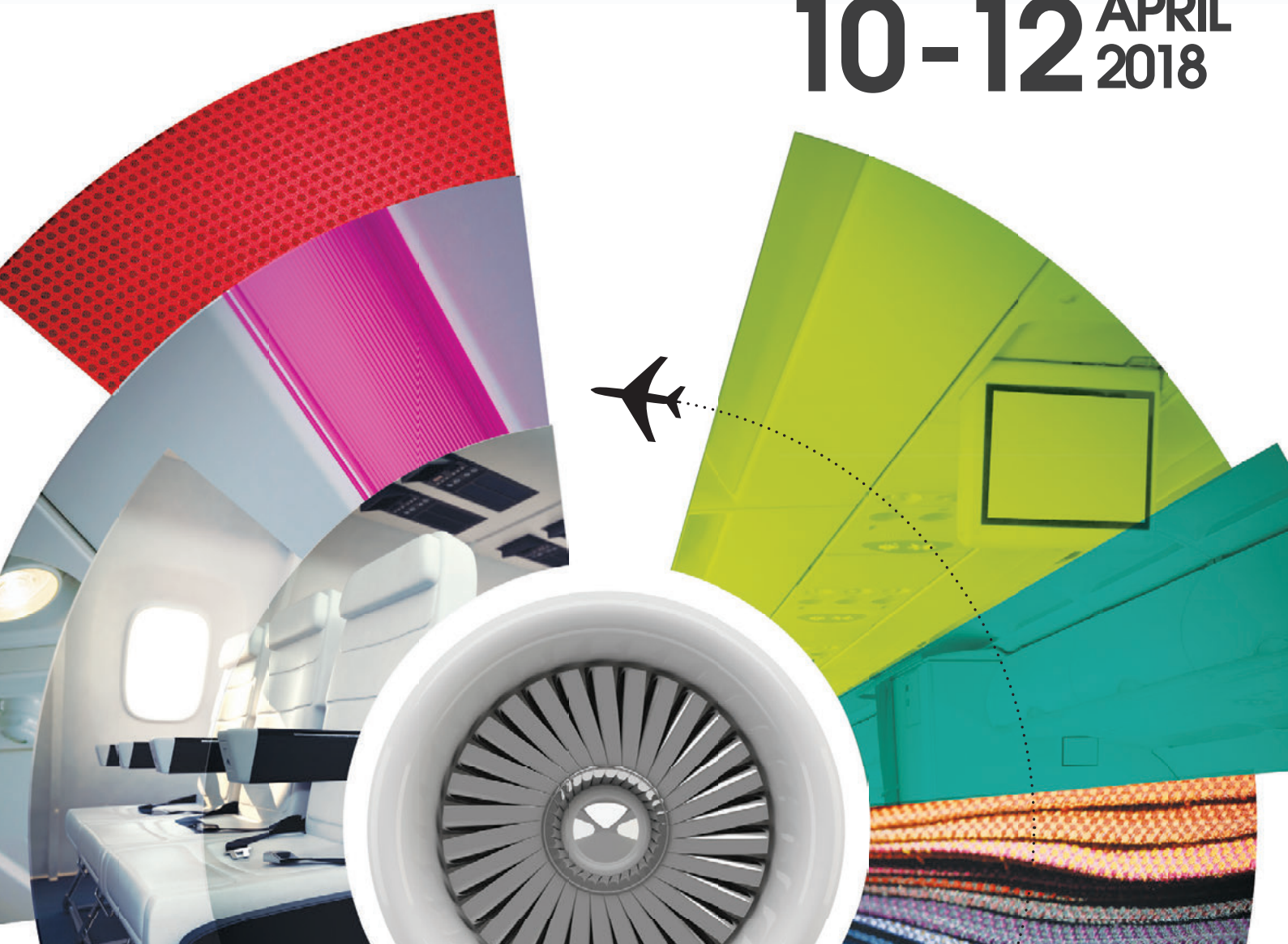
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A SPOT OF WELLNESS AND REJUVENATION

BAM's Global Luxury Travel Correspondent, Jane Stanbury on the famous, Geneva-based Clinique La Prairie, Montreux, one of the world's leading retreats

Set against the stunning backdrop of Lake Geneva, Clinique La Prairie, Montreux, is one of the world's leading retreats, combining pioneering science, holistic wellbeing and a lavish spa experience. The multi award-winning facility has established its reputation by developing highly advanced medical programmes dedicated to wellness, revitalisation and longevity, delivered in a discrete, professional manner.

