

THE OFFICIAL MAGAZINE OF **BUSINESS AIRPORT WORLD EXPO 2014**, MARCH 19-20, LONDON FARNBOROUGH, UK

Business Airport

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

April 2013



Duty of care

Operators should be aware of the risks and legal restrictions of carrying hazardous materials

CHARTER BROKERS ♦ **LOYALTY CARDS** ♦ **BBGA INTERVIEW** ♦ **EBACE PREVIEW**
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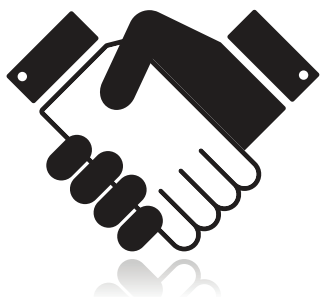
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Welcome

At the end of March, the Business Airport World Expo and Conference was held at TAG London Farnborough Airport. The free three-day event was hailed a huge success with thousands of attendees from at least 52 countries walking through the doors (see review, page 4). As well as representing *Business Airport International* during the Expo, I was also responsible for organizing the Business Aviation World Conference. For me, planning such an event is a great way to learn more about the trends currently affecting the industry, and to meet the people at the heart of the sector.

One of the most popular sessions during the conference was *The Challenges of Business Aviation in an Emerging Market*, presented by Segun Demuren, managing director of Evergreen Apple Nigeria (EAN). Segun highlighted some of the main hurdles that need to be overcome in order for business aviation in Nigeria, one of Africa's largest BizAv markets, to grow. The main challenges included a lack of regulations and dedicated infrastructure. These issues are not limited to Nigeria – the entire African continent is experiencing them.

Another worrying challenge in the continent is its poor level of safety and security. Although 2011 was Africa's safest ever in terms of accidents, according to the International Air Transport Association (IATA) the accident rate in the continent is still about nine times the global average (read more in *Knowledge is Power*, page 14).

However, one of the great things I have learned about the business aviation sector is how willing companies and associations are to work together for the good of the industry. This is exactly what is happening in Africa. The African Business Aviation Association (AfBAA) was launched in May 2012 to represent the interests of Africa's aircraft owners, operators and suppliers to the business aviation community in a single voice. Speaking to *BAI* in March 2013, Rady Fahmy, executive director of the AfBAA, said, "Safety is certainly one of our core concerns, alongside improving the physical and legal infrastructure and security, and making the operation of an aircraft in Africa similar to in more advanced aviation communities."

Events such as the Business Airport World Expo and EBACE (see the 2013 preview in *Show Time*, page 50) help bring together established and reliable companies such as EAN, a founding member of the AfBAA, to talk about how to move the industry forward and make it a safer place. Indeed, in his presentation Segun highlighted how both local and international companies in Africa need to work together to strengthen the future of BizAv on the continent.

If you are interested in sharing your views on the latest challenges affecting the sector at next year's Business Aviation World Conference, to be held in Farnborough on March 19-20, 2014, please do get in touch.

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Industry comes together for Business Airport World Expo 2013

Face to face


Zuzana Vaclavova, marketing manager, ABS Jets, which exhibited at the show, commented, "Business Airport World Expo is a great way to meet clients and competitors, and as it is the only FBO-focused exhibition, we know the right customers will be here. We have met with clients who have already agreed to work with us to finalize contracts. It is nice to meet people face to face – we will be back in 2014."

**Business
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WORLD EXPO 2013

 Business Airport World Expo 2013, held at London Farnborough Airport, UK, on March 19-21, was the best show yet, with visitors hailing it as a huge success. The event brought together business aviation executives, brokers, and owners and operators of executive jets to discuss future opportunities and strengthen relationships.

The World Expo played host to 130 exhibitors and 2,500 attendees from over 50 countries, providing an ideal platform for networking. Exhibitor Paul Worrell, managing director, IAM

Jet Centre, said, "Business Airport World Expo gave us the opportunity to get close to European and Middle Eastern clients – in the Caribbean, Europe is the fastest-growing market, so this event enables us to grow our business. I like the fact that it is an intimate and focused event catering to the business aviation industry. It provides us with a lot of business opportunities and we have already signed up for 2014."

Business Airport World Expo 2014 will be held at London Farnborough, UK on March 19-20. 

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Hot topics

Visitors to Business Airport World Expo also enjoyed a wealth of discussions and presentations from some of the leading figures in the industry at the Business Aviation World Conference. "I attended the conference, which was great, and it is good to see so many leading figures presenting. I think it is a good way to discuss how business aviation can be supported more, and it would be good to see more presentations on regulations next year," said Lovjinder Gill, operations executive, Flightserve UK.

Conference highlights

Over 30 papers were presented at the Business Aviation World Conference. Speakers included Brian Humphries, president at the European Business Aviation Association; Markham Jackson, chief executive at the Baltic Air Charter Association; and Marc Bailey, chief executive at the British Business and General Aviation Association.

Jim O'Sullivan, managing director, Exchequer Leasing, was pleased to see so many interesting presentations on the bill: "I was very interested in the conference, especially the presentations focusing on Africa as this is a big area of growth, and I enjoyed the presentation by Segun Demuren, CEO, Evergreen Apple Nigeria, on the challenges of business aviation in an emerging market."



New connections

A special networking event was held in the exhibition hall on Wednesday, March 20, providing exhibitors and delegates with the perfect place to get together and discuss developments and challenges in the industry. Visitor Jim Dart, business development manager UK, JetEx, explained, "I really think this year is excellent and I think Business Airport World Expo is well worth visiting – there are plenty of opportunities to make new connections and manage existing relationships."



Interiors focus

Running alongside Business Airport was Business Jet Interiors World Expo. Visitor Toby Ecuyer, yacht interiors and styling at Redman Whiteley Dixon, enthused, "We design yacht interiors and so are interested in the Business Jet side of things and we've already met some useful suppliers and had some interesting conversations. The event is a great way to learn about developments in the industry and we are hopeful that it will bring future business opportunities."

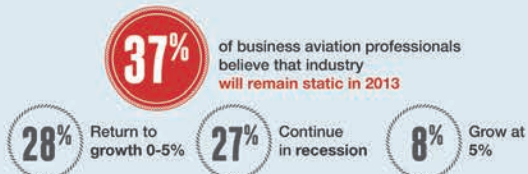
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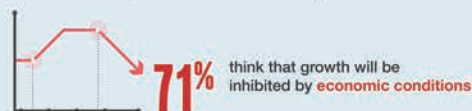
BUSINESS AVIATION

IN 2013

STATE OF BUSINESS AVIATION



INHIBITORS TO GROWTH



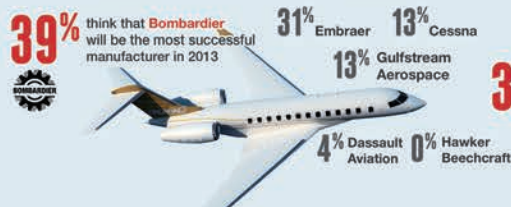
CUSTOMER BUYING PRIORITIES



GROWTH REGIONS



AIRCRAFT MANUFACTURERS



FUTURE AIRCRAFT LAUNCHES



BUSINESS AVIATION SECTORS



OPERATOR CONSOLIDATION (BY REGION)



BUSINESS OR LEISURE



State of play

A recent survey by PrivateFly and BlueSky Business Aviation News asking business aviation professionals about their views on the future of the industry has revealed "cautious optimism" for the year ahead. The 389 respondents of the global survey were asked a multitude of questions about how 2013 would pan out, including which aircraft would be the most successful, would the industry have a successful year overall, and which region would see the most exciting growth in 2013. As the infographic shows, a large proportion of the respondents were not very hopeful for the future, with 37% believing the industry will remain static and 71% saying growth will be inhibited by economic conditions. However, 36% thought the industry would return to growth, with Asia expected to see the biggest level of growth, and 39% of respondents said Bombardier will be the most successful manufacturer in 2013.

Commenting on the results, Adam Twidell, CEO of PrivateFly.com, said, "The results of the research do indicate a growing optimism within the business aviation industry. No one is predicting 2013 to be a boom year, but there is certainly a sense of a slow and steady recovery."

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CASE: An industry-led initiative to improve flight safety continues to gain momentum



Malcolm Rusby,
European safety director
at TAG Aviation, heads
up the Corporate
Aviation Safety
Executive (CASE)

The year 2013 marks the fifth anniversary of the Corporate Aviation Safety Executive (CASE), an initiative that arose from a group of like-minded safety managers whose aim was to collate and share data with the purpose of improving aviation safety. Since its inception, CASE has grown to become a vital group for a number of UK-based operators to share experiences with regards to flight safety.

Malcolm Rusby, European safety director at TAG Aviation, heads up the project and has been involved in developing it from the start. "I used to do a lot of safety management training in a previous role, and we always said at the end, wouldn't it be a good idea if we got together and shared data. And that's where it all began."

Today, CASE has around 40 members, including Vistair, Gama Aviation, TAG, London Executive Aviation and Hangar8, which currently represent around two-thirds of the UK's business aviation operations. The CASE group meets quarterly to share flight safety data and experiences, and it regularly sends out email reports highlighting the latest findings.

Technology provider Vistair, which has been involved with CASE since the beginning and

has given it a significant amount of support, has worked with the group to develop an electronic reporting tool called Air Safety Central (ASC). Rusby explained more about the tool: "ASC enables us to upload data and reports from CASE into the system so the wider industry can benefit from our findings. This has been going for about 4.5 months and we've already got over 150 reports in there."


