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BUSINESS AVIATION MAGAZINE

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Chairman and CEO
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2006 Gulfstream G550
Airframe Total Time: 7,512 hrs
Aircraft Total Cycles: 2735 cycles



2009 Falcon 7X S/N: 046
Airframe Total Time: 5,832.5 hrs
Aircraft Total Cycles: 1,492 cycles



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Airframe Total Time: 245.9 hrs
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MANAGING THE DOWNTURN

Travel bans and a global pandemic, along with plunging stock markets, are not good news for business aviation. However, business aviation as an industry is very resilient. If the Coronavirus runs a similar path to 2003's SARS virus, it could have no more than another four or five months to run before the worst is behind us, and the virus mutates into a less troublesome form.

Right now, governments around the world are giving the impression of being in full-on panic mode. Politicians need to be seen to be doing something when there's a crisis and uttering dire warnings and locking down cities has become the go-to plan.

However, while the politicians panic, business needs to keep a cool head. Deals still get done, farms keep running, goods keep flowing and products continue to be made. We're going to see a hit to global GDP, that now looks inevitable. That's not good news for the industry, but it is not a death knell either. This industry has some of the finest management teams around, and most will find a way of charting their path through to the uptick in the global economy that will follow, once the virus dissipates.

The current flight bans, sports bans and closures on public gatherings and public events will end, and probably sooner than we think. In the days and weeks ahead, our industry is going to have to find ways of keeping the doors open and keeping things moving forward. There will be testing times ahead but throwing out the baby with the bath water has never been a good plan.

Managing through the coming downturn and preparing to take advantage of opportunities when the global economy ticks up again, is going to test all sectors of the industry. Fortunately, this industry is not short of management expertise. As it showed in the aftermath of the 2008 global financial crash this industry knows how handle tough times. It's going to have to put that knowledge to work in the coming months, that much seems certain.

(Just as we were preparing to go to press, EBAA finally announced that EBACE was definitely cancelled. We haven't backtracked to amend features where the participants speculated on whether or not EBACE would be cancelled since their thoughts and the general debate at the time are as valid post the decision as they were pre. We all more or less knew this was inevitable, but it is still a really nasty blow for the industry to absorb.)

ANTHONY HARRINGTON

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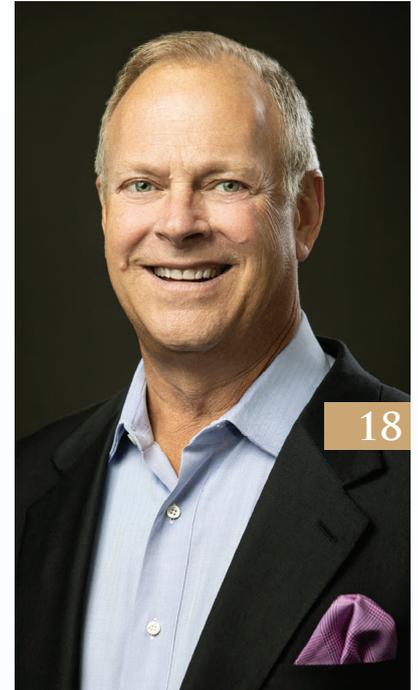
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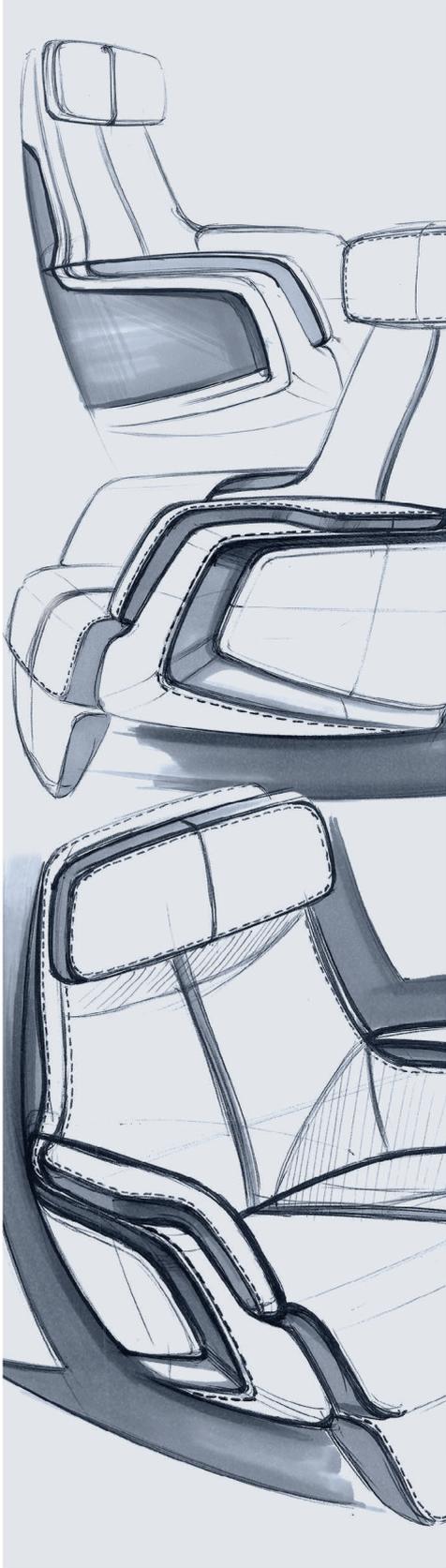
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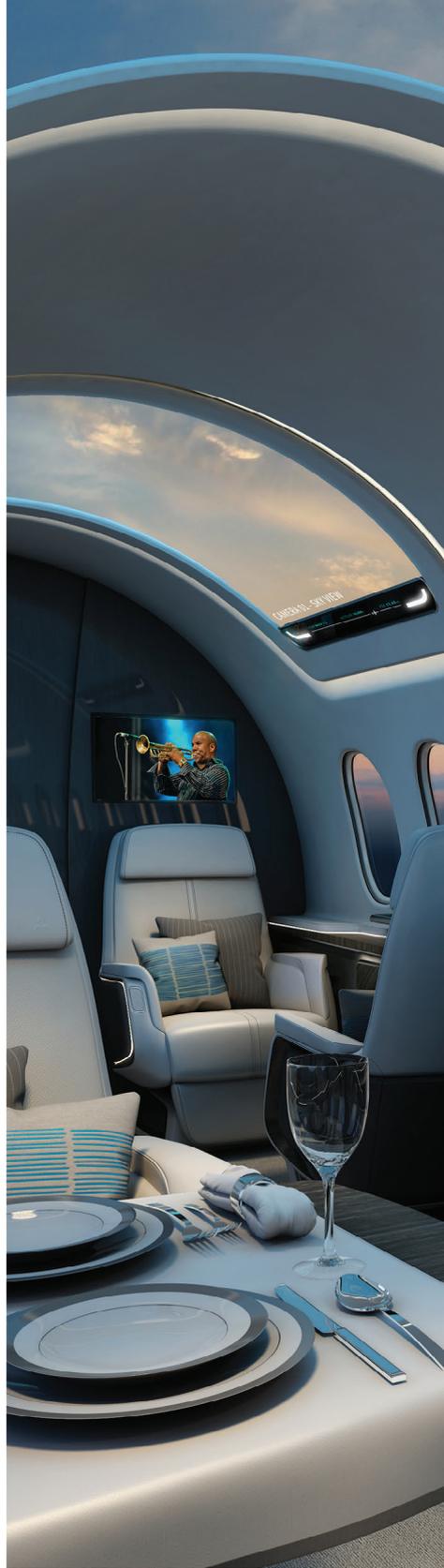
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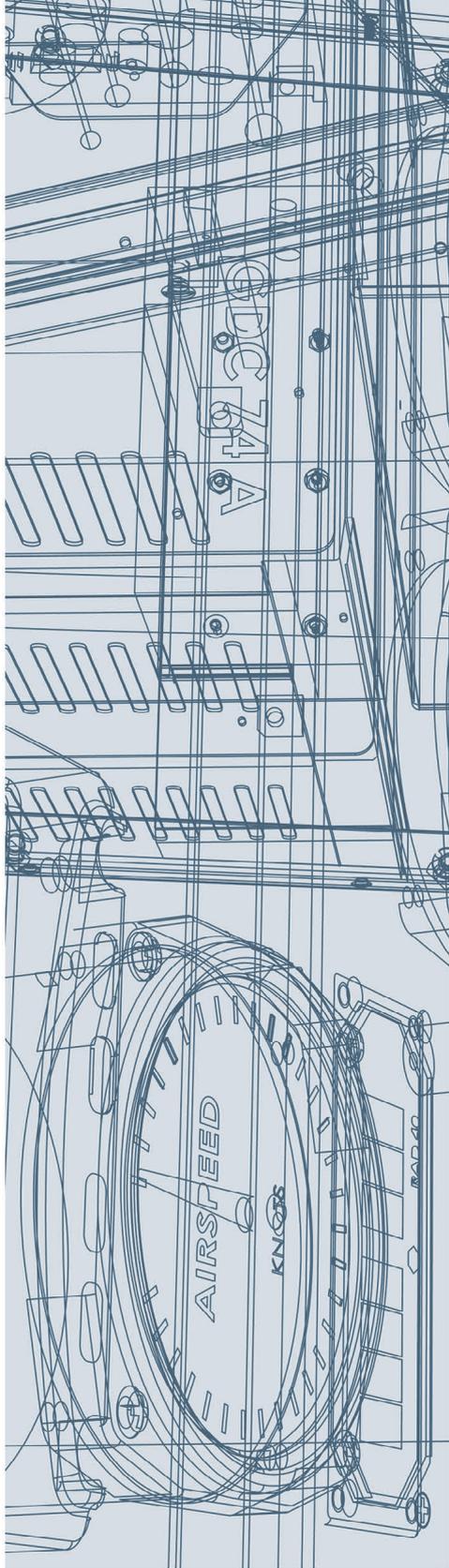
VISUALISATION



COLOUR & MATERIALS

DESIGN Q

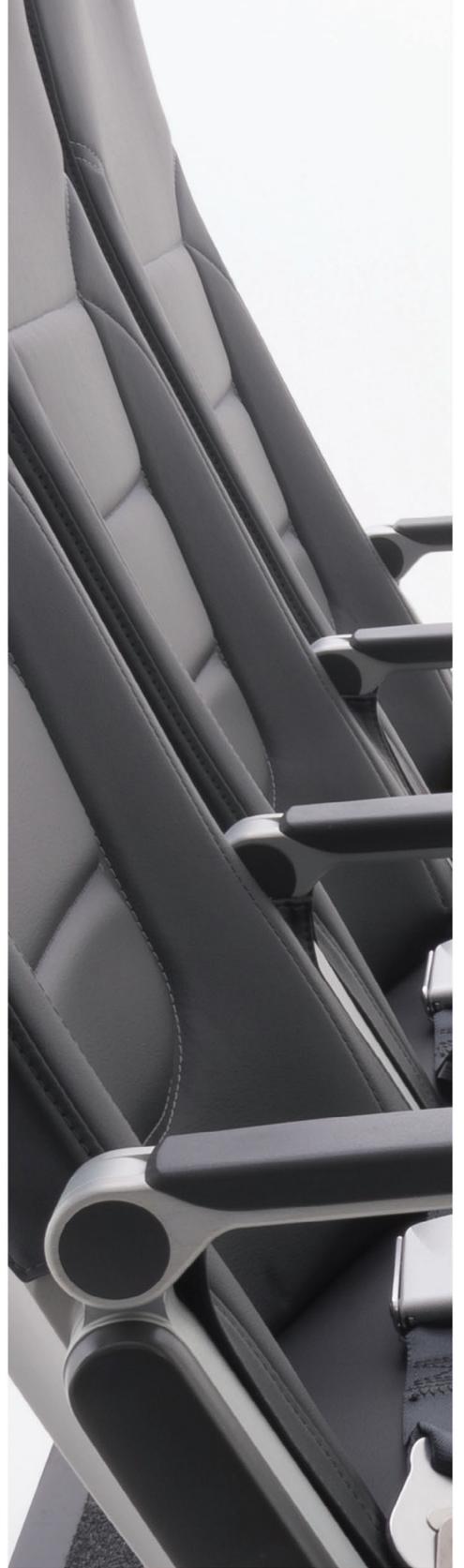
DESIGN EXCELLENCE FROM CONCEPT TO COMPLETION



ENGINEERING



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PRODUCTION





CUSTOMER-FIRST WINS EVERY TIME

Rick Heine, Chairman and CEO of Flightdocs, talks to Anthony Harrington about providing a one-stop software solution to flight departments

AH: Rick, let's take it back to the beginning. When you first looked at the maintenance tracking space, around 2003, you would have seen that there was already a very well-established major player. What convinced you that this would be a good market to go into?

RH: It's true. When I first looked at this market there was already a gorilla in the space. No question. However, when I started analysing the market it was clear there was a gap in both the technology and service available. That was very promising to me. My philosophy, in everything I had done to that point, and continuing on to today,



is that if you provide a great product and back it up with great service, people will come!

Since day one, we have worked closely with customers to understand the key elements of their day-to-day business problems. We have continuously re-invested back into our architecture and platform to solve inefficiencies, duplication of data entry, paper-heavy processes, data lags, etc. It's a continuous feedback loop that has been the formula for success over the last 17 years and continues to work today.

AH: Having the idea is one thing, turning it into a reality is something else again. What was the development process like, and what gave you confidence that you could bring a great product to market?

RH: Early in my career I had worked in the financial services sector, where I was first exposed to working with IT development teams. Within the group I managed, we identified several processes that were really inhibiting our ability to grow the business, and I worked closely with developers to create electronic workflows and automate traditionally manual, labor-intensive processes. This is where I first saw the dramatic impact technology and software could have on an organization and industry.

The experience I gained along my career set me up well for success at Flightdocs. Myself, I am not a developer, but I've always had a good, high level understanding of the technology, architecture and security behind the solution. Along the way, I also learned the basics of UI/UX design and agile project management.

Combining that knowledge with an understanding of the customer's needs allowed me to create a blueprint of what the end product should look like. This served two purposes: First, I was able to get feedback from customers on the look, function and workflow of the product before we invested much in the actual development. Second, it gives the development team the baseline for what the end product needs to look like and how it needs to function.