An international team of 50 leading specialists combine medical treatments using both traditional and innovative techniques, with luxury accommodation, as well as a leisure spa of 20 therapists. "We are not a hotel but a medical clinic and spa that is results driven, where health is at the heart of everything we do," explains CEO Simone Gibertoni.

In addition, Clinique La Prairie focuses on preventative medicine encouraging clients to achieve wellness through a rounded approach to diet, exercise and attitude. Staying with its traditional pioneering spirit, the clinic currently offers a range of eight individual, programmes which normally require a stay of up to a week, and are tailored to the guests' particular needs. The programmes satisfy an elite, international clientele, with both male and female clients benefiting from the portfolio of Beauty, Medical Check-up, Rebalancing, Better

Mobility, Revitalisation and Master Detox programmes. The two latest additions, which launched in July, showcase the clinic's focus on contemporary health issues.

The five-day Better Sleep programme incorporates medical diagnosis and personalised therapies to analyse the root causes of an individual's sleep problems. In a fast-paced world reasons for sleeplessness include pressures of life, hectic travel schedules, and increasing technology dependence, so under the direction of Dr Olivier Staneczek, a positive, multidisciplinary approach is taken to assist patients to achieve a healthy sleep pattern. "Sleep is a very complex matter. Our specialist doctors work closely together to agree a tailor-made solution and to dispense therapeutic advice – which is the key to long-term efficacy."

The same multi-faceted approach is applied to the Stop Smoking programme. Conventional medical techniques are complemented by alternative treatments such as hypnosis, acupuncture, and traditional spa massages, detox, and physical training sessions, to inspire patients to kick the habit. The programme also provides strategies





that clients can transfer into daily routines to achieve long-term abstinence. Exclusive, relaxing and restorative spa treatments and personalised exercise regimes also form part of each programme.

One of the most popular, and exclusive, programmes is Clinique la Prairie's signature Revitalisation, refined and honed since its inception in 1931 when the clinic's founder used cellular therapy to treat various medical conditions. The more contemporary Rebalancing programme restores energy to mind and body incorporating the replenishing treatments of Ayurvedic medicine with medical advice, relaxing spa treatments, psychological guidance and stress management techniques. All the



treatments blend science, with aesthetics, to create highly effective results.

During my stay the experts advised a mix of facial and body treatments that would nourish, hydrate and reshape the skin. First up a Simonin facial is given the Clinique La Prairie touch when hundreds of tiny heated gold electrodes stimulate the renewal of collagen, as oxygen pushes nourishing serum, with active ingredients, deep into the facial cells. A massage follows whilst a collagen mask stimulates circulation,



Clinique La Prairie focuses on preventative medicine encouraging clients to achieve wellness through a rounded approach to diet, exercise and attitude.

restores elasticity and re-sculpts the face. The process takes about three hours after which skin feels renewed and softer than the sheepskin in the clinic's relaxation room.

A body contouring treatment using the high-tech Maximus machine is also available. Also, three-hours long, the treatment involves a gentle scrub followed by a process that sees five round bulbous electric nodes pass increasing levels of radio frequency over the limbs to reduce unwanted cellulite and tighten skin. An optimal skin heat is required and stays just on the right side of bearable as seemingly hundreds of little electric shocks pass over the body. It's unusual and takes some getting used to, but is followed by a cooling wrap before the body is treated to lymphatic drainage through Pressotherapy. This involves wearing a pair of high-wasted trousers reminiscent of a space suit. The individual chambers forming the trouser legs are inflated with air which then rhythmically moves to massage the limbs. It's as if a cat is kneading your legs: it may sound strange but the body actually feels lighter at the end of the session.

Whilst retaining the essence of a medical centre, the spa environment is far from austere. Intelligent lighting, subtle textured walls, natural materials and decorative contrasts create a tranquil, luxurious ambience. Stylish wall hangings act as sound absorbers, contemporary glass-fronted saunas and illuminated Turkish baths, are complemented by an inviting jade green whirlpool. The indoor swimming pool sits adjacent to the relaxation room and features sweeping views across the lake to the Swiss Alps beyond.