Air Safety Central is a web-based corporate social network that enables safety managers to post completed but anonymous safety investigations to the flying community. Crew can review data, comment on any aspect of an incident, and share best practice through a corporate social network. There is also the ability to join groups of similar operators to share safety data and draw trend analysis from a far larger pool than might otherwise be possible. "Working with Vistair we have also developed a lighter version of ASC for the smaller operators, which costs just £20 a month," said Rusby.

CASE is currently working on a number of projects, revealed Rusby, the findings from which will be reported into ASC when completed. "We currently have three big projects with the National

Air Traffic Service, which are going really well, and we are also working with the CAA on a project to equip small aircraft with quick access recorders so we can download flight data monitoring information. We found out in March that we would receive the funding for this, and it is an area that we have never had data for before so it is an extremely important project.

"In addition, one of our biggest projects concerns the harmonization of standard operating procedures," added Rusby. "As part of this we are working closely with training providers to put CASE data into their courses, so the training is in line with what is happening in the industry."

Going forward, the main aim for CASE is to grow its membership. "Over the next few years, we would like to have more European companies involved and we want more engineering companies and helicopter and general aviation operators to share data. We are also aiming to build up the flight data monitoring database so we can offer some real insights," Rusby concluded.

In the next issue of *Business Airport International* we will look in more detail at the CASE group's projects to help improve safety within the business aviation industry. 

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Rough diamond

“Africa is on the aviation industry's hit list of emerging markets and a positive future is anticipated”

Do you remember *Waka Waka (This Time For Africa)*, the official song of the 2010 FIFA World Cup? It now appears that the aviation community has adopted the title. Africa is on the aviation industry's hit list of emerging markets, and a positive future is anticipated. It is a continent larger than the USA, China and Europe combined, and consists of 54 countries where you'll find everything in extremes. Seven of them are among the world's fastest-growing economies. However, it is still the poorest continent on the globe, with the 25 lowest-ranking countries being African.

Business aviation will play a key role in unlocking the potential for economic growth that may lead to social advancement and more prosperity in the continent. What are the reasons for the emerging optimism? Africa has abundant natural resources. Oil, gas, gold, platinum and diamonds... name a mineral and you'll find it in Africa. Foreign investors focus on these reserves and the biggest economic growth is in the resource-rich countries. There is an increasing number of entrepreneurs and wealthy individuals involved in the natural resources, banking and telecoms sectors who are demanding a higher standard of safer and more reliable air travel, both to and from Europe, the Middle East and Asia, as well as on intra-Africa flights.

But the optimistic viewpoint of aviation industry leaders, and especially those who manufacture aircraft, may differ considerably from the perspective of pilots and crew who operate the aircraft. Some bitterly complain that most of the continent between the Mediterranean and South Africa is best avoided, that air traffic control is a disaster, that airport security and military presence can be daunting, and that there is a lack of reliable aircraft-handling services. Indeed, the airport infrastructure and facilities in most of sub-Saharan Africa vary, ranging from fair to poor, and are a constraint on smooth operation. But then there is South Africa, which has three of the best airports on the continent:

Cape Town, Johannesburg and Durban. Cape Town International Airport was also awarded for having the best airport staff on the continent.

There is a special breed of pilots in Africa who are used to dealing with non-traditional situations such as making sure prior to take-off that there are no animals on the landing strip, which may be littered with termite hills. Pilots know that the availability of fuel or catering may be limited, cleaning facilities non-existent, and ground handling difficult. In fact, some airports are no more than an airstrip with a one-room building without doors, the interior typically painted in bright pink, swimming pool blue or battleship grey, and the only piece of furniture a wooden bench. There are no staff – the 'airport executive' may arrive on a motorcycle some time after the airplane has landed.

And there are also facilities, such as Nelspruit Airport in South Africa, that look more like a five-star game lodge than an airfield, and after take-off you get a bird's-eye view of a breathtaking African landscape. In flight, the pilot may alert you to a small herd of gemsbok in the sand dunes below or a herd of elephants in a forest of baobab trees.

You know you are in Africa when the man who sweeps the ramp with a broom made out of twigs says he has cleaned around the aircraft and expects something humble like US\$20. In remote areas, the airplane has to buzz the landing strip four times to clear all the wildlife, and in the not so remote areas, the final landing checks include a low pass at the airfield, followed by a very low pass in order to chase off any cows, goats, children, bicyclers, dump trucks or guys on motorcycles who think they are faster than the aircraft. The best way to get the attention of an air traffic controller may be by flying low over the tower. Africa is not for sissies! ⚡

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



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Flying in and out of the vast African continent can be a daunting task. But money is now being invested in improving the infrastructure and processes in one of the world's fastest-growing business aviation regions

Words | **Selwyn Parker**

*Knowledge
is power*

AFRICA

The number of business jets appearing in the skies and airports of the African continent is a phenomenon of today's aviation industry. But the volume of aircraft has grown much faster than the aviation infrastructure required to handle them.

A White Paper published by the newly established African Business Aviation Association (AfBAA) lists a number of issues that need to be addressed. This includes, among others, the confusing differences in regulations between countries, a shortage of maintenance facilities, patchy safety requirements, and a dearth of experienced personnel.

For instance, much of the airspace, particularly in central Africa, lacks radar, and pilots in the air have to rely on each other to relay their whereabouts. Nor should operators assume all NOTAMs are disseminated to all the essential authorities – even air traffic control. An Allied Air Boeing 727-200 freighter crashed at Ghana's Kotoka International Airport in June last year, killing at least 10 people on the ground, because it was ordered to land on a runway that had in fact been notified as off-limits. Air traffic control had not been given the NOTAM, say sources.

AFRICA



General Aviation



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Left: **ExecuJet Africa's Nigeria facility, located at Murtala Muhammed International Airport**

According to sources, fuel contamination may also be a problem if the operator does not work through approved providers. For that reason organizations such as ExecuJet, which has a base in South Africa, has its agents routinely conduct their own analyses of fuel supplies around African airports. "We're quite particular about who we use for fuel," reveals Ettore Poggi, ExecuJet's managing director for the region.

Furthermore, power failures are by no means unusual. For instance, in August last year the airport surveillance radar at Lagos International nearly went out during a power fluctuation. Finally, meteorological forecasting facilities are often not what they should be.

Helping hand

Clearly, this is a region where a helping hand can go a long way. From its FBOs in Johannesburg and Cape Town, ExecuJet routinely assists operators reluctant to tackle the vast open spaces of the continent without local knowledge – and often with good cause. "If an operator wants to work here on their own, they really need to have their wits about them," says Poggi. "People will pretend to be your servant, but actually aren't. It's the same in other less developed countries."

Although South African airspace is relatively straightforward, problems multiply when operators fly deeper into the continent. In such cases, FBOs can supply experienced personnel to guide pilots through the vicissitudes of flight and other permits, NOTAMs, lack of radar, and numerous charges.

Failing that, some FBOs can tap the on-ground knowledge of their own far-flung agents. "Our agents represent ExecuJet and they can obtain permits for landing, parking and overflights," says Poggi. "They will handle customs and immigration, and on-ground services such as transport, security and accommodation." Reassuringly, price quotes for such services are provided to operators before they arrive on the continent.

A poor safety record dogs civil aviation in Africa. Although 2011 was the continent's safest ever in terms of accidents, according to the International Air Transport Association, the level



Above: **ExecuJet Africa's Johannesburg facility, located at Lanseria International Airport**



"If an operator wants to work here on their own, they really need to have their wits about them"

Ettore Poggi, MD, ExecuJet South Africa

of incidences is still about nine times the global average. The European Aviation Safety Agency has blacklisted certain African airlines from flying into Europe. However, as African aviation authorities point out, 25 national flag carriers from Africa are compliant with Europe's safety standards and run scheduled services there.

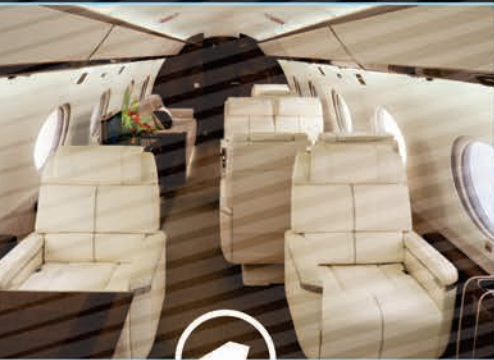
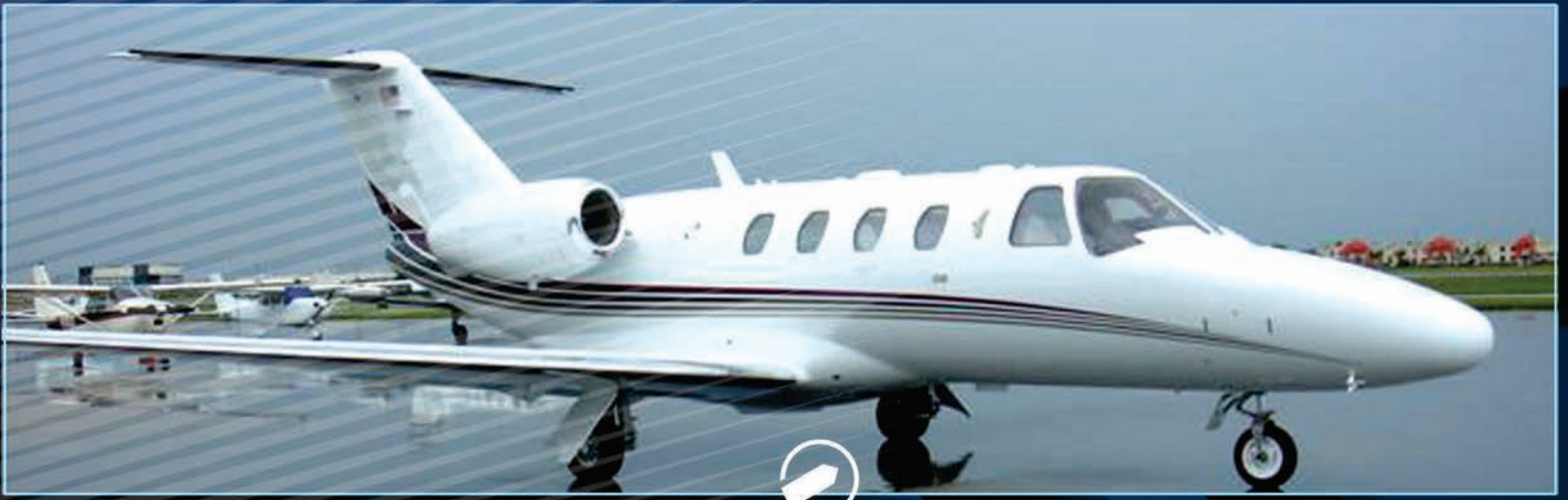
However, Rady Fahmy, executive director of the AfBAA, told the magazine that the organization plans to get started on these issues as soon as it can. "Safety is certainly one of our core concerns, alongside improving the physical and legal infrastructure and security, and making the operation of an aircraft in Africa similar to in more advanced aviation communities," he says. The first step is to identify "the weaknesses on the continent and then to provide solutions and a roadmap for the civil aviation authorities to adopt, if they agree."