While delivering the requirements and the vision to the development team is critical, giving the right amount of freedom to that team is equally as important. You absolutely want to unleash the development team's creativity. One of the unique things about Flightdocs is that we have always done all of our development in-house, here in the United States. It allows our development team to stay close to our customers, our customer service and our sales

team. It gives them a great perspective on our business and allows for out-of-the-box thinking when it comes to developing solutions.

At the same time, you must be vigilant that everything is moving along according to plan. We have seen too many instances, across multiple industries, of huge, multi-million-dollar projects that end up being not fit for purpose. As we have continued to scale our development team, we have also invested in software packages that allow us to manage new and ongoing development effectively.

AH: You have this massively demanding KPI in your operation, which states that every phone call by a customer should be answered in two rings. What's the thinking there and how does your team do in meeting this stringent requirement?

RH: From my perspective, customer service is just as important as innovative technology. If you give customers a good experience, respect their time and assist them with their mission, they will do business with you again and again. You have to create that mutual respect factor.

Business Aviation is a 24/7, fast-paced industry. If a customer is picking up the phone, it means they need help and they need it now. That's why we answer calls in two rings or less and why we don't believe in answering services or voicemail. That reputation of top-notch, around-the-clock, US-based support has been a core component of our growth and has always worked for me in any business I have been in.

“From my perspective, customer service is just as important as innovative technology. If you give customers a good experience, respect their time and assist them with their mission, they will do business with you again and again.**”**



The service we provide goes beyond just being responsive on the front line. Moving from legacy platforms or spreadsheets, customers are not only adopting new technology to support their operation, they are implementing changes to their standard operating procedures, oftentimes replacing paper for an iPad. We have a team of aviation experts that assist our customers with these organizational changes. Former DOMs, DOAs, technicians, and pilots that can take a deeper look and assist where needed.

AH: How do you keep the high level of energy going, so that everyone's delivering their A-game?

RH: First, we have an incredible team of talented,



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hard-working and dedicated individuals here at Flightdocs. We have a company culture that is demanding but very rewarding for team members that step up to the challenge. We have very aggressive goals for growth and rely on our team to work together, innovate, and move the ball forward.



For us, hierarchy and bureaucracy have been minimized as much as possible. This allows us to move quickly and course correct instantly if needed. When employees can see the impact and benefits they deliver to customers in real-time, it is extremely motivational.

We don't believe in the "pay your dues" type mentality of bigger companies. If you deliver for us, opportunity is yours for the taking. Many of our senior level managers and executives joined Flightdocs at the ground floor and have moved up in the organization very quickly. Together these things have attracted a lot of great talent, and keep our team focused and delivering every day.

AH: Let's look at the thinking and work behind the release Flightdocs Enterprise and your latest product, Flightdocs Operations.

RH: When we started out, the focus was solely on maintenance tracking. We went through a number of evolutions of our maintenance platform from 2003 until around 2014. During that time, we built a solid customer base and introduced a number of firsts to the industry, including the first platform to offer FAA compliant eSignature and the first maintenance tracking iPad application. While we continued to have solid growth with our Flightdocs 2.0 platform, we saw the industry changing and technology evolving. Flight departments were looking for more capabilities under one product and were also looking for

enhanced integrations with other systems. This led to the development of Flightdocs Enterprise.

In 2014 we began development of Enterprise, building from scratch, on a brand new architecture, leveraging the cloud capabilities of Amazon Web Services (AWS). Launched in 2016, Enterprise delivered not only the most advanced

maintenance tracking platform available, it also included fully integrated inventory and purchasing management, and the platform was tied together with a native iPad app that allowed operators to go completely paperless.

In about 6 months we had moved all of our customers from 2.0 to Enterprise, and the platform has been a game changer for both the industry and for our company over the last few years. Since then, Flightdocs has more than doubled in size, and we've created major partnerships with companies like Boeing Global Services and Textron Aviation for our maintenance product.

As always, we continued to evolve the maintenance and inventory platforms, but started looking for the next opportunity to optimize flight departments. The next logical step was Flight Operations. With the Enterprise product, we were able to drastically improve workflows on the maintenance side of the operation, but many operators were still struggling with paper-based processes and antiquated software on the flight operations side of the house.

In early 2018 we began development of Flightdocs Operations, with a goal of delivering the power of Flightdocs into the hands of crew members, schedulers and dispatchers, creating a true, end-to-end solution for flight departments. Just 18 months later, in September of 2019, we launched Flightdocs Operations. By putting maintenance, flight ops





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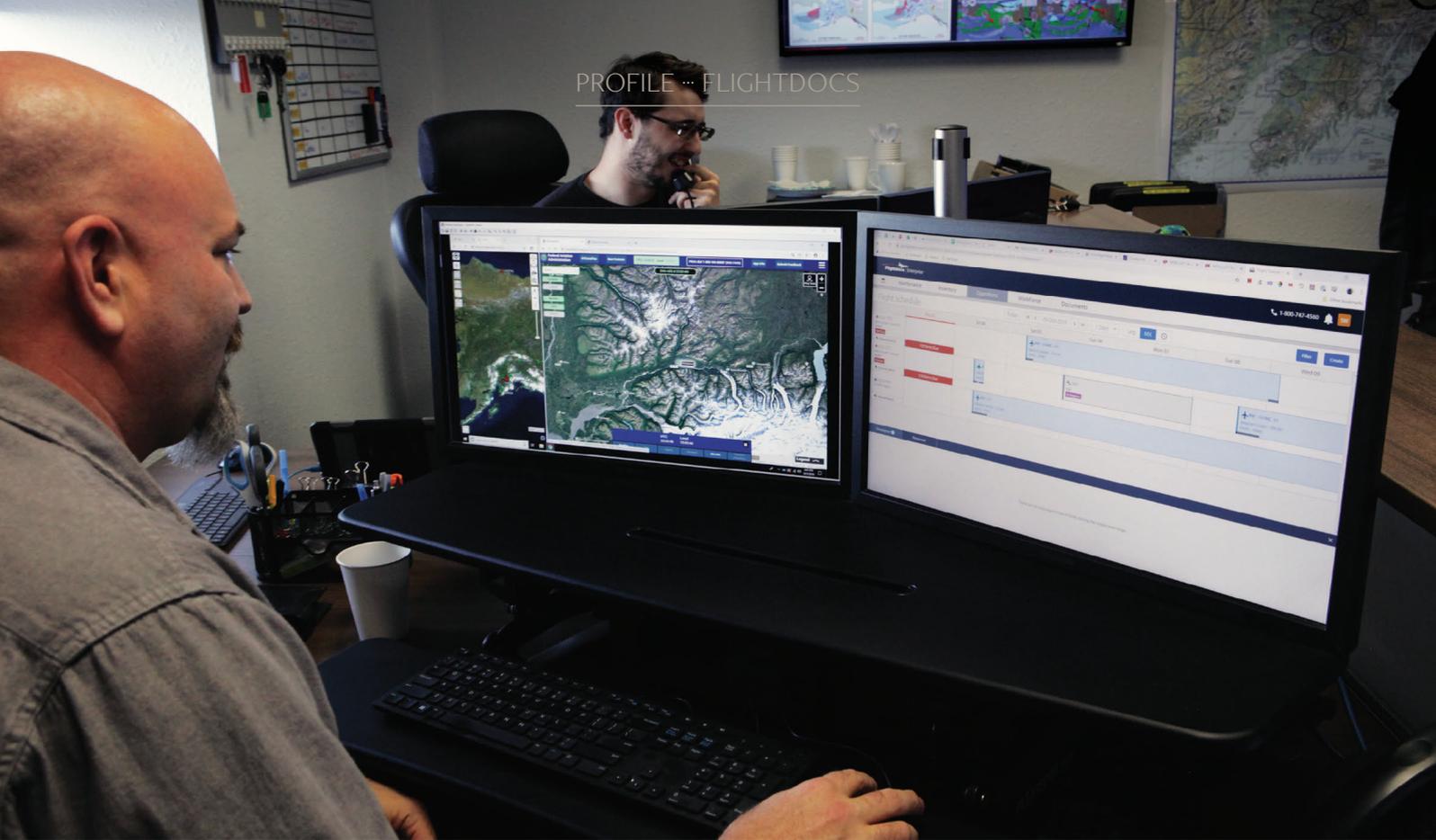
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and inventory under a single, modern, cloud-based solution, we are seeing huge benefits for users. The real-time visibility into the status of an operation is something that has never been possible before and the flow of data between teams inside the organization is now seamless.

Enhancing communication was another goal with the launch of the new platform. As we all know, trips and schedules are constantly changing, and many flight departments are victims of massive email threads, text messages and phone calls relaying information to execute a trip properly. In response to this, we created an encrypted messaging system within the platform, called Fd | Connect™, which connects crew members, maintenance, schedulers and dispatch all through their mobile app.

AH: What kind of response are you getting to the launch of Flightdocs Enterprise?

RH: Since launching the response has been incredible. Cirrus Aircraft was one of our launch customers and is currently utilizing the full suite of Flightdocs products on a fleet of over 300 aircraft today. They have been a great partner to work with and are seeing the benefits of a fully integrated platform.

What really stands out to me is that customers are reporting savings of hundreds of thousands of dollars. Whether it's a decrease in missed flights, faster aircraft turnaround time, ability to locate parts, or better communication, this product is making a significant impact on flight departments every day. From a competitive standpoint, we are delivering something that just doesn't exist in the market today. Our competitors could give away their product for free and our customers wouldn't leave Flightdocs because of these massive benefits.

As we continue on through 2020, we will be releasing several new features into Flightdocs Operations, really expanding our support for 135 charter operations.

AH: You announced some partnerships and integrations at NBAA BACE in 2019. Can you talk about some of those?

RH: A few of the integrations we announced in 2019 were with Aviall, ForeFlight and Satcom Direct. We are currently in beta with our Aviall integration, which is projected to go live in Spring 2020, and will allow users to easily search and purchase parts and tools from Aviall, directly from the Flightdocs platform, eliminating a lot of the leg work that goes into purchasing parts today.

Our integration with ForeFlight is also very exciting and utilizes ForeFlight's flight planning engine to assist in scheduling trips, and also creates a seamless hand off from our flight schedule into their Dispatch module. The integration with Satcom Direct allows users to capture data directly from their router, in particular aircraft hours and cycles, and pass them through to Flightdocs to update the status of all scheduled maintenance.

While we continue to expand the capabilities within Flightdocs Enterprise, creating seamless integrations with other industry leading providers is part of our core strategy and we have a centralized developer API that allows us to easily create two-way integrations with best of breed providers.

Being able to provide a modern, cloud-based, end-to-end solution, fully integrated with the market gives us a giant advantage and we're looking forward to what this suite of products will do for the industry in the next few years. **BAM**


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CLOSING IN *STYLE*

Clay Healey, Owner of AIC Title Service, on a successful 2019 and his views on the prospects for 2020

Q : Clay, right now everything seems to be up in the air with this COVID-19 virus epidemic. With Geneva cancelling the Motor Show we have to wonder if EBACE itself is going to happen. What is your view going forward?

CH: Well, I suppose the place I would start from is that at AIC we have had two fantastic years and we are already very significantly up on the great start we had in 2019. So, so far, so good. 2019 was the biggest year we have ever had at AIC. It eclipsed even 2018, which itself was a record year for us.

As far as 2020 is concerned, January was up 20% on January 2019 and February was up 20%, year over year. So if there is going to be a slowdown, we're not seeing it yet.

A lot of the technical innovations that we have put into our Aircraft Closing Room technology, which we keep working

at to make it still more efficient and easy to use, are now really coming into their own. The technology is now widely seen as enabling people to transact aircraft sales and purchases much more efficiently.

Of course, today, everyone is watching this Coronavirus, or COVID-19, as it is now being called, and there are a lot of concerns. Cancelling EBACE will be a huge decision for the Swiss authorities. The event brings a tremendous amount of revenue into Geneva.

We're a smallish company, relatively speaking, but when I go to Geneva it costs us at least \$3,000 per person and probably \$30,000 for us as a company. I can't see it being much cheaper for anyone else. The big players will be spending hundreds of thousands of dollars with EBACE. So you know the EBACE organisers are going to do everything they can to keep the show going.





“I never did video conferencing till this year and the virus scare.”

As a separate point, it is pretty clear that Geneva as a whole gouges the business aviation community pretty shamelessly. It is a hideously expensive place for the period of the show, and as soon as the show is over the prices go back down again. That's pure gouging. I have always complained about that. I like the way NBAA does things, switching the venue between Orlando and Las Vegas on alternate years.

Perhaps it really is time to start doing something similar with EBACE. There are a lot of great venues in Europe. Geneva is a beautiful city, but maybe the organisers need to think about other options in future years.

For myself and my own attitude to this virus, I was scheduled to speak in Malta shortly. That show has just been cancelled. In a normal year, Holly and I would both go. As things stand we couldn't risk it and I had made the decision to go on my own, before the show was pulled. If someone on the aircraft had turned out to test positive, I'd end up being quarantined for a couple of weeks. I said to Holly, we can't both risk being quarantined, so we had to play it safe by one of us staying behind. I imagine a lot of folks and a lot of companies will be making similar decisions in the months ahead. That has to affect flights.

Q: There are a number of reports saying that charter flights are up at present. This is not surprising, given the risk of being quarantined for a couple of weeks after a commercial flight, as you've just mentioned. But if fears of the virus keep growing, do you see people having more recourse to video conferencing rather than flying?

CH: Absolutely. I never did video conferencing till this year and the virus scare. I much prefer being face-to-face with the person I'm talking to. It gives you a much better feel for their reactions and how they are taking things. However, since the start of this Coronavirus thing, I've already done 20 video conferences. In fact, I've had a special video conferencing room set up at our office, with all the right equipment to get proper sound and the best feel you can get from these things.

Many of these conferences have been with people in the banking sector who are very keen on understanding how the Aircraft Closing Room can bring efficiencies



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“The whole point of the Closing Room is that it is designed to move things to a close, to get the transaction done.”

to their business – and they are not just talking about aircraft transactions. It is very exciting, but like I say, in normal circumstances, if someone is serious in their enquiry, I'd want to fly to their offices and talk to them in person. Now, I'm much more likely to suggest a video link!