Therapists continually emphasise treatments are only a part of the overall process. Good nutrition and exercise regimes are delivered by the expert team of dietitians and personal trainers. The food element is simple and the cuisine tastes delicious. Healthy, tempting modern

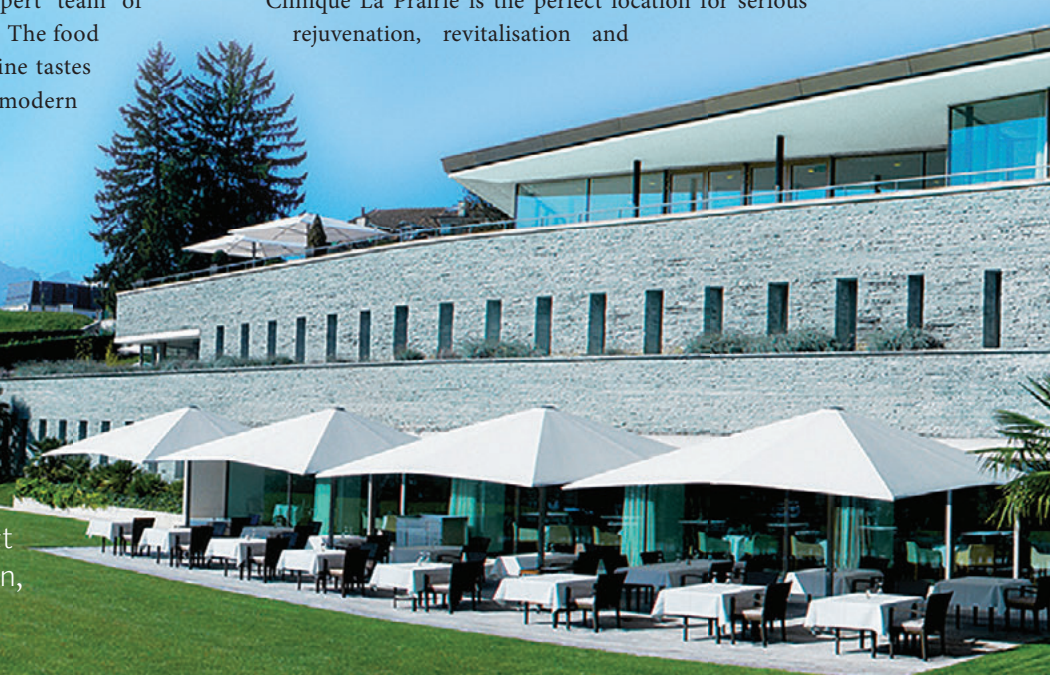


and creative gastronomy is provided in the chic restaurant headed by leading chef Filippo Tawil. Guest menus are selected in conjunction with the dietician who counsels a nutritionally balanced diet can be pleasurable too. The kitchen serves organic seasonal dishes with a strong emphasis on ingredient provenance and diners never leave the table hungry. A contemporary, informal café contrasts with the elegantly styled dining room and offers clients an opportunity to vary their dining options.

The gym is designed to offer something for even the most reluctant. It is packed with familiar aerobic machines, alongside a studio for small group classes. In addition to a Kinesis resistance machine, the suspension training TRX exercise system offers a different form of resistance exercise altogether.

Clinique La Prairie is the perfect location for serious rejuvenation, revitalisation and

Clinique La Prairie is the perfect location for serious rejuvenation, revitalisation and setting long-term health goals.





setting long-term health goals. Whilst the pulse of the clinic is medically driven, it works in seamless tandem with its relaxing and complementary spa. The return rate of 70 per cent clearly shows that clients value this unique approach. |BAM

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RETROSPECTIVE ON 2017

BAM Editorial Director Anthony Harrington on another challenging year for business aviation

As I write this the various news channels will be busy editing and preparing their take on the key events of 2017. We'll leave most of that retrospective survey to them and their video editing teams. I think we can all agree it was another challenging year for the business aviation sector, with an "interesting" mix of headwinds and opportunities.



For BAM, however, it has been a magnificent year, one in which we achieved almost exactly what we hoped for when we launched our inaugural issue at the start of 2017. "Almost", because as Max always says, if you're not improving you're going backwards. The maxim we live by is: Onwards and Upwards - the cover title, some might remember, of our Autumn edition, featuring Jet Aviation President, Rob Smith.

Now, with our four quarterly issues and two highly successful After Parties behind us, we're looking forward immensely to what might come in 2018. We are, of course, deeply grateful to our friends across the sector who have supported BAM through this exciting first year for the publication. When we set out to get the first issue off the ground we literally had nothing to show prospective clients other than our newly minted media pack, accompanied by our promise that with their support we would deliver a tremendous book.