There's a long way to go, though. Take just the enormous disparity in landing charges, which can vary from US\$200 to US\$3,000 depending on the country. The less-developed countries tend to charge the most. In its meetings with aviation officials across Africa, the AfBAA routinely brings up the issue. "We tell them that business aviation is good for the economic advancement of the country, region, and Africa as a whole," says Rady. "Lowering barriers such as very high fees is one initiative that civil aviation authorities can adopt to show their commitment." It may take years, though, to achieve something like harmonization, especially as several countries in southern and eastern Africa are talking of raising aviation taxes rather than the reverse.

Taking off

Flying by corporate jet on the African continent has taken off mainly because of poor roads, inadequate airline connections and a rail system that is "asleep and snoring", according to one source. For instance, although Nigeria and the Niger Republic lie side by side, there are no commercial flights between them. In this boom,





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N I G E R I A





Main and below:
**Evergreen Apple Nigeria
at Murtala Muhammed
International Airport**

South Africa has emerged as indisputably the hub of Africa's business aviation ahead of Nigeria and Ghana, with the Democratic Republic of Congo and Kenya coming up fast behind.

At the same time, FBOs are springing up all over the continent to service this new fleet. Over the past five years, hubs have appeared in Dakar in Senegal and Lome in Togo. With the number of flights increasing rapidly to and from Gambia, Cameroon and Equatorial Guinea, it's seen as inevitable that FBOs will surface there too.

Nigeria is the current hotspot. Like the Congo and elsewhere, its business fleet is growing on the back of heavyweight international investment in vast mineral deposits. Although the size of the country's business aviation fleet is exaggerated, it is certainly on the increase. According to the country's Civil Aviation Authority, 71 corporate jets are operating there, most of them foreign-registered – though this is admittedly a lot less than the 130 estimated by *Forbes* magazine. Ghana is also posting rapid growth – Austria-based Jetalliance is working with Germany's Spherus Aviation and local Cita-Triax Aviation to operate two aircraft there. And the partners plan to introduce more jets according to demand.



"Lowering barriers such as very high fees is one initiative that civil aviation authorities can adopt to show their commitment"

Rady Fahmy, executive director, AfBAA



Outside Johannesburg and Cape Town, one of the busiest airports for business aviation in all of Africa is Murtala Muhammed Airport in Lagos, Nigeria. Locally owned Evergreen Apple and ExecuJet compete for business – and there's a lot of it, especially for charters. According to Evergreen Apple, about 42 private jets land there every day, roughly equivalent to 1,200 flights a month. Because of the distances to be covered, mid-sized to heavy jets provide most of the business of Evergreen Apple's FBO. "Gulfstream 400/500 models, Global Express family, and the full range of Challenger types from 601s to 850s regularly park up at the hangar," says chief executive Segun Demuren.

As a statement of faith in the future, local Quits Aviation partnered with ExecuJet last year to open at Murtala Muhammed a high-security, 4,700m² hangar and FBO, complete with 90-day recorded CCTV cameras. The future has already arrived. Capable of storing a Boeing business jet, the facility is usually full. Indeed, in mid-March 2013 the hangar was packed with a range of aircraft, from Global 600s to Hawker Beechcraft 800s. At Abuja Airport in the center of the country, Quits Aviation also has big plans (see *The Rise of the African FBO*, overleaf). "We get 40-50 private jets on the apron each day at Abuja", says chairman and chief executive Sam Iwuajoku. "Executives just don't like flying with local airlines. Everybody tends to fly by business jet."





Jet-Xpress's Ivory Coast facility. The company is now planning the construction of a general aviation terminal in Liberia with an FBO attached

The rise of the African FBO

The quality of Africa's FBOs continues to improve as entrepreneurs realize the potential of business aviation. Based in Johannesburg's Lanseria International and Cape Town, and with a long experience of wealthy fliers, ExecuJet offers a full range of services such as maintenance for several manufacturers, including Global 5000s, Learjets, Citations, Falcons and Embraers. "We are often asked to provide aircraft-on-ground services," explains Ettore Poggi, ExecuJet's manager for Africa. ExecuJet's hangar at Johannesburg's Lanseria International, Africa's busiest non-scheduled airport, boasts 9,000m² of space and a five-star lounge.

Lanseria is home to several other FBOs, including BidAir (which specializes in ground-handling) and NAC and Swift Flite (for jet charter operations). On top of the usual services, Lanseria's FBOs will step up to organize temporary import permits for firearms and, when the hunting is done, the shipping of trophies.

In the meantime, Nigeria has seen what works in South Africa and is racing to match it. Quits Aviation has started work on a four-level aviation center with conference centers, bars and restaurants, gym and roof pool. When that's finished, and depending on financing, the FBO will build a facility at increasingly busy Abuja Airport. Prices and fees vary greatly across the continent but, as an indication, Quits Aviation charges around US\$450 for overnight parking of a Hawker Beechcraft 800/900 and US\$1,200 for a Global Express at Lagos.

Another Nigerian company, charter operation SkyJet Aviation, will soon offer full maintenance facilities for Embraer executive

jets at its base in Kaduna in the northern center. Chief executive Trevor Conlyn has ambitious plans, building on its association with Embraer: "We aim to make SkyJet a world-class business aviation services provider in Nigeria and the rest of Africa."

Another highly ambitious FBO is Ivory Coast-based Jet-Xpress. Having established a modern FBO in its home country four years ago, it is currently planning the construction of a general aviation terminal in Liberia with an FBO attached. When finished, the facility will offer customs and immigration, a five-star lounge for heads of state, pilot restrooms, and 24-hour gourmet kitchen, along with conference rooms and a full range of ground-support services including NOTAMs and weather briefings. As an added bonus, Jet-Xpress can call up armed, 24-hour aircraft surveillance at the facility if needed.



Jet-Xpress is approaching its fifth year of business in Africa

Administrative delays

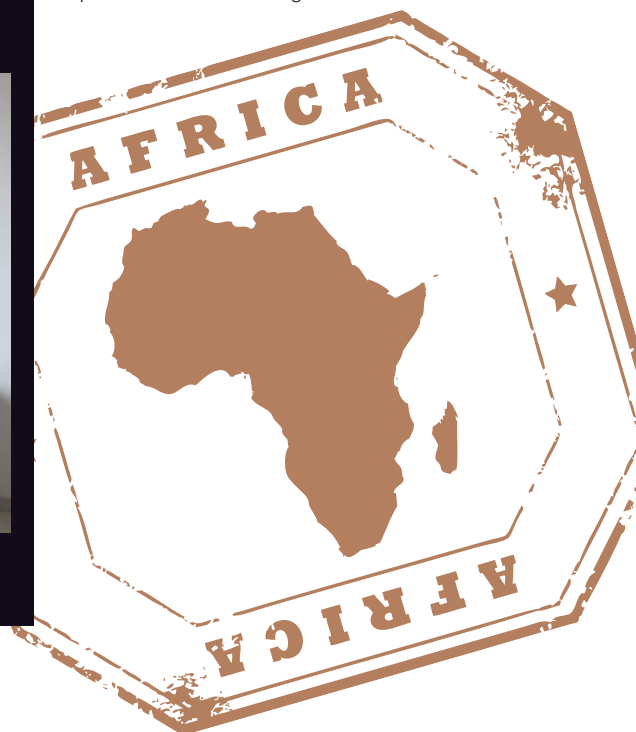
One pressing problem for the AfBAA is getting civil aviation authorities to talk to each other. Dogged by administrative delays, it routinely takes them 72 hours to process flight permits without the help of a local FBO. "We can process flight clearances within 24 hours and organize an overflight plan within three or four days," explains Iwuajoku. Quits Aviation has just been accredited by Bombardier to become the first authorized service centre in Nigeria.

There are signs that African aviation authorities are waking up to the potential of the business jet. Gaps in aviation infrastructure are already being filled. Aviation supplier Thales is rolling out its TopSky-ATC air traffic management system on behalf of ASECNA, the pan-African authority for aviation infrastructure that is responsible for the airspace of 17 countries. The French company is installing 11 monopulse secondary surveillance radars [MSSR] and the same number of TopSky systems.