Q: It's good to hear that you are finding interest in the Closing Room that goes beyond aircraft transactions. How is that going?

CH: It is very exciting. Some people might call AIC's Aircraft Closing Room a virtual document room. However, in my view, that misses the point. The whole point of the Closing Room is that it is designed to move things to a close, to get the transaction done.

A document room is just a place where you store virtual documents. We aim to do much more than that, namely to help bring efficiencies to all stages of a transaction and then to enable it to be closed via digital signatures when both parties are satisfied and want to push the button on the deal.

But if we get back to the current panic over the Coronavirus. The point I would stress is that everyone loses if we keep cancelling all kinds of events. Take our industry and the possibility that EBACE will be cancelled. It's not just all the folks who would be doing business together at EBACE who are going to lose out. It is people right across Geneva that have no connection with business aviation.

This includes hotel staff, waiters and waitresses, restaurant owners and their staff – the list goes on and on. It's all the ordinary folk around an event that get some level of increased income from the event.

If you look at charter as an alternative to commercial, for people who don't regularly charter, that represents a real hit. I can't charter a flight from Oklahoma to Europe and back for less than, say, \$80,000. You are going to want to put a lot of people on that flight with you to justify that cost, particularly when you can do a round trip, business class, to London, for \$8,000 or for under \$2,000 if you fly economy.

So, my view is that the industry and governments need to focus on keeping business going, no matter what is going on, otherwise things will deteriorate fast. We're not used to fast reversals of economic fortune in our industry. In the oil sector, which we see a lot of in Oklahoma, if the price of oil falls, the companies retrench immediately, they don't wait for next week to see if the price rises again. In business aviation, we're not used to thinking like that.

It is important for folks to realise that while some small portion of business aviation might be about luxury flights, the vast bulk of it is all about business. It's the guy with his bag of tools climbing into his turboprop to fix some plant. If he doesn't get there to fix it, then a lot of people that work at that plant will not have a job. The moral of the story is, no matter what is going on, we need to keep business moving, and I just hope that message gets heard. |BAM

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INNOVATING TO WIN

Alireza Ittihadieh, Founder of Freestream Aircraft, Bermuda, talks to Anthony Harrington about the fundamental changes the industry has already gone through, and his views on what lies ahead

AH: Let's go back to when you first entered the industry. Can you sum up how things have changed both for you, and for the sector, since then?

AI: The change has certainly been profound, and not for the better. I came into business aviation back in 1991. At that time, the selling and buying of aircraft leaned much more towards the corporate customer than the high net worth individual. There were high net worth transactions, but the bulk of the business was in the direction of corporate customers.

The good thing about this, from the broker's point of view, was that corporations were accustomed to paying fees to their advisors. They expected to pay fees for sound advice. Today, this is no longer the case. A corporation today is most likely to look at you, as a broker, as someone who is providing a commodity service.

Your advisory work is seen as just another commodity as if you were providing paperclips or toilet paper. So, their choice of who to buy from will be driven largely on price.

A second point I would make is that as a broker you are seen as a low-end commodity, not a high-end commodity. This is a very different position to that which the broker enjoyed 30 years ago, when their knowledge of aircraft, transactions and the business aviation sector in general, was highly valued by the customer.

What has largely driven this decline in the value of the broker, as everyone in the sector now knows, is the huge influx of people into the industry, setting themselves up as brokers, and working from their spare bedroom. These brokers are overjoyed if they can secure a single transaction a year. That gives them something of a living, and in the hopes of securing that transaction, they will happily under-bid reputable brokers.



“As a broker you are seen as a low-end commodity, not a high-end commodity. This is a very different position to that which the broker enjoyed 30 years ago, when their knowledge of aircraft, transactions and the business aviation sector in general, was highly valued by the customer.”

Once you create an environment where brokers are short-selling themselves, it is very difficult to reverse.

So, that is where the change has happened, and it has even gotten worse.

AH: How then, can the larger brokers hope to compete and make reasonable profits?

AI: Today, the only way the larger broker can really protect their investment in their own business, is to strategically take in inventory; in other words become a dealer and not limit their business to simply advising on transactions. You have to know value; for me, I look for opportunities that I can take advantage of, given my experience and financial wherewithal. Once you start doing this you have moved into a space where the bedroom broker cannot follow you. He or she simply does not have access to that kind of credit.

AH: Buying and selling inventory that you hold on your own books opens up a whole new level of risk, does it not?

AI: There is risk, certainly, but there is also reward. You are in effect running a trading desk, and as always in that environment, may the best man win. We won on six trades in 2018, we lost on one trade. The one trade that we lost on took away a chunk of our profit, admittedly, but we still did very well. This is investing; I have patience and staying power. In the end, I have proven there is a decent profit to be made in the dealer sector.

If you want to compete on price as a broker, you have to take the supermarket approach of low pricing and winning a high volume of transactions. Some of the broking firms have gone that way and so far, they appear to be doing reasonably, but it would most definitely not be an approach I would favour.

“ I would guess that there are probably five of us who have lines of credit up to \$100 million, that enable us to buy aircraft where we see a reasonable opportunity of profit.”



AH: So how many brokers would you say there are, who have a sufficient line of credit to enable them to take inventory positions?

AI: I would guess that there are probably five of us who have lines of credit up to \$100 million, that enable us to buy aircraft where we see a reasonable opportunity of profit. I would include Jetcraft, Foster and Avpro in this.

On the brokerage front, that is our philosophy. We have actually given up business to the low end guys and bedroom brokers because there is no point in trying to compete on price. They cannot add the same amount of value to a deal that we can bring, but if the client is fixated on price, that is all they care about.

I personally do most of our inventory deals. I did eight of them last year, and that accounted for well into seventy percent of our profit, as a business, in 2019.

AH: What is the key to success in taking inventory?

AI: It all comes down to being in the right place, at the right time, and that has much to do with your network in the industry, and being in a position to write the cheque.

Today, the problem with the brokerage business is obvious. There are just too many newcomers. I was a one-man show once, so I sympathise to some extent. When I started there were a lot more established companies. Today, you find a pilot who, in the course of his work for an owner, becomes involved in a transaction. Now, suddenly, he sees a much bigger one-off pay cheque than he earned as a pilot and so he hangs out his shingle as a broker. And if he does one transaction a year, he's happy as a puppy.

That has been going on for the last 10 years. You have the one-man shows but it is very difficult for them to progress up the ladder. All they succeed in doing is dragging down the fee structure across the industry.

We had one guy who had been a former aviation manager who came to work for us. He had done all

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their transactions for them, so he thought that gave him the capability to be an aircraft salesman. He did literally one deal in five years. His failing was that he simply could not generate leads and close deals. So, it is one thing knowing the product, it is another thing entirely to generate buyers and sellers. And executing is still another thing. I consider myself as an outsider who penetrated the business, but I learned the business before I came into it, and I learned all about the product before I began selling it.

I learned how do things properly. I surrounded myself with the best technicians. I built a plug-and-play support team around me. They weren't all on the payroll. I found great lawyers I could call on, great legal teams, two in the US and two in Europe. Today, we have legal expertise in-house.

We wanted competent lawyers, people who were not there to rewrite the deal, but simply to execute the legal documents properly and, in the process, give our clients comfort that all the risks in the transaction had been properly managed.

AH: As I understand it, lawyers can be either a huge value add to a transaction or a real source of difficulties.

AI: Absolutely. We did not want lawyers who felt it was their job to tell the client if it was a good or a bad aircraft. A lot of lawyers have a tendency to intervene, saying things like: 'I think you might be better off looking at this other aircraft'. You can tell immediately if someone is trying to introduce uncertainties into a deal that is as good as done.

For example, someone might say, "Oh, I heard that this or that aircraft your client is trying to buy sustained some damage." Then you find out that the damage in question happened while the aircraft was being moved in the hangar and was so slight nothing needed to be changed. When it comes to damage we look at it as something that needs to be supported by FAA Form 337. As long as the aircraft does not have that, then the

“Even our fiercest competitors today would say that Freestream is the leader in cross-border transactions.”

damage is going to be minimal. It is an incident, rather than damage as such and is probably irrelevant to the transaction.

From the outset, we ensured that we had the ability and the expertise to transact across borders. Even our fiercest competitors today would say that Freestream is the leader in cross-border transactions. I have always provided myself on being the type of person who is tough but fair. If you talk nonsense I will tell you as much. The facts are the facts and there is no point fudging them.

To summarise, as an industry we need to work together to improve the industry. There are a group of us who have been around for thirty years and we are now looking at succession planning for the next generation. The organisation has several trustworthy people who are very good, but we continue to search for the right leadership. We have a good organisation today. We restructured last year and got rid of all our non-performing brokers.

My philosophy is that you need a salesperson to be turning over at least three times what they are costing you. That's the minimum. If you can't meet that, move on.

AH: How would you sum up the position of your own company today?

AI: I would say that we are doing very well. Hedge fund managers, financial institutions and the captains of industry in the larger companies appreciate what we do and how we do it. They like the fact that we are transparent and that we are well organised, that we are global, and overall that we can help them in so many areas associated with the sale or purchase of an aircraft.

Moreover, they know that my handshake and their handshake is worth more than any documents that lawyers can put together. |BAM

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BEST COMMS EVER?

Shuaib Shahid, Head of Global Sales at Gogo Business Aviation, on Gogo 2Ku and the service's impact on business jet customers

Q: Shuaib, shall we start with a quick summary of Gogo's position as a connectivity provider to the industry?

SS: Gogo Business Aviation is recognized as the only air-to-ground (ATG) inflight connectivity provider in North America, with an impressive customer base of more than 5,600 aircraft using our ATG network. It also boasts more than 5,000 customers that rely on L-band satellite systems to complement their Gogo service when they fly overseas.

In addition to the L-band systems, Gogo offers a robust satellite system called Gogo 2Ku that is being used on VVIP business aviation aircraft, as well as by 21 airlines around the world. Our airline customers include some of the world's largest commercial fleets, such as British Airways, Delta, Qatar Airways, LATAM, Cathay Pacific, United, and KLM.

In 2017, Gogo began offering 2Ku for VVIP business aviation aircraft operating internationally. We now have many systems in flight today, with several more expected to come online in 2020.

Q: What is Gogo doing currently to serve the international business aviation market?

SS: Gogo Business Aviation has been selling and supporting systems internationally for more than 20 years now. We started with Iridium systems, and today we're bringing our world-class network and 2Ku service to the VVIP market.

We serve several international operators as well, such as fractionals, including NetJets Europe in Portugal. The NetJets Europe fleet has our Gogo Vision platform onboard its aircraft providing the best in inflight entertainment available in business aviation.

“2Ku is the best performing internet system available for large VVIP aircraft today – bar none.”



Q: Can you tell us a bit more about the experience 2Ku delivers?

SS: 2Ku is the best performing internet system available for large VVIP aircraft today – bar none. Nothing else compares to the speed and performance 2Ku delivers. One of the most important aspects of 2Ku is that it was designed and engineered for the airlines and, as such, it is a robust system using Gogo’s vast Ku network, which is the largest and most comprehensive inflight satellite network dedicated solely to aviation.

Because 2Ku was built for airlines, it’s designed to support hundreds of passengers per flight, on aircraft that are being used multiple hours a day, for days on end. In other words, it’s industrial-strength equipment. We waited to launch 2Ku into the business aviation market until we had a few hundred aircraft already up and running on the commercial side, so this system was well-vetted before we offered it to the business aviation community.

The network is the same, and the equipment is the same, as what we have available for 1,700 commercial 2Ku aircraft. And we have the experts who know what it takes to get the aircraft up and running and who know that challenges can arise – for example, an AOG situation. When that happens, we are there to support our systems and can provide assistance on short notice. That’s important

for international customers who fly privately because no matter what the need is, Gogo can manage it.

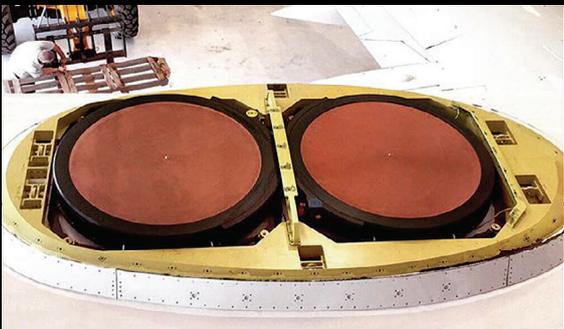
Additionally, when you think about a VVIP aircraft having the same equipment and the same inflight connectivity experience that an airliner has, but with many fewer people on board, you don’t need to worry about whether or not the system can handle the needs of those onboard.

For those flying privately, our business aviation employees can leverage the expertise and the infrastructure that supports the nearly 1,700 commercial airliners that are flying with 2Ku today. When you take our overall experience serving some of the largest commercial fleets and combine it with our personalized support and personalized account management that customers of this caliber expect, it’s an overall experience no other inflight connectivity provider can deliver.

Q: What level of interest are you seeing from VVIP operators for Gogo 2Ku?

SS: We have several aircraft models equipped





with Gogo 2Ku today. We have 2Ku installed on the following business aviation airframes: 747s, 737-700s (BBJ1), A319s and A319neos. And we are working on new airframes that will be flying with Gogo 2Ku in the coming months, including a 767-200, 767-400 and an A350.

Q: Is Gogo Business Aviation able to leverage the STCs it has on the commercial airline side or does it require new STCs?

SS: This is an area of considerable strength for Gogo because we are able to utilize the STCs that have been developed on the commercial airline side of our business. The 2Ku system has STCs on almost every type of commercial aircraft flying today from the A319 all the way up to an A380. We are able to leverage those STCs and that means we can provide a more cost-effective and economical solution for the end-customer, coupled with the experience of having worked on those airframes.

Q: What features are you hearing from customers that they like most about 2Ku?

SS: The capabilities of the system and the throughput, makes for a genuine office-in-the-sky experience. You can have multiple people streaming movies, Netflix programming, or live TV and you can have a high number of people onboard, all connected simultaneously, and it won't max-out the system. We've had some flights that have had more than 60 passengers onboard all connected at the same time, using a wide variety of applications, with no issues.