We have to say a particularly heartfelt "Thank You" to Jetcraft Owner and Chairman of the Board, **Jahid Fazal-Karim**, featured on the cover of BAM's launch issue, and to everyone who supported that first issue.

It follows that we have to say a particularly heartfelt "Thank You" to Jetcraft Owner and Chairman of the Board, Jahid Fazal-Karim, featured on the cover of BAM's launch issue, and to everyone who supported that first issue. Without your support BAM would never have got out the starting gate.

Jetcraft itself started 2017 with a great head of steam, having notched up a record 2016 in revenue and transaction terms. It also began the year with some 20 or so transactions in the pipeline, giving it tremendous



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momentum. Yet as Fazal-Karim noted in the interview, he and the Jetcraft team were well aware that the year ahead was going to be a tough one.

On the plus side, US President Donald Trump's commitment to making deep tax cuts and winding back some of the penalties on US companies repatriating overseas earnings, looked hugely positive for the economy. On the negative side, Fazal-Karim pointed out, Trump's anti-globalisation stand, which is the flip side to his "America-first" policy, had the potential to step up protectionist tariffs around the world, putting the dampers on global growth.

In his interview with BAM Fazal-Karim noted that Jetcraft was already seeing some negative impact in Mexico, where the peso was faring badly against the strengthening US dollar.

"What happens with adverse currency movements and increased uncertainty in the market is that it makes many of our clients wait before they decide to act, and this has been particularly true of China, Mexico and Europe," he noted.

At the time, Fazal-Karim was hopeful that warming relationships between the US and Russia would help to put jet purchases back on track in the former Soviet Union. However, with the benefit of hindsight we can all see how that "warming" failed to materialise, with Russian meddling in the US presidential elections sounding a perpetual sour note throughout 2017 and taking relationships between the US and Russia to new lows.



Moreover, 2017 was not helped by the fact that the proposed Trump tax cuts ran into one obstacle after another. It took till the end of 2017 for his tax legislation to get through both Congress and the Senate, and it will be well into 2018 before we are likely to see positive consequences in terms of a strengthening US economy.

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With a very wide cross section of customers expected to be in the queue for early purchases, part of Fagan's brief was to ensure that clients have a great spread of choices when it comes to customising their aircraft. By focusing intently on the customer and their expected missions for the aircraft, Fagan reckons he is confident

that the end result will be unique in each case with the interior design looking and feeling very different from one Global to the next.

“Each aircraft is an expression of the personality of the customer,” he noted.

Satcom Direct’s **Chris Moore** echoed the views of many in the industry when he told BAM that it has to be a huge plus for business aviation that the President owns his own private aircraft, the iconic Trump jet.

Satcom Direct’s Chris Moore echoed the views of many in the industry when he told BAM that it has to be a huge plus for business aviation that the President owns his own private aircraft, the iconic Trump jet. Plus, he pointed out, the President will be as aware as anyone that this is a hugely innovative industry.

“Many of the major advances in aviation come from the private jet sector. In the satellite area too, we are seeing enormous innovation. There are many more players coming in to both the satellite and the air-to-ground (AtG) communications segment, and more technology is coming along all the time,” he noted.

Of course, high speed communications to the cabin, along with inflight streaming and internet access, raises cyber-security issues. In the current issue, our fourth and final issue for 2017, both Satcom Direct and Gogo Business Aviation talk about the measures each has taken to ensure the safety and security of in-flight communications.

BAM focuses first and foremost on the businesses that make up business aviation and provide all the services required to give private jet users, whether owners, guests or corporate executives, the highest standards of service. One of the most fascinating things about this hugely competitive, high performance, high-pressure industry is the way it has generated so many success stories, and we have done our best to give readers an in-depth insight in each issue, into how the winners in the industry have got to where they are today.

A classic case in point is the interview with Neil Book, President and CEO of Jet Support Services Inc., in this edition. One of the characteristics of Book’s leadership of JSSI has been his ability to keep identifying and pushing into new markets and market opportunities.