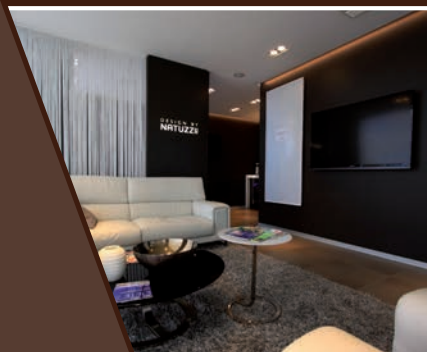
With TopSky dominating around the world, its installation in the continent's airports marks a big step toward harmonizing air traffic management with systems outside Africa. The wider availability of TopSky will "significantly increase the operational capabilities of these sites", according to ASECNA. And in another infrastructural landmark, in mid-2012 Maroua Airport in the Cameroon installed a solar-powered VOR/DME radio navigation station, taking air safety several steps forward.

To forestall failures of radio navigation systems in Nigeria, Stormberg Power is erecting solar-powered back-up systems at six airports – Lagos, Kano, Abuja, Port Harcourt, Enugu and Bida in Niger State. The purpose, explains Stormberg Power's chief marketing officer, Adetola Adebajo, is to "ensure that critical navigational equipment such as VORs, glide slopes and localizers remain online".

In the meantime, though, there's nothing quite like local knowledge. ☞




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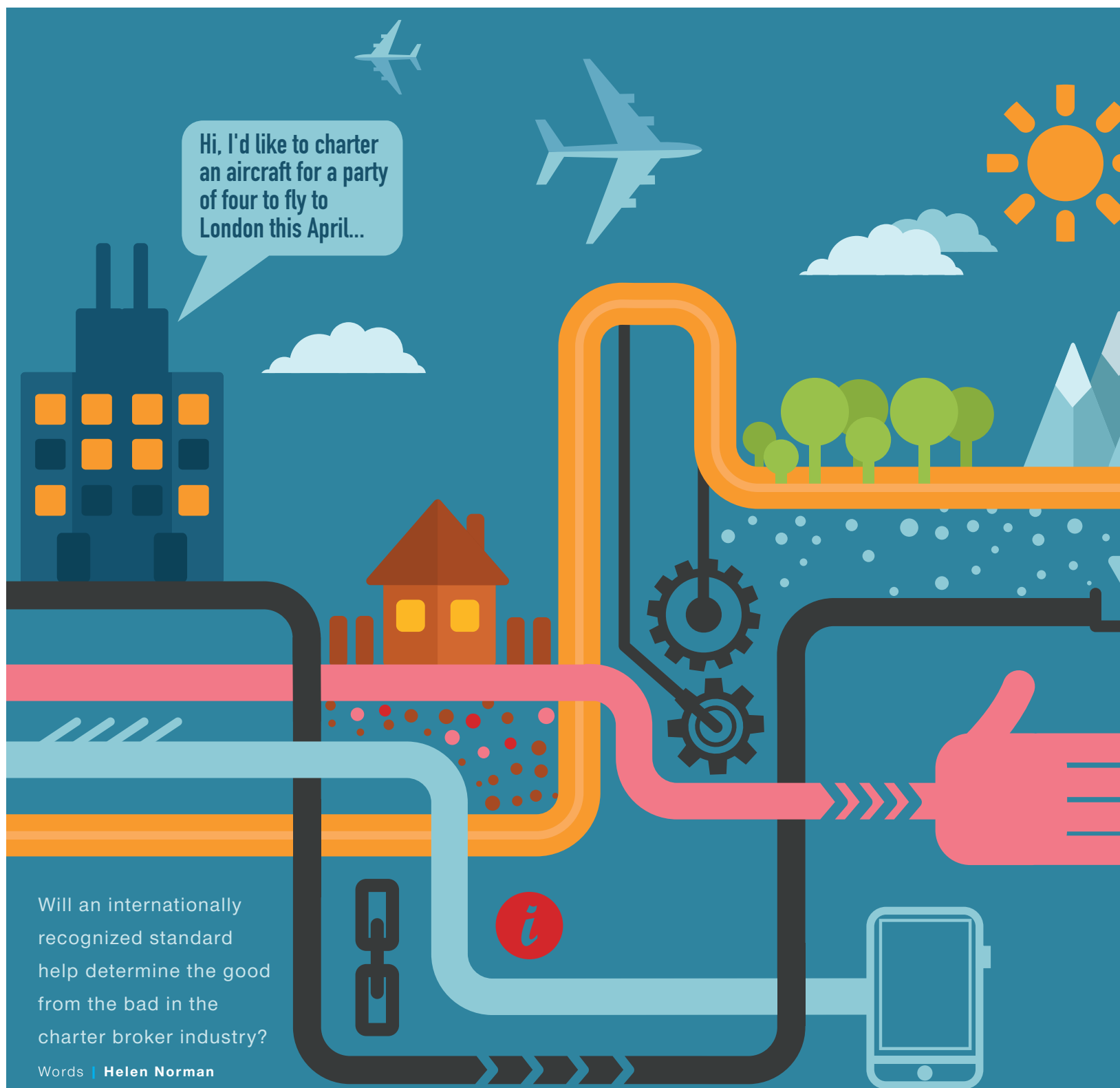
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Will an internationally recognized standard help determine the good from the bad in the charter broker industry?

Words | **Helen Norman**

Deal breaker



Is it time for an international standard for all charter brokers? The answer is no – but that's not because it isn't wanted. The industry is, in fact, calling out for a regulation or standard that monitors broker companies, but currently nothing is being developed. Even on a national level, no regulations exist, and this is causing some distress among the established brokers.

Charter brokers act as middlemen. A client approaches a broker when looking to charter an aircraft. The broker then uses all their resources to find the best deal for the client. They work together on a price

and the broker handles all the details. For an honest broker, the main aim is to provide the client with the best service possible in order to encourage repeat business. This is how a broker becomes an established and respected service provider. "Word of mouth is extremely powerful in this industry and if you make one client happy they are likely to tell their colleagues, friends and family members," says Gil Wolin, principal at Wolin Consulting, which provides consulting services to corporate aviation companies, including charter brokers.

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But a lack of international, or even national, standards and regulations means the good work of the broker industry is being overshadowed by a number of so-called 'bedroom brokers'. These types of brokers exist because of how easy it is to set up a business and some, who don't have the experience or knowledge in place, are giving the industry a bad name. "Becoming a broker is simply a matter of putting up an advert saying that you can broker charters," says Wolin.

The number of brokers currently operating worldwide is not documented. The closest thing to a list of brokers is most likely found in the Air Charter Guide, but according to Wolin, "These are just the people who advertise. There are hundreds – or perhaps thousands – of bedroom brokers operating under the radar."

The issue of bedroom brokers is especially prominent in the USA. Joe Moeggenberg, president and CEO of ARGUS International, says, "Here in the USA we have a serious problem with bedroom brokers. They are working from home on a cell phone and a website, and that's it. They have no training, no internal infrastructure, and have very little knowledge of the aviation business overall."

This is not to say that all bedroom brokers are operating unlawfully, but starting out in the industry should not be taken lightly. Tony Coe, founder of aircraft brokering company Aviation Complete, explains, "You have to have some knowledge of what you are doing otherwise you won't get your clients through the door. You have to know your aircraft, countries and airports, and that's just to start with. There is a lot to get your head round before you go out into the marketplace and sell your services."

And this is where some brokers starting out can unknowingly (or knowingly in some cases) offer charters that may not meet all safety requirements. Choosing the wrong broker can also have monetary consequences. "I am aware of one case where, for example, Mr X booked a

flight to take some guests to a villa in Nice. Five hours before the flight the broker called and said the original aircraft was not available, but luckily they found another one that was very similar. But the bad news was that the price was an additional US\$2,000. The client didn't have a lot of choice but to use the aircraft as it was so close to his departure," says Coe.

Regulation

So why isn't an international regulation being developed? Wolin explains, "There's not going to be an international government-regulated standard when each government doesn't bother to regulate brokers. A national standard has been a conversation in the US Department of Transport for at least 20 years, and the DoT official who was waving the flag most vigorously, Dayton Lehman, has just retired. The odds of there being something in the near future that is government sponsored, is very unlikely and this is most disappointing. Unfortunately it may take a high-profile accident for it to be recognized."

On a national level, the main challenge standing in the way of a regulation being introduced is a lack of resources. "In the USA, the FAA is currently in the process of cutting jobs and it just doesn't have the resources or budget to manage or build something like a broker certification program," says Moeggenberg.



Gil Wolin, principal, Wolin Consulting

"There are hundreds – or perhaps thousands – of bedroom brokers operating under the radar"

Left: There are currently no regulations governing aircraft charter brokers

The lack of resources links to another challenge, which is policing, as Coe highlights: "The problem with implementing an industry standard is who would police such implementation. Every country has a CAA that looks after the airlines and airports, each with slightly different regulations. Even within the EU getting agreement is quite difficult, so it would be extremely difficult to implement worldwide."

Help is at hand

There are a few organizations and associations worldwide that are working to 'clean up' the broker industry. The Baltic Air Charter Association (BACA) is one of them. BACA is one of the world's largest and most prestigious networks for air charter professionals. The association represents the interests of commercial aviation companies, particularly in the air charter industries and markets. About one third of BACA's 200 member companies are air charter brokers (some being very large organizations), and they represent the majority of brokers in UK and many from Europe and beyond. They have all agreed to abide by the BACA Code of Practice, which includes an obligation to ensure that every aircraft used is legal and fit for purpose. "If a client or operator has doubts about the quality of the broker they are talking to, a quick check of the members' list on the BACA website should give them the assurance they need," says Coe.