One important difference between Gogo 2Ku and the service some other providers are offering is that you get Gogo's full network and system performance regardless of the service plan you select. Other providers require the customer to pay more in order to access faster speeds. We don't do that. We're not going to sell you something and restrict it. We give you the full performance of the system regardless of the level of service package you buy from us.



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Q: What can you tell us about the people who are buying 2Ku service?

SS: These customers are our crown jewels. They are primarily ultra-high net worth individuals or are heads of state. Demand is coming primarily from Europe, the United States, and the Middle East. What's noteworthy is that we've done installs so far in Europe, Asia, and North America, and we've been able to support those installs when they are being done for the first time by an MRO. We provide the support and training to the MRO in advance, and then we will have someone there who can provide oversight and assistance to ensure those installs are done correctly and as efficiently as possible to minimize downtime.

Q: How would you say Gogo 2Ku performs compared to your competitors?

SS: There's nothing else that comes close. Gogo 2Ku is the best performing system in operation today. Our average speed with 2Ku is around 35 Mbps, but speeds go higher over the Atlantic and over North America. Even in high-density areas around the world, we're still seeing *average* speeds around 35 Mbps.

Q: Speaking of that, where does Gogo have people placed around the world?

SS: In addition to our staff of more than 300 in North America, we have a robust sales and distribution network internationally and we are continually adding people. From a sales perspective, we have a global sales team and technical support staff - based in Europe and the Middle East - who service the business aviation market, and we have a spares (distribution) location in Amsterdam. This means we can support customers with professionals who know and understand the local cultures and the local ways of doing business.

And staffing internationally is another area where we benefit from our commercial airlines operations, because they have staff located all around the globe and we can tap into that team if necessary. It's a great luxury.

“Our average speed with 2Ku is around 35 Mbps, but speeds go higher over the Atlantic and over North America.”

Q: In addition to 2Ku, what other services does Gogo offer to international customers?

SS: We offer a suite of smart cabin systems – Gogo AVANCE SCS Elite and AVANCE SCS Media – which are highly-integrated cabin, inflight entertainment (IFE) and voice solutions that can be personalized to fit the specific needs of passengers on board any given flight.

AVANCE SCS is basically a router and media server in one. It's a suite of smart cabin systems that lets users integrate a personal mix of technologies to create a cabin experience that is unique and ideal for them – seamlessly and reliably. Whether that's enabling moving maps, so passengers can follow along with the flight, or premiering a single interface that passengers can use to engage with a fully connected cabin – users decide what smart looks like, and AVANCE SCS does the rest.

Business travelers expect their aircraft cabin to feel like home and be a place where they can simply turn on their devices and do whatever they want, from seeing a moving map to watching a movie, browsing the web, checking the news or making a phone call. And AVANCE SCS can be installed on virtually any aircraft, big or small, and can integrate with any connectivity solution regardless of the service provider. We created AVANCE SCS to be a simple, powerful way to integrate all the necessary technology onboard for the most enjoyable passenger experience.

Q: In addition to Gogo 2Ku, is Gogo working on any other satellite solutions for business aviation?

SS: Yes, we are working on a solution that will serve more traditional-size business aviation aircraft. We will announce those plans once we have more details to share.

Q: What about cyber security with 2Ku?

SS: We like to say that cyber security is in our DNA. It's built into everything we do and has been from the beginning, and it's no different when you're talking about 2Ku. VVIP operators have the highest standards, not only for performance but perhaps even more so with security. We take that very seriously and take every step to secure the data that is coming from, and going to, the aircraft. |BAM



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“It is our utmost responsibility as stewards of the skies to lead the charge on innovative change.”

SHRINKING THE FOOTPRINT

David Coleal, President, Bombardier Aviation, on the crucial importance of sustainability for the sector

Q : As Chairman of GAMA's Environmental Committee, you've been an ardent advocate for sustainability in aviation, particularly the use of Sustainable Aviation Fuel (SAF). What motivates you in wanting to change current industry practices?

DC: There's a fundamental misperception about business aviation's contribution to worldwide carbon emissions that vastly overshadows the significant economic benefit the industry enables, or directly creates.

The amount of emissions this industry generates is roughly 2 percent of civil aviation overall, which itself is 2 percent of worldwide emissions. Business aviation is a fraction of



a fraction, 0.04 percent of worldwide emissions, and yet it is largely singled out as a major contributor. That said, it is our utmost responsibility as stewards of the skies to lead the charge on innovative change—because it's the right thing to do, and because we have the real-time ability to do it.

We, as an industry, have mobilized significant resources to bring new aircraft to the market with technological enhancements to benefit speed and range, along

with significant improvements in fuel efficiency, lower noise and lower emissions. Even with these product innovations, we are not sitting still. We want to be seen as a leading industry in the reduction of worldwide CO2 emissions.

This drive led us to establish clear goals and objectives through the Business Aviation Commitment to Climate Change, a joint initiative involving the General Aviation

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First SAF shipment received at Bombardier's facility in Montreal in November 2019

Manufacturers Association (GAMA) representing OEMs and service providers, and the International Business Aviation Council (IBAC), representing business aircraft operators worldwide to ICAO.

When I became Chairman of GAMA's Environment Committee in 2016, I made SAF a priority, with the goal of engaging the industry in its development, commercialization and adoption. I did so because it can be the biggest contributor to meeting our CO2 reduction targets and reducing the industry's reliance on fossil fuel, for every drop poured, as of today.

Q: How important is the business aviation industry's contribution towards a greener future?

DC: Business aviation has embraced change and cross-industry collaboration to lead the sustainability charge. All OEMs came together to ensure aircraft can accept SAF,

“Today, I am proud to say that Bombardier, and all OEMs, are ready. We can leverage SAF without impacting aircraft and engine warranties or aircraft performance.”

which is drop-in certified to the same ASTM D7566 standard as traditional fossil fuels via multiple pathways.

Today, I am proud to say that Bombardier, and all OEMs, are ready. We can leverage SAF without impacting aircraft and engine warranties or aircraft performance. It is safe and ready to use. It is important for everyone to realize that when the fuel is available in larger quantities, our industry will have an immediate, corollary impact to the net reduction of CO2 emissions. That's why our mission is to lead by example on adopting fuel, helping to make more of it available and continuing to educate operators who may still be hesitant to adopt it.

As an industry, we already have a strong track record of achieving what we put our minds to. In the last 40 years, we delivered fuel efficiency improvements of 40 percent

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through technological development. SAF will trigger even more reduction—and has already begun to—and our sights are squarely focused on success.

Q: Why is there so much focus on SAF versus other green technologies among the business aviation community?

DC: There are some basic physics at play here. We are all focused on bringing the latest advancements to market, but simply put, a pound of SAF has 43 times more energy than a pound of batteries. The technology is not yet available to propel a turbine aircraft, at this point in time, with the same energy. SAF is a real-time solution that, when available in large quantities and with wide-scale adoption, will have a significant impact on the reduction of CO2. We ourselves buy SAF and leverage it day to day. Bombardier has purchased fuel for its aircraft demonstration operations and delivery operations.

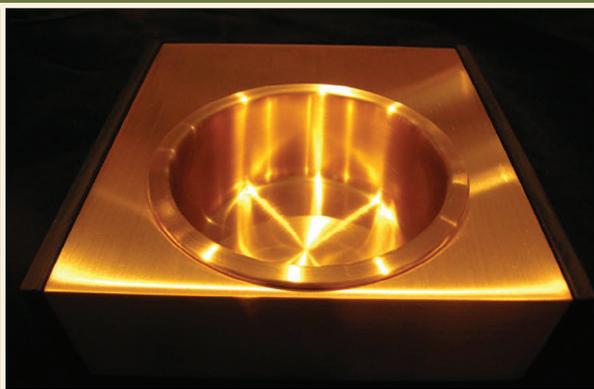
Operators and FBOs must now help create a pull toward the fuel refiners. Airlines can also play a significant part in helping drive further demand. It will take an industry-wide effort to help stimulate demand to accelerate fuel production coming online.

SAF must stay in the spotlight because it can be used fleet-wide across our industry right now—the 20,000 business aircraft in service globally can safely fly on SAF today, and they can make a positive, measurable difference the moment they take off, but we need more SAF to be available.

Q: Any parting thoughts you would like to share?

DC: It’s an exciting time for our industry, which is actively working to make SAF a regular part of takeoffs and landings worldwide. When we work together to create value holistically—including environmental stewardship—we’re helping to secure long-term returns, build a brighter, cleaner future for generations to come. |BAM





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GIVING AND TAKING IN ETHIOPIA



KURIFTU RESORT

by Jane Stanbury, BAM's Global Luxury Correspondent

Ethiopia has the fastest growing economy in the world, and thanks to visionaries such as Tadiwos Belete, owner of the Boston Partners enterprise, the country also has a growing tourism economy. Kuriftu Resort Bishoftu was the first high-end property, now one of six, developed by Boston Partners, which provides superior accommodation, promoting traditional Ethiopian culture. With its proximity to Addis Ababa, just a forty-five minute drive away, the resort is now frequented by the capital's elite, including the country's president, delegates from the United Nations and African Union, the distinguished of Addis Ababa and a growing number of international executives seeking a break from the buzz of the burgeoning Ethiopian capital.

The accommodation stretches along terraces curving up from the lake edge and is dedicated to relaxation. Ninety-two rooms, four of which are presidential suites, overlook the extinct volcano crater which forms Lake Kuriftu. Secluded rooms hide behind lush vegetation attracting a plethora of tropical coloured birds. Rooms are furnished with authentic Ethiopian hand-carved wooden furniture. Romantic four-poster beds are swathed with lightweight drapes and decorated with towels delicately shaped as swans, hearts or fish, sprinkled with bougainvillea petals. Carved chairs with animal skin seats, engraved desks and tables and ample decorated dark wooden wardrobes contribute to the Ethiopian vibe.



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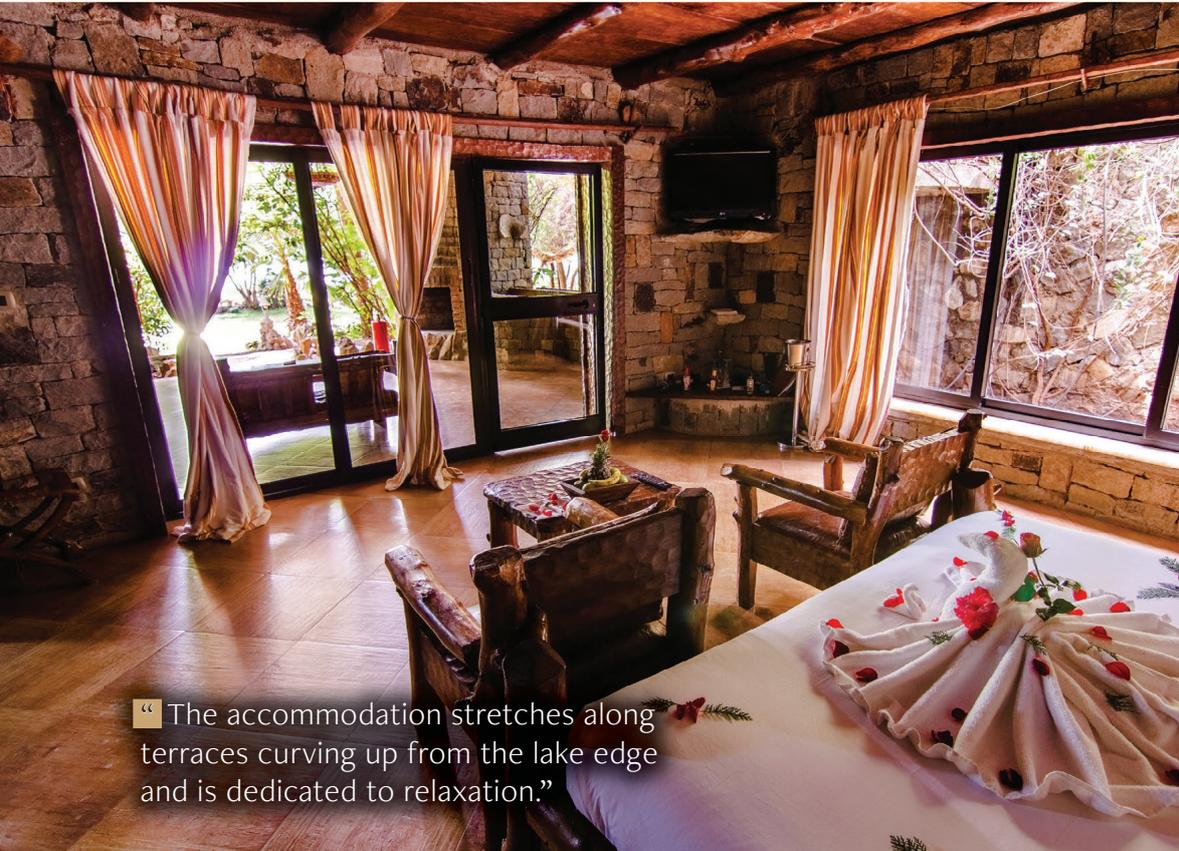
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“ The accommodation stretches along terraces curving up from the lake edge and is dedicated to relaxation.”



The bathrooms eschew the marble of western-style hotels and are coloured with iridescent tiles and multicoloured African-mosaic trims. Intricately woven bamboo sticks ripple in concentric circles from a central ceiling point, resulting in al-fresco-style rooms. Outside the private expansive terraces are furnished with double-sized day-beds from which guests gaze across the tranquil waters watching the pelicans, ducks, herons and kayaks slowly paddling around. For chilly nights, a brick fire-place offers a touch of warmth.

The kayaks are just one of many activities on offer. Archery, hiking and horse-riding are also possible, or simply book the onsite cinema which holds up to thirty and lounge around on mattresses sipping a cool drink watching your favourite movie.

Alternatively pamper yourself at the onsite organic spa, which uses local oils and herbs to deliver massage and beauty treatments.

Kurfitu incorporates a cultural village showcasing the best of Ethiopian culture. Individual stalls demonstrate how to make *injera*, a fermented pancake-like bread made from teff, a fine grain that’s rapidly becoming loved by celebrities worldwide for its taste and high nutritional value. Brave a glass of *araq*, a strong, distilled clear spirit with an aniseed flavour, or try some *tej*, an ancient honey-wine with buckwheat as its brewing-base.