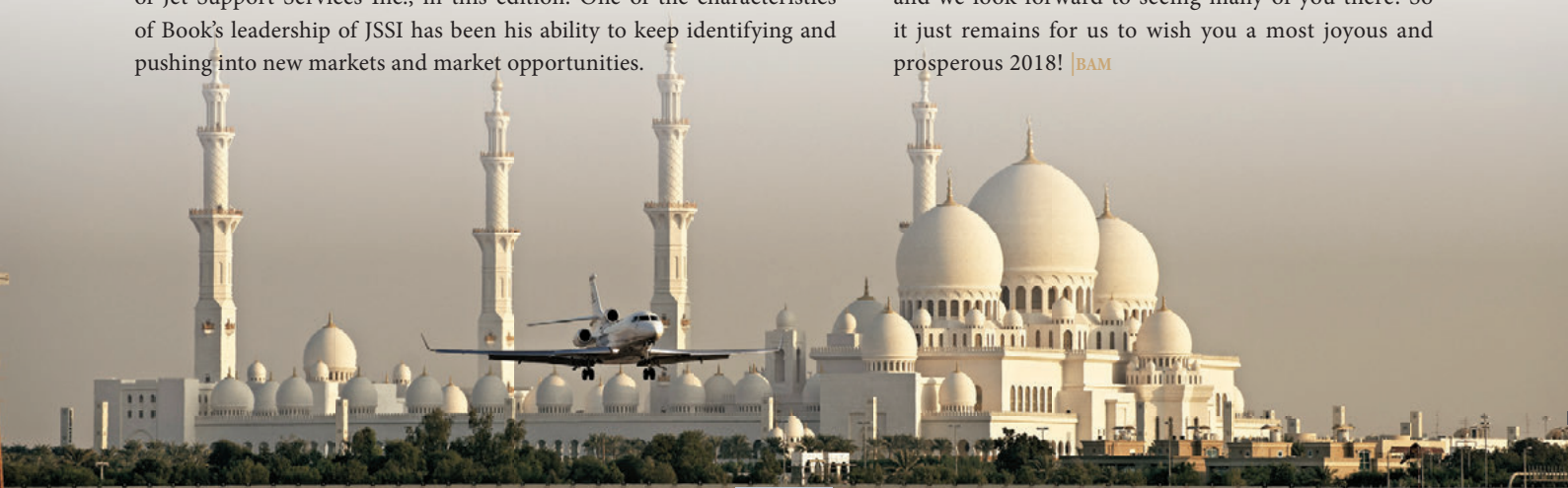


Having pioneered an alternative for owners and operators to the traditional private jet OEM “pay-as-you-go” approach to aircraft life cycle costs, a year ago JSSI extended its services to the commercial airline market. That move is going extremely well, Book says.

This theme of building on and adding to core skills and services has been highly successful for many companies in business aviation.

However, this does not mean that new niches abound and are easy to discover. One of the themes through 2017 has been the squeeze on many companies in areas where there are manifestly too many players. We will doubtless see markets consolidating further through 2018.

Whatever the coming year brings, you can be sure that BAM will be bringing you great insights from key figures across the industry. We’ll be hosting our legendary After Parties at EBACE and MEBA, of course, and we look forward to seeing many of you there! So it just remains for us to wish you a most joyous and prosperous 2018! |BAM





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.



2016 Grand Caravan EX | sn 208B-5277 | C-FJTQ

74.6 hours since new, Garmin G1000-Fully Intergraded Panel, 10 place commuted club, Synthetic Vision Technology, Asking \$2,200,000.



2014 King Air 350i | sn FL-972 | C-GOKI

719.8 hours since new, Canadian Mod Package, Collins venue Media Center, GWX-3001 Collins Satellite Graphical Weather, Asking \$4,995,000.



2010 Hawker 4000 | sn RC-43 | N2KL

1,006 hours since new, Lump inspection cw. Nov. 2014, Engines enrolled on ESP, Amendment 102 completed. Asking \$3,750,000.



2008 Hawker 900XP | sn HA-5 | N894QS

5,863.3 hours since new, AirCell ATG-5000 High Speed Internet, Engines and APU enrolled on MSP, Complete Paint in 2013, Asking \$3,595,000.



2007 Hawker 400XP | sn RK-536 | N47OCT

6,431 hours since new, Partial paint in Feb. 2017, Delivered with Fresh A,B, C, and D inspections, AirCell ATG-2000 High Speed Internet, Asking \$1,895,000.



2007 Falcon 2000EX EASy | OFF MARKET

4,147.5 hours since new, Engines and APU enrolled on 100% JSSI, EASy II avionics upgrade preformed in Dec. 2015, Asking \$9,250,000.



1997 Hawker 800XP | sn 258316 | N75HL

6,951 hours since new, Engines enrolled on MSP Gold, Major inspections cw. June 2016. Asking \$1,395,000.