BACA works toward raising the industry standard in any way it can. The association holds regular training days for brokers, and according to Coe it is in the early stages of formulating a training scheme and courses that could lead to broker fellowship and/or industry accreditations.

To become a member of BACA, companies have to meet set criteria, which include being in business for 12 months, being nominated by two existing members, and then being approved by the BACA council. Companies then sign up to a code of practice and recommit to it annually. "Members can also be expelled for misconduct and other brokers and clients do comment on people's activities," adds Coe.

Moeggenberg's ARGUS International is working toward developing a new service that audits charter brokers – in a similar way to how the company audits charter operators. Currently ARGUS specializes in aviation services that provide the marketplace with the information needed to make informed decisions and manage risk. Its services include charter operator rating and a due diligence program, market intelligence

Below: **Research is key when trying to choose a professional aircraft charter broker**

Are brokers a dying breed?

There has been talk in the business aviation industry that charter brokers are a dying breed. The main reason behind this is that many charter operators are now going straight to the clients to offer aircraft, thereby cutting out the middleman. But according to Gil Wolin, principal at Wolin Consulting, this is not the case.

"Brokers are not a dying breed," he says. "Operators may go direct to a customer whenever they can, but it needs to be recognized that most charter operators are regional in nature and very few have more than 10-15 aircraft. So if I am a small operator in New York, for example, I can't afford to send a sales rep all over the country, so business from other areas will come from a broker. Therefore, brokers are,

at zero cost, an extension of the sales and marketing team."

According to founder of Aviation Complete, Tony Coe, 70% of business that operators do come through brokers and although there will be a few operators that will go straight to the client, he believes that the broker still has an important role to play.

"I actually spoke at a conference two months ago where the majority of operators there said they felt that the brokers were definitely still required. I think a broker has more to offer in today's industry than ever before. There are more operators around, the aviation world is a bigger place, there are far more airports and far more choices of aircraft, and a good broker will be able to cover all those aspects. Operators generally have one

or two types of aircraft, but brokers can look at 20-30 different types in order to offer the most suitable solution."

Brent Moldowan, managing director at Wyvern agrees that brokers are not a dying breed: "They provide a very valuable service in our industry. We see operators and brokers working together for the benefit of the client. As the charter market continues to see more evolved derivative products such as monthly membership programs and seat sharing schemes, it is important that the client has a relationship with an operator or broker who understands the economics and, most importantly, safety and legality. The process of brokering air charter should not be all about price when we are all in the business of keeping people safe by mitigating risk."

data and research services, aviation consulting, and on-site safety audits.

"We have been working on a broker auditing system for about six months," says Moeggenberg. "We are currently in the process of coming up with our own standard. We have been waiting for the FAA to give us some direction but unfortunately that is not happening, so we are now working on an ARGUS certification, or ARGUS approved broker program, that will include an onsite audit. This is likely to be launched in the second quarter of 2013."

Wyvern, another aviation safety auditing, consulting and information services provider, currently operates its Wyvern Broker membership, which brokers can join and gain access to a global network of Wyvern-audited operators, as well as to the Pilot and Aircraft Safety Survey (PASS) system, which lets brokers check and verify safety information concerning the operator. There are three membership

options including Basic, Premium and Enterprise. By becoming a Wyvern Broker, brokers commit to the Wyvern Broker Pledge, which is intended to act as a broker's promise to engage in safer business practices.

"At Wyvern we believe the best service a broker can provide their clients is to help them source the safest charter alternatives," explains Brent Moldowan, managing director of Wyvern. "That's why it is important to us that we partner with brokers who are making their best efforts to serve the consumer in the charter buying process. Managing operator selection through safety information and awareness should be a part of every charter mission.

"The Wyvern Broker program is built to support both safety and legality of flight. It is truly unfortunate that the 'bad' brokers outnumber the good. It is important that all of us in the industry recognize that in the absence of serious penalties for the bad, the good are being penalized by



Image courtesy of Jetbase

perception. At Wyvern we build a network of operators who have committed to safety and legality with 'The Wyvern Standard' and want to continue to emphasize that brokers have a model of assurance to follow when transacting with those operators. In addition we have a very large database that updates other operator records on a daily basis so that brokers can research safety and legality issues as part of their vetting process," adds Moldowan.

How to choose a broker

Until a recognized audit program or regulation comes into force, the best advice according to Coe, Wolin and Moeggenberg is to do your research. "Don't just assume that if a broker has a shiny new website and business card it means they are professional," says Wolin. "Also, if someone offers a 'good' price, then always research how they are offering it. The cheapest price isn't always the right price. For example, there was a broker advertising a Gulfstream IV in Denver for less than US\$4,000 an hour, when the going rate is upward of US\$6,000 an hour. When I dug into it, it was someone who had been arrested for mortgage brokering fraud and was forbidden to ever do mortgage brokering again, so he decided to jump into an unregulated industry – charter brokering."

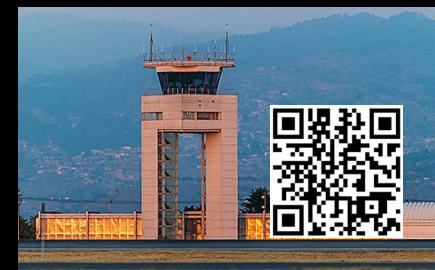
Coe adds that it is important to gain as much information as possible before entering into an agreement with a charter broker, "Phone three to four brokers to start with and ask them how long they have been in business, whether they have regular clients and if they are prepared to share clients' names. Also ask if they can provide some history on flights they have operated. If they come through BACA they can always speak to the council and we would speak to them about various companies and how long they have been around and what they do."

The overall message is that whoever you decide to work with it is essential that they have the background and experience in aviation to help you make an informed decision. ✈



"At Wyvern we believe the best service a broker can provide their clients is to help them source the safest charter alternatives"

Brent Moldowan, managing director, Wyvern



Play your cards right

The business aviation industry is getting in on the loyalty scheme act. How can the sector and its operators benefit from such initiatives and do they really increase customer loyalty? *BAI* finds out