Finish off with a cup of *buna*, Ethiopian coffee. Performed properly, the coffee ritual can last a couple of hours as beans are washed to remove the skins, roasted, ground, and then heated in water



“ Secluded rooms hide behind lush vegetation attracting a plethora of tropical coloured birds.”



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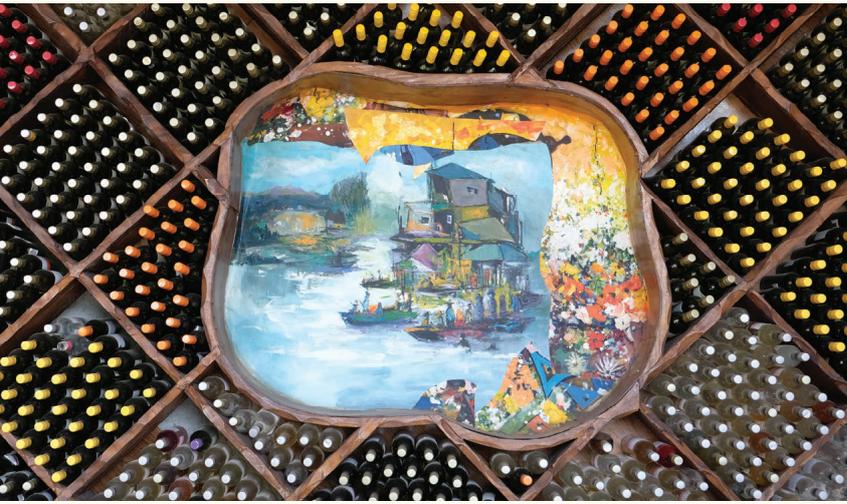
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Addis Ababa and beyond



over charcoal burners. The ritual is intoxicating as the smokes from charcoal, incense and coffee beans combine. Coffee is poured, from as high as possible to add oxygen to the blend, into handle-less, espresso-sized cups, and mixed with sugar. The result is an outstandingly smooth and delicate drink, unsurpassed by popular high street brands.

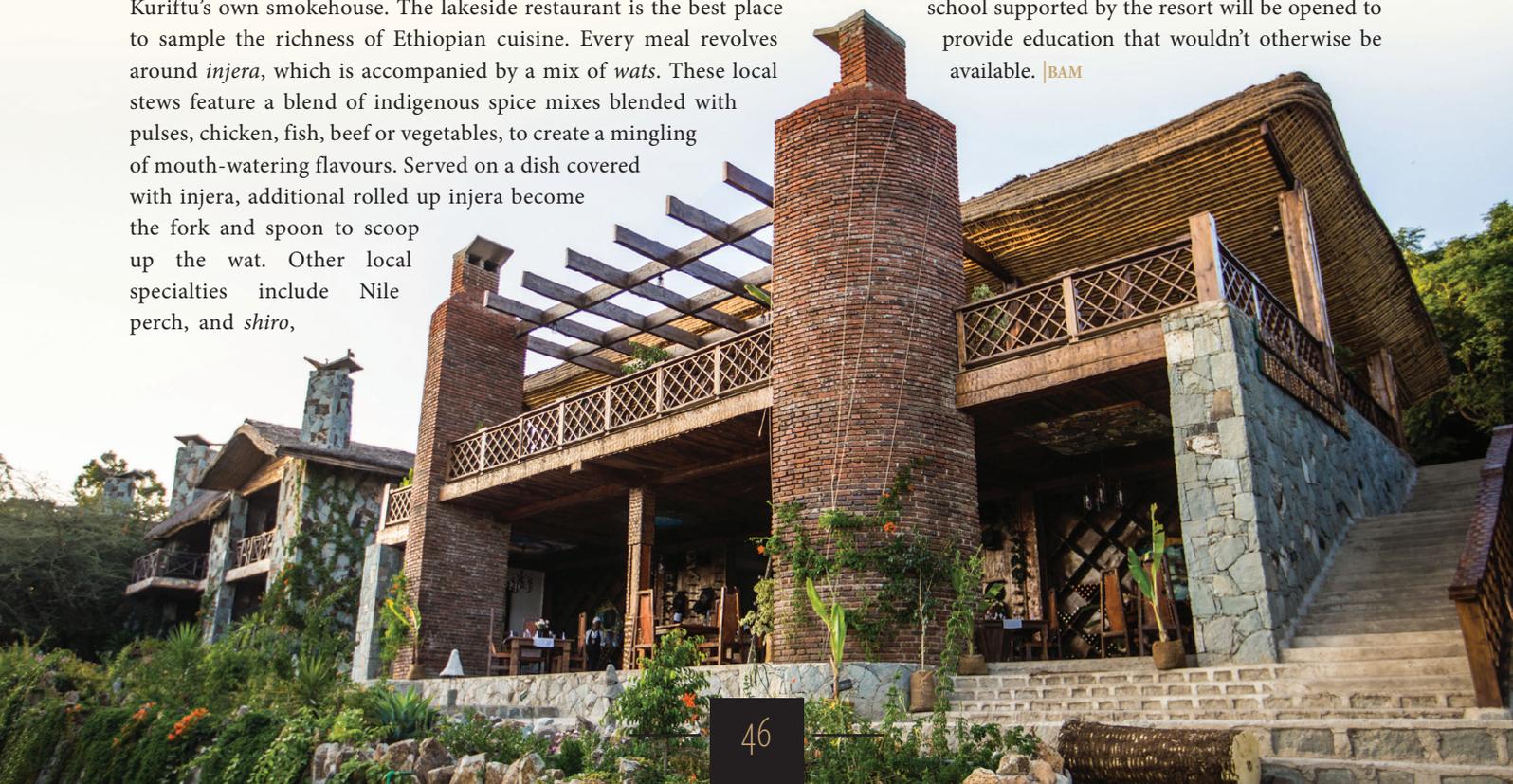
The village also offers the chance to explore beautiful fine quality artisanal Ethiopian products. In the spirit of the Boston Group the 120 shops are owned and managed by individual artists, designers and craftspeople who collectively promote the quintessential essence of Ethiopia and reap the benefits directly, without any middlemen. Soft goatskin leather bags, designer styled leather shoes, jewellery with local, ethically mined opals, porcelain coffee services, and artwork from some of the nation's best artists, are carefully displayed. Two on-site banks remove any concern about running out of currency.

Ethiopian food is served at a collection of restaurants around the resort all of which serve freshly prepared dishes including meats smoked in Kuriftu's own smokehouse. The lakeside restaurant is the best place to sample the richness of Ethiopian cuisine. Every meal revolves around *injera*, which is accompanied by a mix of *wats*. These local stews feature a blend of indigenous spice mixes blended with pulses, chicken, fish, beef or vegetables, to create a mingling of mouth-watering flavours. Served on a dish covered with injera, additional rolled up injera become the fork and spoon to scoop up the wat. Other local specialties include Nile perch, and *shiro*,

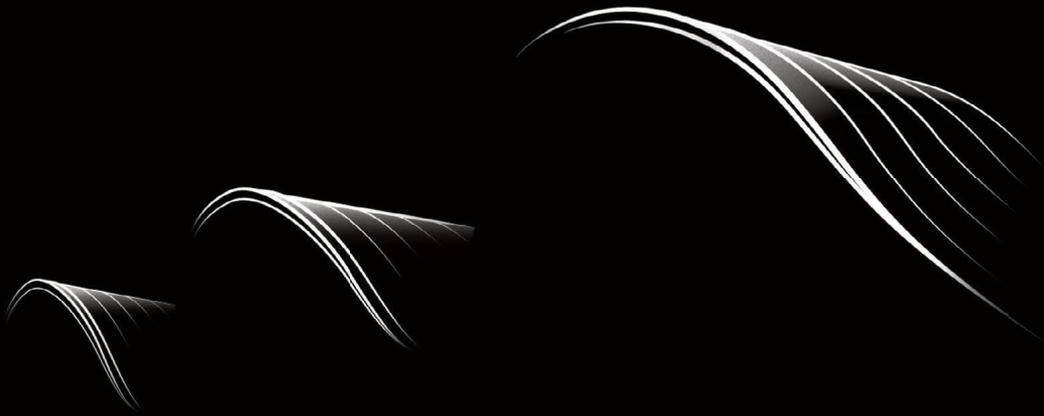


a smooth paste made from ground chickpeas. Dishes are served exclusively with wine from the Ethiopian Rift Valley, Castel vineyard. The vintner was trained in France and the Chardonnay is really rather good.

Kuriftu showcases how Belete has introduced refined tourism to the Ethiopian landscape while maintaining a strong focus on local heritage. The joy of Kuriftu is that while guests enjoy authentic Ethiopian culture, the locals receive training and employment. This year, a new school supported by the resort will be opened to provide education that wouldn't otherwise be available. [|BAM](#)



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ENGINEERED EFFICIENCIES

Steve McManus, Senior Sales Director, GE,
talks to Anthony Harrington

AH: With all these new models that the airframe OEMs are bringing out, how are things going for GE generally?

SM: I would say very good. Customers like our product and they like our services. Today, we have a very reliable engine in the market. Our newest engine is the GE Passport, which is on the Global 7500. If we look at carbon offsets and so on, the Passport is probably the most efficient engine in the market.

This is true not only in the business jet market but also in the commercial jet market. The Passport uses technology that we are also using in the commercial space. As a result, it is perhaps eight percent better than the best performing business jet engine out there, as far as fuel efficiencies are concerned. It is much better in terms of nitrous oxide emissions than the best alternative engines on the market.





“Our newest engine is the GE Passport, which is on the Global 7500. If we look at carbon offsets and so on, the Passport is probably the most efficient engine in the market.”



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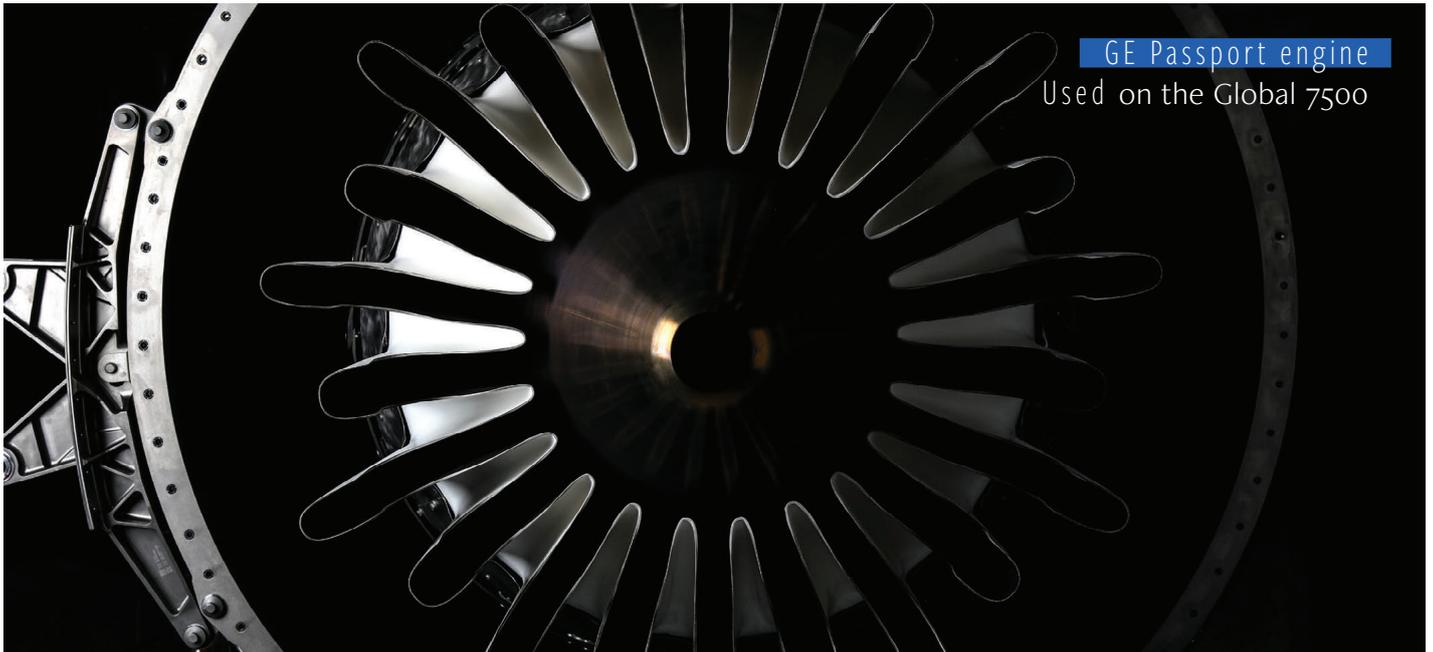


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GE Passport engine
Used on the Global 7500

It is CAEP 8 (Committee on Aviation Environment Protection) compliant, which is the highest standard for any aircraft to meet today. The industry is moving to CAEP 10, but no one has an engine that is CAEP 10 compliant today. That is going to take time.

AH: What kinds of demands is CAEP 10 going to make on engine OEMs?

SM: Well, it's like everything else. You can take a car engine and improve it so that it goes from 12 miles per gallon to 20 miles per gallon and then to 40 miles per gallon, and is less polluting. We're under the same sorts of pressure.

AH: Of course, it is very easy for governments to simply raise the bar. Meeting these targets is hugely complex and if the bar gets raised too high, what then?

SM: That's in the hands of governments and the agencies. As engineers, we have to come up with solutions that meet the requirements being set. If we want to compete in the industry,

we have to support what the industry is requiring of us, and this is what we strive to do. Of course, there is a point where you simply cannot squeeze more miles per gallon out of known or new designs. But there are always trade-offs you can make.

For example, you might trade off higher performance against a shorter life span for the engine, once you get into extreme territory. Instead of getting 20,000 hours of life, you might end up with 8,000 hours of life but vastly improved emission ratios or mileage. It is all a question of what the industry and the authorities ultimately decide.

My old engineering professor used to say, take the three goals of speed, efficiency, and power, the way Nature works, you can only ever optimize for two of those three, never for all three. There is always a tradeoff, and that is something every aircraft engineer has to deal with. It doesn't matter how much money you want to throw at the problem.



“ We also have our Catalyst engine which is now certified for Textron's Denali single engine turboprop.”