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“ We go for maximum utilization of the aircraft combined with offering the best possible customer experience. To achieve this, we need to own the aircraft outright.

SCALING FOR SUCCESS

BAM talks to Ian Moore, Chief Commercial Officer, VistaJet

Q: Let's begin with VistaJet's business model.

A: First of all, in this day and age of the shared economy, we are probably the ultimate shared economy model. This industry is very, very capital intensive, as we all know, so the scope for sharing versus owning is huge. When Thomas Flohr entered the market in 2004 what interested him was that there was no global brand and no consistency in the market. One of the main reasons for this lack of consistency in the quality of the experience delivered to fractional owners was the absence of scale.

Someone had to focus on bringing scale to the market. Clearly, with the price points associated with mid-range and large cabin jets, no one was going to achieve scale overnight. We have achieved this goal over a 13 year period. This has very much been an organic growth. You have to remember that Thomas started with one aircraft, his own, and has built on that steadily, so that by 2010 we had around 23 aircraft. What was key, however, was that around half the fleet was light jets or mid-range jets.

Since 2010 we have both grown the fleet and scaled upwards into the large cabin space. It is not just about how many jets you own. The size of the jet matters hugely.

Q: VistaJet prides itself on owning its jets rather than leasing them. In doing this you take the residuals risk onto your own balance sheet. What is the thinking there?

A: We go for maximum utilization of the aircraft combined with offering the best possible customer experience. To achieve this, we need to own the aircraft outright.

This approach has worked well for us. The financials of the company are very strong and we believe that there is room still to improve the utilization of the aircraft.

Q: What is the growth rate like at present?

A: We have 72 aircraft today. We are being careful to grow at a very sustainable pace. This focus on sustainable growth is the main reason we have not gone into Brazil yet, despite the fact that we think Brazil is shaping up to be a very exciting

market for us. I am Australian and I would love to see VistaJet in Australia, but at present the case is not overwhelming for us to open an office there. That said, with our global scale, we are able to fly in and out of both countries.

Basically, where we open an office next is wholly driven by our customer base and our analysis of where they most like to fly to. We have to avoid growing too quickly because over-rapid growth can only be achieved by sacrificing the quality of the experience you provide to customers, and that is not a road we would ever want to go down.

So, the discipline of our model is all about generating sufficient growth to ensure a high utilization rate and growing in a way that follows the need of our customers, and allows us to maintain a consistent level of service.



The Allen Groupe is a professional aircraft detailing company based in Europe.

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“Thirteen years of investment and development mean that our capabilities today are now more sophisticated and efficient than anything else available on the market. We have an industry-leading operations hub in Malta and main sales offices in London, Dubai, New York, Los Angeles and Hong Kong.

Q: Tell me about the booking platform

A: We have three separate booking models. The first is our flagship Program model which is a bespoke flight-hour subscription tailored around each corporation or individual's flying requirements. The second is our On Demand offering where customers are able to request single flights based on aircraft availability. VistaJet is the first and only end-to-end booking service, in that we own all our own jets and train our own pilots. We therefore know the availability of our aircraft to a far more precise extent than other suppliers. We control the entire process.

The other platform is called VistaJet Direct, which we introduced in 2017. It is a subscription model based on digital membership. Customers get priority access to available one-way and empty leg flights via our app and website. This is where people get the availability of the aircraft pushed to them. So, if they are in Dubai, for example, we can push a message to them saying, hi, we have an aircraft available at Al Maktoum International Airport if you need one. By way of contrast, our Program model is one where when you want to fly tomorrow we get the aircraft to you. In other words, the Direct model is opportunistic, and the full membership model is where you call the shots and we come to you.

With VistaJet Direct, you pay a \$10,000 subscription fee and we push jet availability to you. That subscription gets you access to the aircraft, looking at 72 aircraft and where each of them is. This is more for the next level down from our membership customers, people who want to fly and want to look around and see if there is one of our aircraft nearby.

Q: Can you give me a brief account of VistaJet's status today?

A: Thirteen years of investment and development mean that our capabilities today are now more sophisticated and efficient than anything else available on the market. We have an industry-leading operations hub in Malta and main sales offices in London, Dubai, New York, Los Angeles and Hong Kong. Our fleet of over 70, wholly-owned, super mid-sized and ultra-long range aircraft is unmatched in the industry. We are also one of the most technologically integrated company in the sector. |BAM





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