Words | Hazel Swain



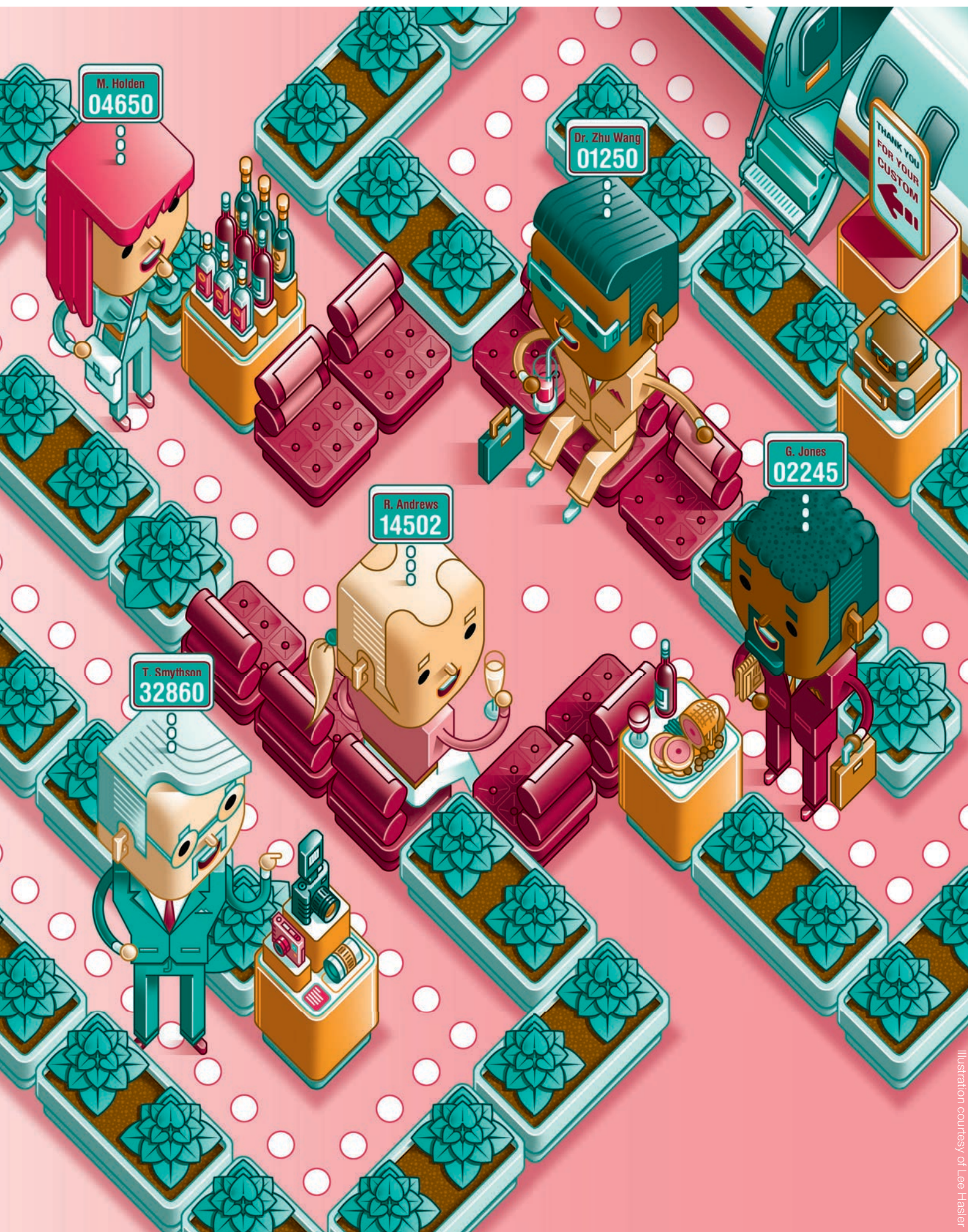


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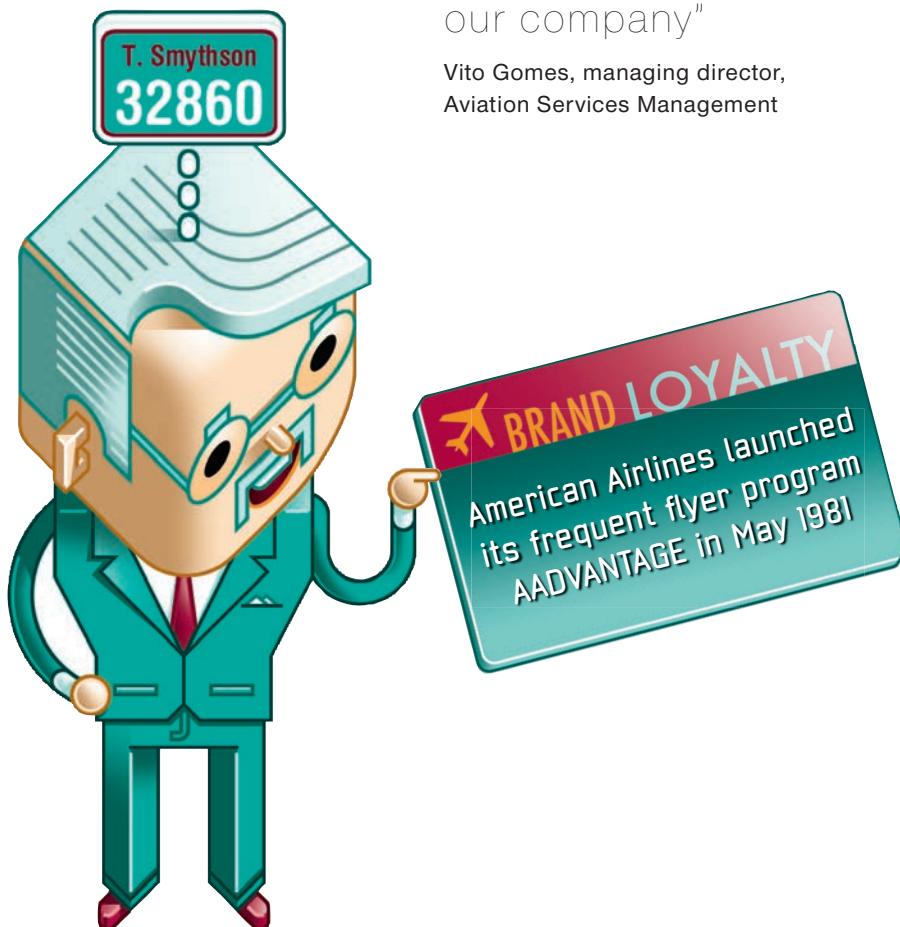
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Customer loyalty can be a fickle thing. An attractive discount or offer can make customers switch from one brand to another in seconds, so it is as important for companies to retain customers as it is to entice new ones. One way to achieve both these aims is to introduce a loyalty scheme that provides subscribers with redeemable points or rewards every time they make a purchase.

According to an article published in *The Guardian* newspaper in July 2012, 86% of UK adults own at least one loyalty card, but 29% have at least five, indicating that customers do not remain loyal to one scheme. In the USA customer disloyalty is even more prominent – the average household is signed up to 18 schemes, according to the 2011 COLLOQUY Loyalty Census. And it seems that even those who subscribe to these ‘loyalty’ programs aren’t actually reaping the rewards; of the US\$48bn worth of consumer loyalty reward points dispensed in the US each year, US\$16bn goes unredeemed – the equivalent of US\$205 of the US\$622 in loyalty points earned by the average US household each year. In the UK it is a similar story – while £4.39bn (US\$6.59bn) worth of points are cashed in every year, another £351m (US\$527.6m) goes unused.

Despite these figures, loyalty schemes continue to be developed and customers continue to sign up to them, indicating that they still hold some value in the marketplace.



AVTRIP members can gain points at any Avfuel location around the world



"A loyalty scheme is a way to thank clients for choosing our company"

Vito Gomes, managing director,
Aviation Services Management

Flying the flag

Loyalty schemes hit the aviation industry in the 1980s. The first nationally recognized frequent flyer program was launched by American Airlines in May 1981 with its AADVANTAGE scheme. "It was an interesting time," comments Fred Thompson, partner, LoyaltyOne Consulting. "There was a regulated aviation industry in the USA until the late 1970s. In the early 1980s there was a lot of competition and expansion, and what the airlines quickly locked into was the fact that they couldn't identify who their best customers were. As a result, all these programs began so that the airlines could identify who their best customers were and communicate an appropriate market to them.

"Retail is the foreground of customer loyalty, but aviation took it to another level by not only replicating what retail did but by building on it by creating a currency that could then be sold to other partners," Thompson adds.

The frequent flyer programs really took off in the 1990s and since then almost all commercial airlines have launched some form of rewards program, despite research by Deloitte in January 2013 showing that only 14% of frequent business travellers subscribed to loyalty programs always fly on the same airline.

Business aviation schemes

The business aviation industry is now following suit, with the most obvious scheme being the aviation fuel card (see *Filling Up The Tank*, page 34), and more recently operators have begun offering other rewards programs for their loyal customers. How can loyalty schemes benefit operators in the business aviation industry?

"A loyalty scheme is a way to thank clients for choosing our company. It does create brand loyalty to an extent but I would not say that it does entirely," explains Vito Gomes, founder

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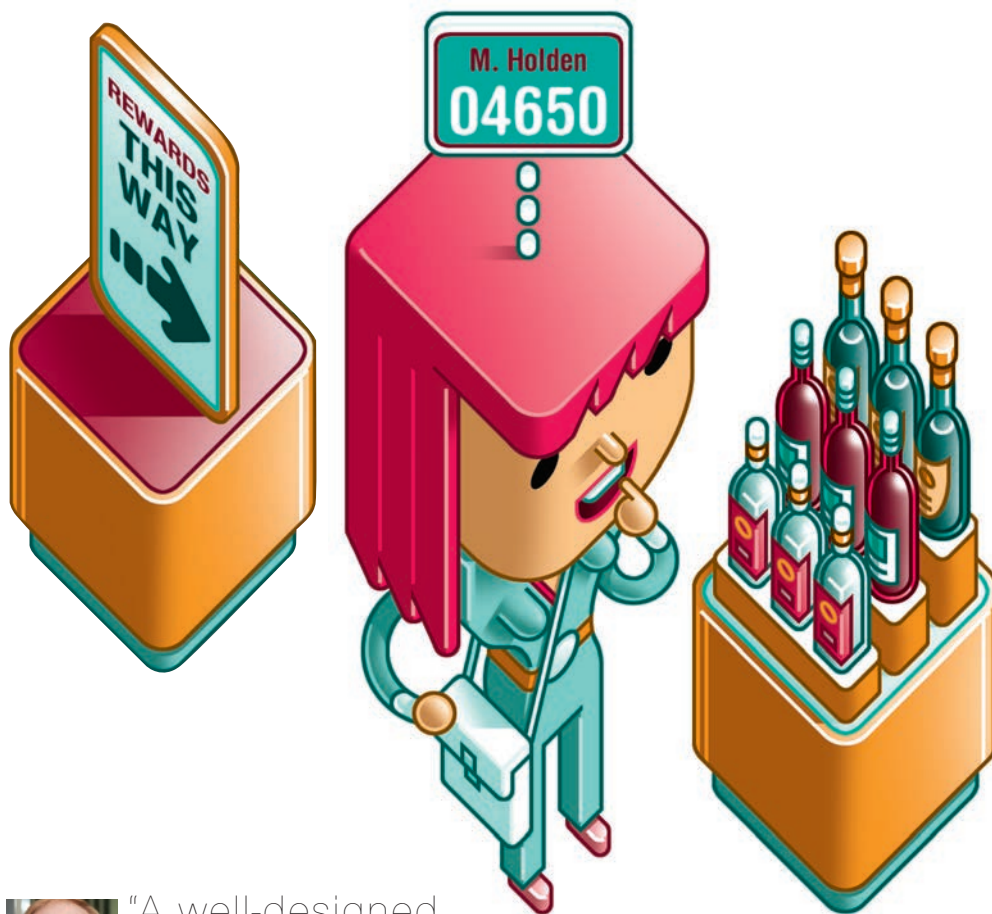


and managing director, Aviation Services Management, which launched its ASM Loyalty Program providing clients with tailored discounts and incentives depending on their needs in early 2013. "On the other hand these programs definitely help a client to remember a company as no one wants to pass up on incentives. The success of a brand depends on how the company treats direct responses from clients. Loyalty schemes are mainly a result of client interaction over a period of time."

Marci B Ammerman, vice president of marketing at Avfuel, agrees, "The FBO business is very competitive and the level of service is generally high at all FBOs, so you need to find a way to differentiate yourself in the business. Rewards programs are one way to do that."

Companies such as Signature Flight Support, ConnectJets and Aviation Services Management have launched points cards, whereby customers receive points each time they spend using their loyalty card at the FBO. Signature Flight Support's TailWins program was launched in January 2012 and provides customers with a rewards program tailored to their flying profiles.