AH: Let's go back a bit. Getting your engine onto the 7500 was an amazing win, was it not?

SM: It was a matter of us having a product in service that we could offer to the customer. We saw a niche market for us that the market space needed to have filled. The growth in the large cabin aircraft is quite marked and sustained, and this engine fits that space. It is a good product and it has growth capabilities.

We also have our Catalyst engine which is now certified for Textron's Denali single engine turboprop. In the past we did not have an engine that was suited to this particular space, so we expect great things from the product. We have launched with the foremost training company in the EIS.

AH: At the other end of the spectrum, I remember your Vice President, Brad Mottier talking about a partnering deal with Aerion's planned supersonic jet. How is that deal going?

SM: We are doing a development project with them to power that aircraft. We are currently engaged on a continuous basis with Aerion and with all their partners. It is a very active programme. GE is looking at the platform and at how we can meet their needs.

AH: That is clearly a hugely interesting project from an engineering standpoint.



GE Catalyst engine
Used on the Denali

SM: Absolutely, and it is very achievable. The SSP was done in the 70s when many of us were very young engineers. The engineering marvel of that is over. Now it is about how do you mix and match the right efficiencies, given the regulations and what you have to achieve. We have the ability to do this.

It is just about, what technologies do you want to mix in there to achieve your goals? They have a schedule and they are working to that schedule. There are a lot of combinations and milestones to be reached, first prototype, first flight, first

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“The supersonic market is very interesting, but it is the future.”

certification. A lot of that is fluid, but they have set a path forward. There is a lot of money being spent among all the organisations involved to make this real. It is going to happen and at a reasonable pace.

However, we are focused on today and the customer’s needs right now. The supersonic market is very interesting, but it is the future, and it is in the hands of people responsible for developing that sci-fi stuff. There is a vast customer base that need to fly now and needs to fly every day.

AH: Are you interested in the electric VTOL market? How keen is GE Aviation on this developing space?

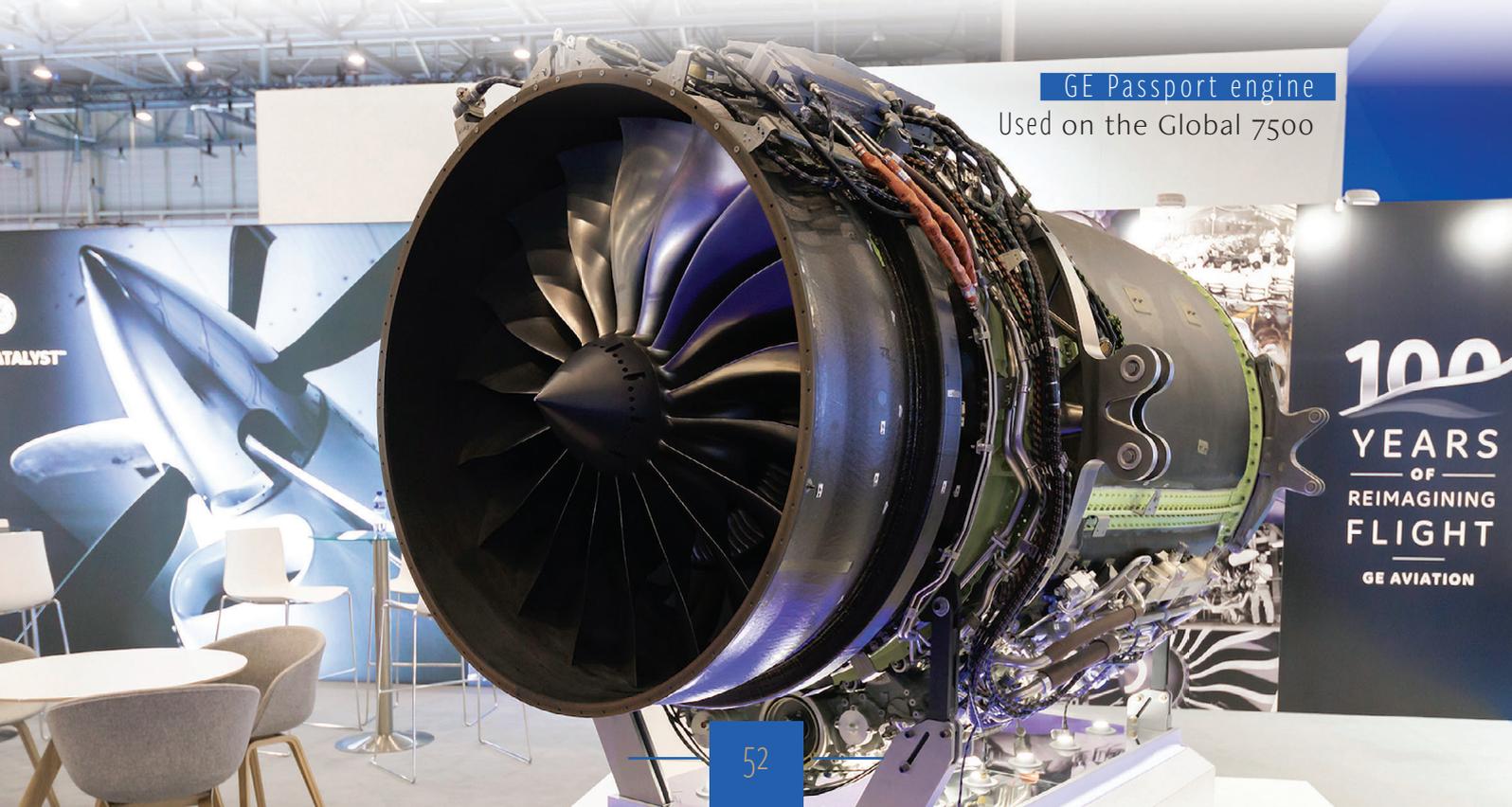
SM: GE is very interested. The major breakthroughs to come, however, will be in power density and battery storage. Today, with aviation safety rules on battery cell separation it is really difficult to make that work. As a pilot, I look at it from a safety standpoint. Your smartphone today does not have the same battery cell separation as would be demanded by the FAA. So, phone manufacturers can utilise the higher power densities. It is going to happen, but it will need some

breakthroughs. This will happen eventually, with the right combination of money and technology breakthroughs.

AH: What do you think of the idea of the electric aircraft being a kind of delivery vehicle from near home to the airfield. And then on to cover the last mile to the traveller’s destination, as it were? So, it is more or less complementary to business jet travel?

SM: I looked at the concepts that airframers are showing in this category. It is interesting, but with those fans so close to the ground, the foreign object damage is a concern. It’s risky, all you need is a bird to get sucked into an engine, not good. Plus, air traffic control is an obstacle, can you imagine the potential for congestion with such high numbers of these flying one or two people about? I love the fact that the industry is dreaming of these types of scenarios. But I do not see it being practical in the near future.

Business aircraft allow us to get into airports that commercial aircraft do not fly to today. That is a serious gain and that is where we are focused. [|BAM](#)



GE Passport engine
Used on the Global 7500



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VIEW FROM RUSSIA

Mikhail Alenkin, CEO, ArcosJet, talks to BAM about the company's successes in 2019 and its plans for the year ahead

“Aircraft sales is so different. Every transaction is absolutely unique.”

Q : So, when did the company start and what was the background to it?

MA: I was very young when I went out on my own. At that time, I was 25. So, I have always been an entrepreneur at heart. At the first company I founded, more than 10 years ago, we provided many different services. These included aircraft sales and acquisitions as well as aircraft management and consulting.

I started as a chartered sales broker in 2003. In one of the companies I worked for, I was responsible for two aircraft transactions. That really got me addicted, so to speak, to the sales arena. As well as learning the business, the commissions I received from aircraft sales gave me the funding I needed to start my own company.

So, ArcosJet was established in 2014, because I decided to focus purely on aircraft sales, with no aircraft management component to it. What I realised was that aircraft management is very much a niche market.

For 99 percent of the time, if you are doing aircraft management, even if you are doing it with a small team, when the owner has a problem, he wants to speak to you as the top person. Even if you succeed in growing this side of the business you find that you are constantly immersed in fixing the thousand small problems that keep on occurring.

You are firefighting, morning to night. The queries are often trivial, but time consuming, and the list is very long.

Moreover, the clients don't call their responsible contact in your company, they call you, because you're the boss. They don't care that the time difference means it's two a.m. in the morning for you!

On top of all this, aircraft management is very low profit. You have to have a volume business and a big staff to make it work. To be honest, I don't find it challenging enough, as a business line. It was interesting to develop it, but once it was done, I realized I needed to move on to the next project.

At the same time, charter sales, which is an inevitable part of aircraft management, is just a commodity business. Many people can do it and you are down to competing on price. You are a middle man, you are not the one who is producing something and doing something.

Aircraft sales is so different. Every transaction is absolutely unique. We have never had two identical transactions. It is not just that the parties involved are different, it is that the structure of the sale is different, the agreement is different, the management of the sale is different.



Q: Are your buyers and sellers from all over the world, or just from Russia?

MA: No, they are definitely not all from Russia. Of course, we focus on the Russian market, because that is our home market. It is

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the biggest part of our business. But we have clients from different parts of the world like Europe or Asia.

Q: The company itself is registered in Dubai, right?

MA: Yes, that is where we are registered, but we have offices in Dubai, Moscow, as well as in Vienna, where we have our engineering and support functions.

We have another successful business, Nesterov Aviation, which is an authorized Pilatus sales and service centre in Russia and CIS. The number of PC-12's in Russia is growing. We are also excited to offer the super versatile PC-24 jet to Russian clients.

“Of course, we focus on the Russian market, because that is our home market. It is the biggest part of our business. But we have clients from different parts of the world like Europe or Asia.”

Q: How many transactions a year represents a good year for you?

MA: Honestly, no matter how good the volume, we would always like to do more. But on average we do some ten to twelve transactions a year. That is not bad. It generates enough cashflow to keep everything going. The problem is that you need a very big team if you want to do more transactions. We want to grow, of course. But we don't want to become a huge broker company.

Can you imagine running such a huge company, with 40 to 50 sales guys around the world? That would be really challenging to control. My preferred approach would be a good partnership with well-run companies who were themselves of a modest scale, located in various regions around the world. The trick is to find areas where mutual cooperation works for both parties.

We created an app specially to help this kind of partnering. It is like a database of aircraft sales for our partnership companies. You can put an aircraft for sale, connect with the partner network and disclose some information off the market, just between the partners.

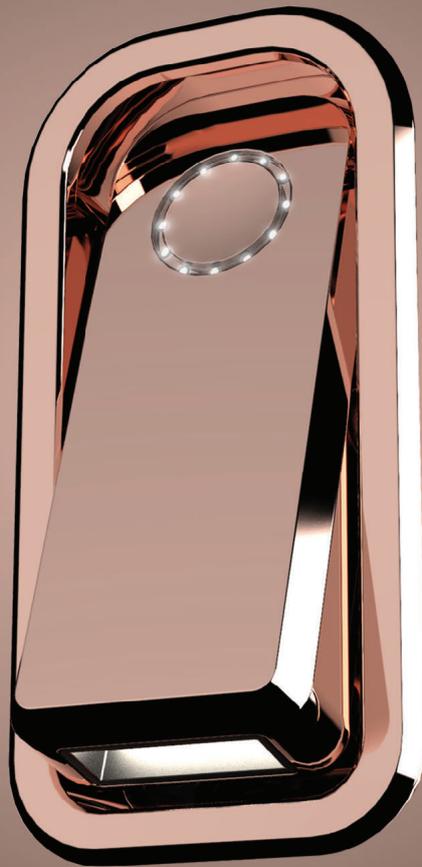
So, our partner in Brazil, for example, might have an aircraft for sale that they are presenting to their local market, but we might have a buyer who would be very interested in that particular aircraft. The whole aircraft sales game is an information game.

Q: Are you optimistic for the year ahead?

MA: I am really optimistic. We all know that a recession is bound to happen at some point. This China virus is likely to be a trigger for a big economic crisis. There are always opportunities though in every crisis. People need to sell, sometimes at a hefty discount, and if you manage things properly, it is just a matter of pricing. Of course, with a big crisis, the market will be difficult, but there will be opportunities as well. **BAM**

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HIGH-END POWER

Alan Mangels, Vice President, Sales and Marketing, Business Aviation, talks to Anthony Harrington about the company's latest engine wins

AH: Let's start with a quick refresher about the length of time Rolls-Royce has been in business aviation.

AM: We were here at the beginning, which was over sixty years ago. We just celebrated our 60th Anniversary with Gulfstream. We provided the Dart engine, which went into service on the G1, the first ever business aircraft.

AH: How many private aircraft today are flying with Rolls-Royce engines?

AM: We have about 3,500 aircraft out there powered by Rolls-Royce engines, so multiplying that by two would suggest that there are over 7000 of our engines powering business aviation aircraft today. Of course, we also operate in the airline world and we have many more engines out there in that space.

AH: What would you say your 'flagship' engine is right now?

AM: Depending on how you define 'flagship', our latest 'win' is the Pearl 700 which is also the largest engine we have, so one could argue that is our flagship engine in business aviation. But we are really proud to also be powering the G650 and G650ER as well as the Global 6000 and Global 5000.