Patrick D Sniffen, vice president marketing at the company, explains, "Points are awarded for purchases of fuel and handling. Customers receive points for every gallon of fuel they buy, for every dollar spent on Signature services and even at locations outside the Signature network. Signature also runs promotions throughout the year at locations within the network where members can earn five or even 10 times the points depending on the promotion." These points are then redeemed using a catalogue specific to the customer's country, where they can shop for electronics, jewelry, travel, dining and larger purchases such as motorcycles. According to Sniffen, Signature TailWins members have shown a propensity to stay in the Signature network, suggesting that business aviation customers will remain loyal when presented with the right rewards.



"A well-designed program should not only provide some very rational, tangible benefits but also support the emotional connections the customer has with your brand"

Fred Thompson, partner,
LoyaltyOne Consulting

Main components

As Ammerman points out, the business aviation industry is a highly competitive arena and operators and suppliers need to distinguish themselves. With the advent of competing loyalty schemes, what are the main considerations for making yours successful?

Ammerman believes there are three main components to a successful loyalty program: members want a reward scheme that is simple with an uncomplicated redemption process, they want many places and ways to earn rewards, and they want to get to their reward quickly.

Thompson, an expert on all things loyalty, says the schemes have to offer something more meaningful than just points and rewards: "As I look at a lot of programs across a range of industries, there are many companies asking 'How can I get customers to spend more?' and 'How can I consolidate their spending with us?' as opposed to having an emotional connection to their customers and asking, 'What do they need from us?' So a well-designed program should not only provide some very rational, tangible benefits but also support the emotional connections the customer has with your brand."

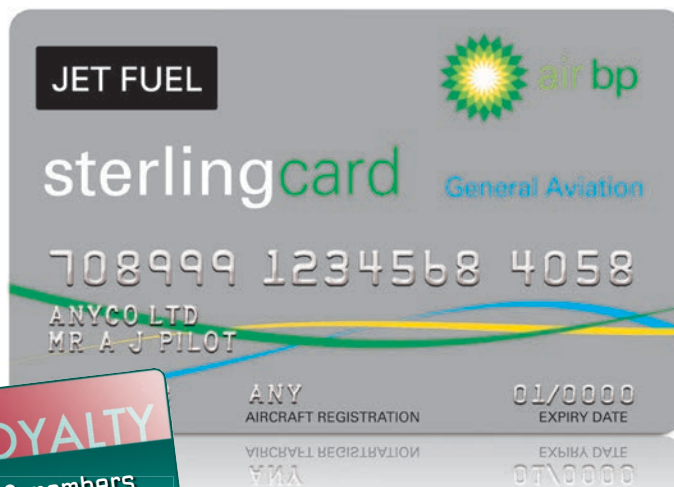
Thoroughly defining the cost benefits of the program is also key, Signature's Sniffen explains, as is communication with your customers, "We spent a great deal of time designing the systems to support the program and are continually refining our offerings," he says. "Communications with your membership is also fundamental, via monthly e-newsletters, promotional emails and other mechanisms."



Loyalty schemes help
companies to reinforce
their brand identity



Members of Air BP's fuel card scheme benefit from easy payment methods and out of hours support



"The card needs to stimulate and create an interactive, constant relationship between the client and the provider"

Miguel Moreno, general aviation manager, Air BP

Filling up the tank

Probably the most common business aviation loyalty scheme is the fuel card, whereby customers sign up with a particular fuel provider to receive points when they buy fuel using their card at affiliated FBOs.

Avfuel's AVTRIP program is an ideal example; established in 1991 the scheme has over 47,000 members and has paid out more than US\$25m in cash rewards. Customers signed up to the program earn points each time they refuel at one of over 500 participating FBOs and can also earn points from retail purchases. Once the customer has accumulated 5,000 AVTRIP points they receive a US\$25 cash reward depending on their redemption schedule.

"What sets AVTRIP apart from other loyalty programs is its accelerator feature – we accelerate the customer's points with free points, either quarterly, annually or tri-annually, depending on how long the member keeps their points in their account. Points accelerate at 8%, 10% or 12% compounded quarterly depending on when they receive their awards – the longer they wait, the quicker the points increase," explains

Marci B. Ammerman, vice president marketing, Avfuel.

Air BP – the specialized aviation division of BP – also runs a fuel card scheme, although the rewards are more 'long term' than Avfuel's program. The company has two cards – the Sterling card for jet fuel and the Flight card for Avgas – both of which were launched almost 20 years ago. The cards enable easy payment for fuel on an ad hoc basis, removing the need for fuel release documents and streamlining the paperwork involved.

"In addition the card provides an easy means of identification of the customer to the Air BP network," says Miguel Moreno, Air BP's general aviation manager. "The card was developed to be used globally, thereby allowing customers to use it at most, if not all, of Air BP's global network. Today that is around 600 locations in over 50 countries."

Once a customer has applied for the relevant card, they can then present it at the time of uplift at any participating FBO, purchase fuel and receive an invoice from Air BP at a later date. As well as being an easy payment method, the cards

also offer participants access to a number of dedicated services, such as the global Air BP Out of Hours team. "In addition," comments Moreno, "Sterling Card holders have access to a dedicated account manager who liaises across the network of Air BP airports and offices to ensure clients receive the best service possible."

According to Moreno, the card and its additional services encourages customers to use the service on a regular and frequent basis, and serves to act as a brand-awareness instrument.



Miguel Moreno, general aviation manager at Air BP – the specialized aviation division of BP, which runs a successful fuel card program – agrees, adding, "The card needs to stimulate and create an interactive, constant relationship between the client and the provider in order for the holder to feel valued. Winning a client is the first step in what should be an ongoing and two-way relationship."

And this is where the data gained from loyalty schemes is really important, as understanding how to analyze and implement the findings is key to a program's success.

"The whole purpose behind these programs from a company's standpoint is to get the customers' permission to allow us to have a little more information and in return provide something that is more relevant, meaningful and valuable," says Thompson. "The best programs use this data to improve the customer experience and improve the relevance of the communications. Understanding the passions of the individuals enrolled on the program is essential, and using this information to empower them by providing access to services that make their jobs easier is absolutely integral."

There is still plenty of room for improvement in the business aviation segment, with more lessons to be learnt from the commercial aviation industry. "Airlines are now starting to share their leads with other suitable sectors," Thompson explains. "For instance, Delta and Starwood have recently integrated reciprocal lead data across airline and hotel programs, which addresses the entire travel ribbon, making the whole journey easier. I'd love to see that extrapolated to the private aviation industry. Addressing the whole process of getting to the airport and ease of travel at the destination is an area where companies can really stand out. Going forward, it will be interesting to see who can develop a truly compelling partnership network that really sells the experience of private aviation." <

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Occupational hazard





If you are shipping hazardous materials there are numerous rules and regulations to consider, and the key to getting it right lies with staff training

Words | Saul Wordsworth

✧ Dry ice, nuclear waste, explosives, blood-borne pathogens, oxygen canisters – when shipped, each of these items could potentially endanger the safety of passengers. The transportation of sensitive goods is one reason companies and individuals continue to rely on business aviation.

“One of the motives for people using private jets is to enable them to carry outsized or dangerous materials that would normally be forbidden,” says Doug Carr, vice president for safety, security and operations at the National Business Aviation Association (NBAA). “A classic example would be a drug company developing treatments for cancer that involve radiation. The transfer of such materials from the manufacturing facility to the hospital requires a very closely controlled process.”

In the USA, hazardous materials are referred to as ‘hazmat’. In Europe, operators talk about ‘dangerous goods’ and seek ‘dangerous goods approval’. There is a certain level of harmonization regarding the regulation of these materials around the world. Most national authorities transpose Document 9284 International Civil Aviation Organisation (ICAO) Technical Instructions into their own regulations. Processes tend to be fairly homogenous, although some countries present variations or have stricter requirements within their borders, as do certain operators. The rest of this article will focus on the US market.

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Why hazmat training is important

The US DOT is very active in passing on the message regarding the dangers of hazardous materials in aviation. As explained in its brochure *Does Your Hazmat Training Measure Up?*, most transportation incidents involving hazardous materials are the result of human error, and training is the best means of preventing such incidents. Reasons given for ensuring hazmat training is as good as possible include

the improving of employee safety, reducing incidents and accidents, preventing penalties, reducing operating costs and damage to property, and increasing productivity and profit.

One of the key ways to ensure the efficacy of this training is to establish a culture of safety. According to the DOT, safety can be enhanced by the visible promotion of a safety culture driven by top management

that encourages employees to report safety issues or problems without fear, and that provides opportunities for extra training and establishes accountability for safety at all levels of management. The DOT even suggests the implementation of a monthly 10% hazmat inventory program, in which one in 10 of the company's hazardous packages is spot-checked for proper packaging and paperwork.

Operator accreditation and training

For hazmat, shipping cargo operators and charter companies with a cargo arm tend to take up the slack. The NBAA estimates that of its approximately 2,100 air charter certificates, only 50-100 have the authority to carry hazmat. In the USA, the Federal Aviation Association (FAA) acts as a conduit for operators that wish to seek hazmat accreditation. The real directive comes from the Department of Transport (DOT), which has developed a dangerous materials handbook for reference. A training program is provided online by the FAA and can be undertaken in-house by the operator or through a third party. The NBAA also publishes what it calls its *Prototypical Business Aviation Safety Manual*, which provides training guidance on how to develop your own program.