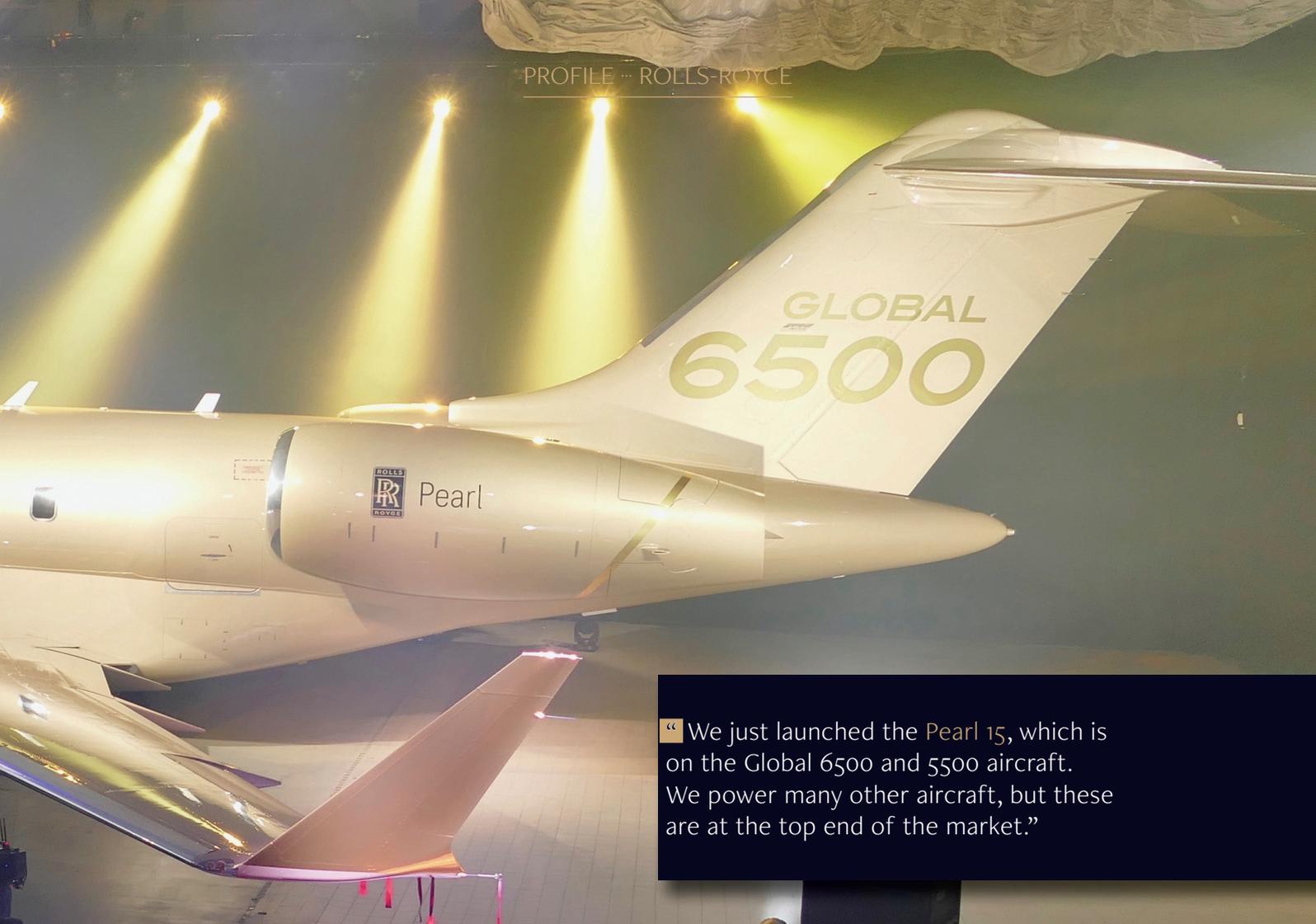
However, more importantly, we just launched the Pearl 15, which is on the Global 6500 and 5500 aircraft. We power many other aircraft, but these are at the top

end of the market. We are proud to think that we play in the high end of the market, with the larger cabin, high speed longest range business jets. We have the thrust required to drive bigger cabins and longer range. That has sort of become our de facto sweet spot.

Today, the smallest aircraft that we power is the Citation X/X+. That is the AE 3007C engine, with around 6,500 lb. of thrust.

AH: What can you tell us about the support programme you have with your portfolio of engines?

AM: We have a long-standing maintenance program called CorporateCare®. However in October 2018 at NBAA we launched CorporateCare Enhanced, which offers expanded line maintenance coverage on all our CorporateCare Enhanced engines and



“ We just launched the Pearl 15, which is on the Global 6500 and 5500 aircraft. We power many other aircraft, but these are at the top end of the market.”





nacelle coverage on the BR710, BR725 and new Pearl 15 engines. The logic behind this was simply that if we supply it, we cover it! In the past, we focused on covering all things related to the engines but for the BR700 engine programs and the Pearl 15, we also supply the nacelles, which includes the reverse thrusters, nose cowl, and cowl doors. So rather than just offer the simple engine coverage, CorporateCare Enhanced makes us a one-stop shop for all part numbers that we provide as OEM.

This has been a big step change for us but we are very proud to be able to say that in less than two years we have already signed more than 350 aircraft onto CorporateCare Enhanced which shows its tremendous acceptance by our customers.

AH: So, from a Rolls-Royce standpoint, this is all good steady revenue generation?

AM: It is, but it is also a steady cost. This is a maintenance package, so we are always on the hook to be there when problems arise. However, we think we know how to make the engines work at their best, so when problems do arise, we are best suited to analyze the fleet data to better correlate all the support that is going to be needed for that specific situation.

We are always analyzing the data to continuously improve engine performance and also

to optimize our service delivery. That data will then allow us to review the health of the entire fleet, identify trends and proactively respond before a customer experiences an issue.

Most of our operators are single aircraft owners. More than 50 percent of our operators fall into this category. So, if you have a single aircraft in your fleet it would be very difficult for you to be able to diagnose a problem with the engine, should one occur. We have a fleet of thousands of aircraft out there with the same engine type, so we are ideally placed to analyze all the data. It is kind of like going to a specialist doctor for a particular ailment, rather than to a general practitioner.

Through the data that the engine provides us, we can identify changes and trends. We have a 24 hour 7 days a week aircraft Availability Centre, based out of our headquarters, which is on the outskirts of Berlin. Our best and brightest engineers are ready to deal with any queries or problems, or potential AOG situations. They are empowered to provide a whole range of support, including getting ferry permits or repositioning an aircraft to a better location to do proper diagnostic tests.

They are also empowered to charter an aircraft if needed. For our CorporateCare customers, no expense is spared in ensuring the principal gets to his meeting.

AH: What about streaming data in flight?

AM: We are making great headway on that. For our new Pearl engine family, we have developed a device called an Engine Vibration Health Monitoring Unit. This is essentially a much

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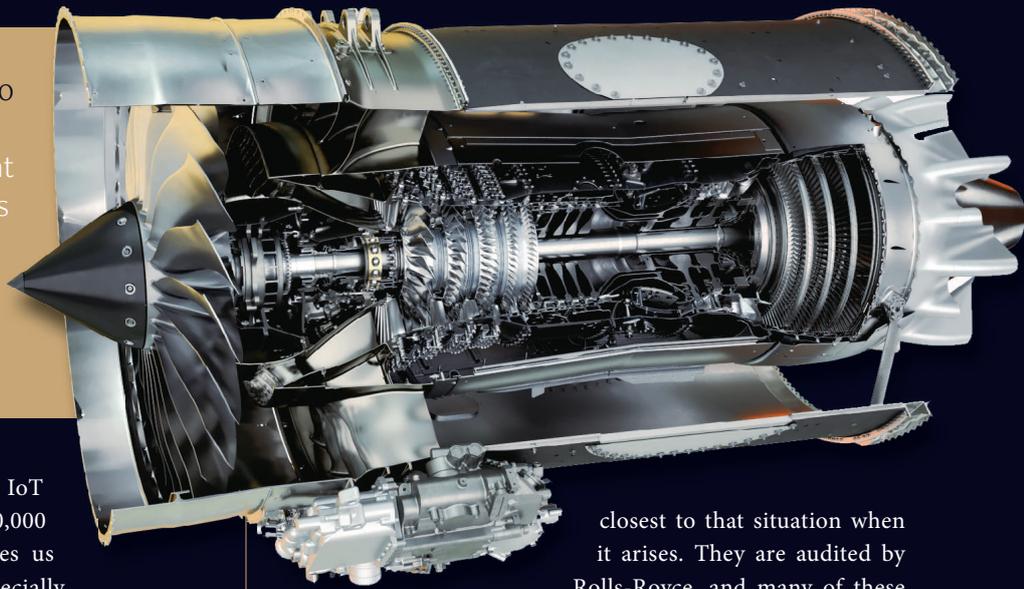
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“ Our latest ‘win’ is the Pearl 700 which is also the largest engine we have, so one could argue that is our flagship engine in business aviation. But we are really proud to also be powering the G650 and G650ER as well as the Global 6000 and Global 5000.”



smarter unit, making the Pearl the first IoT enabled engine. It can measure over 10,000 parameters on the aircraft. That enables us to query a lot more variables, and especially monitor line replaceable units. These are typically the units that cause operational disruption that is located on the outside of the engine.

They are exposed to the elements, to sand, dust, rain and humidity. So even though they don't cause disruption frequently, they do cause disruption more frequently than the engine's internal components. Having a system that has two-way communications to the ground in real-time enables us to see that anomaly coming sooner. This enabling us to react proactively before any disruption occurs.

As I've said, we tend to be on the larger aircraft, so these aircraft will typically be on a flight for several hours duration. If we catch an anomaly in the first few hours, we have a good deal of time left to think through our response and what the solution should be, before the aircraft even lands. So that is the beauty of the real-time data link to the engine.

AH: Do you do engine leasing, so you will put a new engine on the wing while the old one is being repaired?

AM: If there is an anomaly that requires an engine change, we will send a spare engine to the location, along with any additional tooling that is required. We have over 150 lease engines located around the world and we have over 50 On-Wing Service technicians spread around the world. They are like our Formula One team, ready to go on a moment's notice. But also, it is important to state that we have over 78 Authorized Service Centers around the world that can also support when required.

These are strategically located and will be close to the destinations where our customers are likely to be based. They can act on our behalf and they will more than likely be

closest to that situation when it arises. They are audited by Rolls-Royce, and many of these partners of ours have the skills to perform an engine change if that is what is required.

So, we are absolutely globally responsive. Business aviation, one has to remember, is much more challenging than commercial aviation, in that these aircraft can literally fly anywhere their principals require. In North America, commercial airlines only reach about 500 airports. If you add in general aviation there are 5000 airports that can be reached by private airplanes, and that is just in North America. So, we need to be very smart about where we position our spare parts and our technicians, and where we have our logistics set up.

I often get the question, why is CorporateCare more expensive than an equivalent programme would be for a commercial airline. The answer is that airlines in many cases have their own parts, tools, and people and have pre-set schedules that they fly to. I know where those aircraft are going. With business aviation, they don't typically have the parts, tools or people and we don't know where they are planning to fly to. That creates a much bigger level of complexity that we need to manage on a day to day basis.

Thankfully, these engines are tremendously reliable, so it does not happen very frequently, but when it does, it is a big technical operation.

AH: What would you put your engine failure rate at?

AM: Let me put it this way, the dispatch reliability for aircraft running our engines is 99.98%, which is extremely high. That does not mean that components do not fail more frequently than that. What it means is that we are positioned appropriately such that we can make a correction, make a fix, change a component, before that aircraft's next flight. |BAM



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EASTERN SKIES

Jeffrey Lowe talks to BAM
about the Asian market and
the Asian Sky Group



Beechcraft King Air 350ER



Q : Can you talk us through the early days of Asian Sky Group?

JL: Our two major shareholders are the US company, Seacor, co-founded by Charles Fabrikant, and China's Avion Pacific. Charles had a number of business aviation investments in the Asia Pacific region. These included a training school in the Philippines as well as being a one third owner of Hawker Pacific. He also invested in a Chinese general aviation company called Avion Pacific. Asian Sky Group came out of this portfolio of investments.

Really, it came about because Avion Pacific is the distributor in China for the King Air. It is also the distributor for Sikorsky. The issue that arose was that this relationship with Sikorski made it difficult for Avion Pacific if a client, for example, wanted to buy an Agusta helicopter. They couldn't meet that client's requirements but they did not want to be losing client relationships because of this restriction.

So, they wanted to be able to say: "I can't help you, but go talk to these people and they can." This was in 2012 to 2013. So we really haven't been around that long, just five or six years. I wasn't part of the original team. One of the parties that was involved, Jay Shaw, was an old friend of mine. I was with BAA's Asian management company at the time and he asked me to become the General Manager for Asian Sky Group. Jay was my boss at the time. Then Jay left and I became Managing Director.

Now I have a chairman, Max Buirski, that I report to. We originally set out to be a typical aircraft broker, doing transactions. But what we found was that we had a brand that no one knew about. We needed to establish ourselves, and we decided to produce our reports on the current state of the aircraft market in Asia.

That was how our first business jet fleet report came about. It was really an attempt to introduce something of value into the Asia Pacific Market, but also to generate awareness for our brand. It also enabled us to position ourselves where we wanted to build credibility.

Out of that, over the ensuing years, we grew that side of the business into Asian Sky Media, which is now a media business

"If you look at the 2008-9 global financial crash, when aircraft values dropped 40 to 50 percent in a few months, there was only one aircraft that held its value through all that mayhem. That was the **King Air**. It is the Swiss Army knife of aviation."

in its own right. So we really have four business units now. We still have the transactional business, plus the media business, and a market research and consulting business. On top of this, we also have a chartered services business, a classic charter broker service.

This last unit allows us to engage with potential clients lower down in the ownership pyramid. We can start building that relationship a lot earlier, instead of trying to get involved once he or she is actually looking to buy their first jet, or has a need for consulting services.

Q: The China market always comes across as being dominated by the large cabin, intercontinental business jet. How does the King Air shape up in that environment?

JL: The King Air does very well, actually. If you look at the 2008-9 global financial crash, when aircraft values dropped 40 to 50 percent in a few months, there was only one aircraft that held



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“ We still have the transactional business, plus the media business, and a market research and consulting business. On top of this, we also have a chartered services business, a classic charter broker service.”

its value through all that mayhem. That was the King Air. It is the Swiss Army knife of aviation. It can do everything that you want it to do. So in the China market, it is just consistent business, year in and year out. The applications range from aerial mapping to cloud seeding to airways calibration. You name it.

Q: Is there much private ownership of the King Air in the region?

JL: Not really. It is all pretty much special mission, of one sort or another, with state-owned enterprises and provisional governments owning the aircraft and providing multi-function services. There really isn't anyone offering, say, charter services on the King Air yet, in the region.

Q: How do you think the Pilatus would do in that space?

JL: I would not be surprised to see a growing interest in the Pilatus in the region. Personally, I love the Pilatus, so there has got to be a role for it. But Avion have done a really good job in representing Beechcraft and the King Air in the region.

Q: We have to ask, of course, what is your take on the likely impact of the Coronavirus on business aviation in the region?

JL: It is definitely going to make doing business more challenging. However, we have a precedent for this, with the SARS outbreak in 2003. Things returned to normal pretty quickly once the epidemic was contained, and I remain hopeful that we will see this epidemic play out in a similar fashion. However, having major exhibitions, such as ABACE cancelled is clearly not going to be helpful for business aviation generally. [BAM](#)



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GLITTERING VISION



Q : Veta, you've been designing paint schemes for business aviation aircraft since 2012. How many aircraft paint jobs does West Star Aviation do?

VT: We have four (4) locations; Grand Junction, CO; East Alton, IL; Chattanooga, TN; Perryville, MO.

On average our paint shops will do around 100 aircraft a year, depending on the size of the shop. I probably design around 70 of these, on average, or our team will work with the owner's designer, if that's what they want.

In Grand Junction, we have three separate paint booths, one of which is dedicated to Pilatus PC12s, while the other two handle a range of different aircraft.

Q: What is the scale of these paint shops?

VT: We can take anything up to a Global Express, or we can deal with aircraft as small as a Conquest. We do the whole spectrum.

For the most part, what most owners will be looking for is a fairly simple design, with say, a split base, or a few stripes on the

aircraft. That said, we get at least a handful of challenging schemes every year, some of which are schemes I do. It all depends on how ambitious the owner is, and possibly how extrovert they are.

I'll work those designs up in collaboration with the owner or with their external designer. Sometimes, what happens is the owner will show me a scheme that has caught their eye, and we'll work up a unique design that speaks to that theme.

We've had all sorts of challenging designs over the years, everything from animals on the fuselage to stripe layouts with multi-colours or a splatter design. We've had overlapping metallic scrolls and all sorts of wonderful and challenging designs that our paint shops have executed to perfection.

However, a lot of owners are more interested in privacy and anonymity, so they will go for a really simple design that doesn't make their aircraft instantly recognisable to a great many folks.

West Star Aviation's Veta Traxler, one of the top Paint and Interior Designers in business aviation, and Julie Voisin, Global Marketing Manager at Sherwin Williams Aerospace Coatings, on what makes for a great aircraft paint design



“Typically, our facilities use Sherwin Williams coatings. We’ve been using them for years now and we are very confident that they will stand behind their products and provide us with the level of service that we require.”

Q: How do you solve the challenging process of moving from a complex design to the actual application of paint on the aircraft?

VT: A lot of the time, I’ll be going through the design in great detail with the paint shop manager, and we’ll work through what the challenges will be and how to solve them. We also work out our time allocation for the project forming a view as to how we are going to approach the job, and what it will mean in terms of days for the paint shop team.

Julie Voisin: The priority in most cases of aerospace painting is the end result – a beautiful, durable paint project. However, unlike many VIP planes, some business aircraft projects are a bit more time-sensitive, so the selected coating system needs to be very productive in its application, dry times and turnaround.

VT: Typically we will provide a number of 2D renderings of the design. Where it is really challenging, we’ll do full 3D work ups and renderings. Most of the time though, this is not needed and the team can work well off 2D renders.

We plan it out on the plotter, which gives you the exact dimensions of the design, as it will appear on the aircraft. Of course, there are always some challenging shapes that have to be taken into account, but the teams are very experienced.

Q: How much involvement do you tend to have with the owner?

VT: Some jobs we’ll be liaising the whole time with the owner’s representative, rather than with the owner. On other occasions, the owner might choose to be fully involved from the beginning. It just depends on them. If all the owner wants is a couple of stripes on the aircraft and it’s good to go, it will probably be the rep that we deal with. Where the design is really involved the owner is often deeply involved. This is particularly true when the aircraft is owned by a private person rather than by a company. Companies tend to favour basic designs.

Q: What is your thinking when it comes to choosing which supplier you are going to go to for your paint requirements?

VT: Typically, our facilities use Sherwin Williams coatings.

We've been using them for years now and we are very confident that they will stand behind their products and provide us with the level of service that we require. What is particularly huge for us is the ease with which their coatings can be applied to the aircraft. We've found again and again that Sherwin Williams are particularly helpful if we need specific colours or have particularly challenging designs to complete.

Q: How much of what you do is repainting pre-owned aircraft versus doing new aircraft?

VT: The vast majority of what we do in our paint shops is pre-owned. Typically, this will either be at the behest of the new owner, or it may be that the aircraft is having its five-to-seven-year



paint refresh. Alternatively, it might be that the aircraft is coming in for a major inspection and a lot of the panels are going to be removed.

In all cases, we'll strip the aircraft down to bare metal and get it looking as good as new. Sometimes, the paint job will also include an interior refresh.

Q: How much of a demand is there for metallic paints and colours?

VT: I would say that metallics are almost standard these days, since they look so good on the ramp. Sherwin Williams have been very helpful in this, in producing their colour ratios.

Julie Voisin: I would add that when the sun hits an aircraft that has been painted with metallic colours, that aircraft really glows. It gives the aircraft tremendous ramp appeal and a sparkle that really catches the eye.

What we have tried to do is to ensure that a designer like Veta has all the tools they require to make the customer really happy. Our colour book is a focused palette showing what we think will look good. As a result, it has a lot of silver and gold options and definitely not that many pinks! These are colours that look really good on business jets and turbo props.



If Veta wants a custom colour we will create examples for her and go back and forth as many times as are needed to get the exact colour that Veta is looking for. Sometimes, it will be that companies want to match their corporate pan tone colour, but simply producing the pan tone in an aero coating might well not be an exact match to the company's requirements. So we fine-tune it until we get the exact match that they are looking for.

Veta and her team do the hard work. We are simply here to support them and to assist where possible. |BAM

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A LONG SHADOW

Mark Bisset, Partner, Clyde & Co,
on the potential impact of
the Coronavirus on business
aircraft transactions

Q : At the time of writing, with ABACE cancelled because of the Coronavirus, and the threat of cancellation hanging over EBACE things are not looking that bright. How do you see 2020 playing out?

MB: I suppose the first thing to say is that both the Geneva City Authorities and EBAA/NBAA will be determined to avoid cancellation of EBACE. I usually travel to EBACE a day or two ahead of the show, so I get to see at firsthand what a huge mark-up the hotel sector there puts on its prices from the first day of the show to the last! EBACE is a huge revenue earner for the city and cancelling it would be very bad news for Geneva. It would also, of course, be terrible for business aviation, it's a fundamentally important event, for me the most important event of the year. However, we are not at that point yet, so we have to wait and see.

We have all heard stories that the charter industry is seeing a significant uptick at the moment.



That is not surprising, as a lot of people who are occasional charter users will much prefer to fly with people they know, rather than with strangers on a commercial airline.

However, it seems to me that this can't be an enduring trend. The Coronavirus is already damaging China's and Europe's GDP and there are plenty of economists and governments predicting a significant impact on global GDP. Everything we have seen down the years says that business aviation flourishes when global GDP is up and flags badly when GDP drops. What we have to hope for is that the virus threat is a three to six month at the most phenomenon, and not a long-running saga.

“So far, I have to say that none of the transactions we currently have going on have shown any signs of being affected.”

Q: What do you think the impact could be on aircraft transactions?

MB: So far, I have to say that none of the transactions we currently have going on have shown any signs of being affected. If you go back to 2008, which was the last time transactions fell off a cliff, there is no sign that this is happening yet or about to happen. Back in 2008 aircraft simply did not move. The pre-owned market dried up almost completely as owners, faced with a sharp depreciation in values, just pulled their aircraft off the market. There was very little sign of owners letting the price crash in a desperate rush to sell.

What this means is that in my view there is not necessarily going to be any virus-driven bargains coming onto the market any time soon. In 2008 we also saw the OEMs taking a hit as sales of new aircraft fell back. However, I think that most people still view the Coronavirus as likely to go the way of the SARS epidemic, in 2003, which lasted around six months. If it is a short-term thing, then I expect the effect on transactions to be minimal.

One point I would make though is that back in 2003, China was a considerably smaller contributor to global GDP.

Today it contributes around 9.3 percent to global GDP, so economic disruption in China is not good news for anyone. As I said, business aviation has a very direct correlation with GDP.

Q: Right now though, demand is still looking firm to you?

MB: Demand from the United States, in particular, continues to be very strong. In pre-owned trading, we have sold more aircraft into the US than anywhere else. The pro-business jet ethos of the Trump Administration, allied to the tax depreciation charges the Administration brought in, has led to a real boom in State-side transactions.

Moreover, it is always the case that when there is a boom in US transactions, it lifts the mood everywhere. Of course, we have just seen President Trump announce a 30-day ban on flights to a number of European countries. So, we will have to see how that plays out.

The problem with Russia is the ongoing economic weakness in the economy coupled with continuing sanctions, while China is still suffering from the effects of the anti-corruption purge by the authorities. High net worth individuals in China are, generally speaking, not willing at present to draw attention to themselves by purchasing private aircraft, either for themselves or for their businesses, unless they can really make the case that it is a business tool and not just a luxury asset.

When the business aircraft market in China got going, it seemed initially to be all about luxury. That model has flipped completely and now the emphasis is simply on its utility as a business tool.

The Middle East is also a bit subdued at present, but that has to do with the tensions in the region. The animosity between Qatar and some of the other Gulf States was not helping even before the virus outbreak, coupled with the grounded aircraft in KSA.

Q: What is your feeling about how this could all play out?

MB: The financiers of transactions currently seem to be doing as many deals as usual. In fact, the involvement of funders is one of the biggest differences we see by comparison with the years immediately following the 2008 crash. At that time, probably 70 percent of aircraft were bought for cash and 30 percent were financed. That seems to have turned completely around, so now around 70 percent of aircraft are financed.

I think things would have to get very much worse before we would start to see a real drop off in transactions. So far, there are few signs of this. [BAM](#)

CORPORATE JET INVESTOR LONDON

Ticket to ride: The European charter market 2020



Emily Williams
IW Avation



Marine Eugène
Flexjet



Julie Black
Hunt & Palmer



Michelle McMullan
The Air Charter
Scotland



Tanya Raynes
Pula Aviation



CALM BEFORE THE STORM

by Anthony Harrington

What a difference a month makes. When we all gathered for CJJ 2020 at the start of February this year, nobody in their right minds would have foreseen the President of the United States ordering a 30-day travel ban on flights to Europe. That was just not on the horizon, regardless of what was happening in China with the Coronavirus.

It is probably safe to say that had the conference been held now, assuming it was allowed to be held, and assuming all the delegates came, which most of them probably wouldn't, the mood would have been very different. As it was, with most of the speakers and attendees coming off a great year in 2019, the mood was reasonably upbeat.

Yes, we all knew that the virus was an issue, and could develop into a huge issue and yes, we knew that business aviation was rather more under attack by the end of 2019 than it had been at the beginning, but still, there was much to be upbeat about. The new aircraft models and the good levels of transactions were enough to keep most folks optimistic.

Arnaud Mares, Chief European Economist at Citi Research gave a very interesting presentation on the state of the global economy in 2020. Actually, the thing I particularly liked about the start of Mares' presentation was him saying, "The first point to make is that it doesn't actually matter what we forecast about the economy because we always get it wrong."

The other thing I have to applaud him for is his warning that





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over the next decade we will not be able to rely on Central Bank actions to save us, to the extent that we have since the 2008 Global Crash.

It's a particularly interesting point, as I write, in that the Bank of England has just made one of its biggest monetary policy interventions of all time, dropping the borrowing rate by a full .5 of a percentage point at one go. This is the BoE's clear attempt to bolster the UK economy in the face of whatever ravages COVID-19 may bring.

That move down in the lending rate makes me wish I wanted to borrow £1 million or so, but whether it will actually stimulate lending at a time when most businesses will be battening down the hatches and hunkering down, remains to be seen.

Vlad Bobko, Head of Crisis Management at AON Risk Solutions, is a man who is no stranger to scary situations. His team covers a multitude of risks, including terrorism, kidnapping and political risk, and the latter was his theme at CJI 2020.

Political violence and its implications for insurance sounds worlds away from business aviation, until one remembers Malaysia Airlines Flight MH17, and the three Russians and a

“The first point to make is that it doesn't actually matter what we forecast about the economy because we always get it wrong.”

- Arnaud Mares,
Chief European Economist, Citi Research

Ukrainian who have just gone on trial for allegedly shooting it down. Plus, we should not forget the Ukrainian jet the Iranians admitted 'accidentally' shooting down.

2020 might sound like a civilized era, but as every flight scheduling and dispatch team knows, securing overfly rights in some parts of the world can still be more difficult than most of us would think reasonable.



-Alasdair Whyte,
Editor and Co-Founder of
Corporate Jet Investor

AON handles \$120 billion of insurance risk premiums a year across 120 countries. Mostly, things work out OK and the insurers don't have to pay out. However, Babko points out, as far as global stability and the health of the global economy is concerned, we are all dependent on China and the US behaving themselves in their relations with each other.

So far, their see-sawing over the last year or so between on-again, off-again trade wars, has been less than helpful to everyone. Then there is resurgent Russian nationalism, a new fragility and uncertainty in German politics and the long-standing revolving door that seems to dominate Italian politics. The country has had 61 or so governments since the end of the 2nd World War.

So yes, political risk might not be something that operators and brokers think about every day, but it is certainly there, and it was interesting, at least, to be reminded of it. Now, of course, in the light of President Trump's completely unexpected travel ban, we have had political risk rammed front and centre in all our thinking.

With the background context set, CJI 2020 went into full swing. Bombardier Aviation President David Coleal had already opened the first day by painting a reasonably optimistic picture of what might lie ahead for business aviation over the next 10 years. The mood went somewhat backwards as a few sessions followed on sustainability, green fuels and the degree to which business aviation generally is under attack. Our industry has once again become the target of choice for a kicking, by far too many politicians, and we all know that ramping up green fuel production is going to take a lot of time and many dollars. That gave us all pause for thought, but still, the general mood stayed upbeat. Ah, those were the days....

While it's true that you can't please all the people all the time, it's also certainly true that there is a vociferously vocal subset of folks whom we will never please. At least, not until someone invents an inexhaustible battery and all flying switches to sustainable electric. Of course, pigs might sprout wings and fly first, but who knows? [|BAM](#)



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