"Whether or not the operator decides to accept hazmat for shipping, the 'carry' and 'non-carry' training programs are virtually the same,"

"The most important thing is that an employee recognizes hazmat, regardless of whether the company wishes to transport it or not"

W Ashley Smith, president,
Jet Logistics

**DOES YOUR
HAZMAT
TRAINING
MEASURE UP?**



**Training
for the Safe
Transportation
of Hazardous
Materials**

says W Ashley Smith, president of international operator Jet Logistics. "The most important thing is that an employee recognizes hazmat, regardless of whether the company wishes to transport it or not. A will-not-carry operator is required by the FAA to provide training where the primary focus is awareness so that hazardous materials are recognized and intercepted prior to being carried onto the aircraft. Such items will be labelled and will likely come in large square boxes of yellow, blue, red or white.

"It is also useful to know what kinds of quantities are involved. Biohazards in small amounts are often not considered hazmat. We do medical transportation that involves picking up hearts, lungs and livers for organ donation. For such a task, dry ice is more effective than ordinary ice. A non-hazmat-accredited operator is entitled to carry up 2.2 lb of dry ice before it is considered dangerous."

For operators keen to ship hazmat, another part of the training process is to know where and how items are to be stored. Some may be carried in the cargo hold, but not in the cabin. For others it may be the other way around. Spare lithium batteries, for instance, may only be stored in carry-on baggage – either taped up or in their original packaging. Fires from laptops are not unheard of. These can be hard to extinguish, since all too often people try to smother the flames, which only serves to heat up the other battery cells and causing them to ignite. A halon extinguisher followed by water is the best solution in the event of such a fire.





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The NBAA estimates that of its approximately 2,100 air charter certificates, only 50-100 have the authority to carry hazmat



Why handle hazardous material?

"We are a charter operator that went through the training process to identify hazmat, but opted not to carry them on our aircraft." So says Dave 'Hawk' Power, director of operations for GrandAir Aviation, a private charter firm based out of Michigan. "For now, we focus more on the air

charter for passengers, leaving material transportation to the dedicated cargo operators. Charter operators that carry hazmat are often air ambulance operators. Some of the materials they carry when transporting patients may be deemed dangerous. In addition, a few charter

operators go through hazmat accreditation as an additional offering or string to their bow. If our business expanded, I am sure we would consider it. A larger operator that covers a lot of different areas may well go through the certification on all levels for the sake of that additional service."

FBO accreditation and training

"In the USA, FBOs are not subject to hazmat regulations specific to their business," explains Jacqueline Rosser, director of regulatory affairs at the National Air Transportation Association (NATA). "They are, however, subject to overarching regulations for packaging and labelling any item that is shipped."

An FBO often has no idea or control over who or what will be passing through its hanger. It is therefore vital that training focuses on the recognition side of hazmat. Landmark Aviation boasts one of world's largest networks of FBOs. Tim Lewis is its director of training. "All FBOs have a simple program for the identification of hazmat and we are no exception," says Lewis. "Our function-specific syllabus is done online with a third-party vendor who provides the actual training. The dangerous goods shipping program we undertake, which is free to download from the FAA website, is different to the full training for the handling of hazmat. We provide awareness training. For us it's about *not* shipping, as opposed to shipping. We need staff to recognize a hazmat package, pull the package aside, and let the pilot know. This can be tricky when it comes to mutual flyover regulations because different rules apply. The aircraft handler doesn't necessarily know what rules and regulations the aircraft is flying under."

For any kind of hazmat training in the USA, employees are entitled to train themselves, as long as the degree of training is commensurate

"In the USA, FBOs are not subject to hazmat regulations specific to their business"

Jacqueline Rosser, director of regulatory affairs at the National Air Transportation Association (NATA)





Staff should undertake a thorough training program before an operator decides to carry hazmat

with the level accreditation required. It is vital that all individual training records are retained and updated where necessary.

"If the goods are transported following the rules, the risk should be very low," says Lia Calleja, dangerous goods expert at the European Aviation Safety Association. "Nevertheless, dangerous goods are dangerous because they pose a risk. These include fire, metal corrosion and radioactivity. Non-declared dangerous goods and misdeclared dangerous goods are usually the main reason for accidents involving this category of goods."

It should be noted that some cargo operators employ their own handlers, thus bypassing the need for FBO staff access.

FedEx fined

In July 2011, FedEx was fined US\$690,000 for errors in the shipping of hazardous materials out of its office at Bradley International Airport, Connecticut. Materials involved included flammable liquids, compressed gas, cyanides, explosives and paint. In each case, the pilot was not informed about the materials carried due to a clerical error.

"Nevertheless, dangerous goods are dangerous because they pose a risk. These include fire, metal corrosion and radioactivity"

Lia Calleja, dangerous goods expert at the European Aviation Safety Association

"Restrictions are pretty tight and there is little leeway on what you can and can't carry," says Smith of Jet Logistics. "It is imperative that you pay attention to what is in front of you and fill out the paperwork correctly."

FedEx claimed its violations were simple errors involving 30 hazmat forms and that the organization would be re-training employees who handle hazardous materials. However, the FAA cited a litany of regulation violations by FedEx since 2005. Each of the 89 mistakes cost the company US\$7,750. FedEx can consider itself lucky; the maximum penalty for hazmat violation is US\$50,000 per offense. According to a report by the FAA Office of Security and Hazardous Materials, commercial operators are much more likely to be found in violation of hazmat offenses than other private flyers.

Operations with dangerous goods need to be documented and sometimes segregated. This means special loading provisions, special packages, and notifications to the pilot. Having approval requires additional procedures and training and this has a cost impact that is absorbed by the client. How much depends on many different factors, including the nature of the material and the arrangement between the client and the operator.

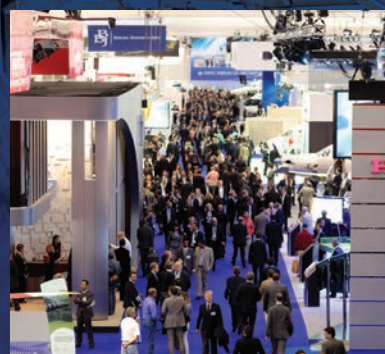
Summing up

Cargo airlines maintain a stranglehold on the market, and the likes of IBC Airways, Kalitta Air, Martinair, AirNet, and Sierra West Airlines compete with the major players such as FedEx and UPS. However, there is scope for smaller operators to offer a hazmat service to their customers, and this remains one of the factors that can separate general aviation from its commercial counterparts. <



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United front

Marc Bailey, CEO, British Business and General Aviation Association, discusses how the industry is working together to ensure a bright future for business aviation

Words | **Helen Norman**



Tell us about your experience to date.

My background in aviation is a little diverse and does not automatically lead to my current role. However, the experience gained along the road has helped considerably in what I now want to do.

I am a professional engineer by trade and joined a quaint old company called BOAC back in the 1970s. I was fortunate to have lots of experience as a licensed engineer in both line and base environments. I also had the pleasure of working in front-line engineering operations running terminals at Heathrow Airport and managing support units to maintain those daily challenges. I had several years looking after the Concorde fleet on the night shift and eventually ended up looking after the fleet as chief fleet engineer – what people these days would call continued airworthiness.

As well as looking after several other fleets at British Airways, I was given the opportunity to introduce the B777 to the company as chief project engineer, which was really great in terms of working across disciplines within a large company. Soon after the successful completion of the B777 project there was a good opportunity to leave the company – which was ideal timing.



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Left: **TAG Farnborough Airport Ltd** is one of BBGA's 140 members

Below: **Mark** discussed illegal charters at the Business Aviation World Conference in March 2013

"The companies involved with the association are quite diverse and they range from large operators and airports, to training schools developing the next generation of pilots"

My next role was with Cobham in its operational division based in Bournemouth, UK. This is a company that primarily trains the RAF, Navy and NATO with target tow and electronic warfare. It also undertakes major conversion projects such as fuel tanker conversions. The scope of work undertaken by this company provided a range of approvals as large as any other company in the UK. Therefore this was a fantastic environment to learn every element of aviation, design, flight test, manufacturing, maintenance and operational approvals. In addition, the breadth of approvals across the globe to support clients gave me an understanding that few others have the opportunity to experience.

Because of the aircraft types operated by Cobham there was equally good opportunity to get involved in many of the industry groups that help to develop legislation and ensure that implementation is uniform across the UK. One of those groups was the British Business and General Aviation Association (BBGA) Engineering Committee, which in a way led to the interest in business aviation. Having supported the BBGA for several years, the opportunity to work more directly for the sector was not a difficult step and the best decision I have ever made.

Can you outline the BBGA's role in the industry?

The BBGA currently has 140 members at the time of going to press. The companies involved with the association are quite diverse and they range from large operators and airports, to training schools developing the next generation of pilots. There are many other elements in between, so it is fair to say that we represent

every element of the supply chain that supports non-scheduled, on-demand aviation for UK business. There are many services that support the membership, in terms of legal, financial and insurance, which might not be considered as an intrinsic part of what we do, but we have many members in these areas.

How does the BBGA ensure it is tackling the most important issues?

Traditionally, the BBGA has used a series of committees to ensure that it is kept aware of the key issues in each area and priorities can be applied accordingly. Very recently, we have widened our net to seek what is important to all our membership, and as a consequence we have received great feedback on what matters to the members. The feedback has been formed into a strategic document and a proposed direction has been presented to the BBGA board. The outline of our strategy was presented to the membership at the BBGA Annual Conference in March 2013 and we are now working hard to deliver the strategic objectives.

Each of the objectives outlined in the strategy (see *Steps to success* on page 48) has a stream of work behind it. With PR, for example, we have developed a definition of what we do, and what we want from government, in an excellent piece of work with the Airport Operators Association. That 'Christmas list', as we defined it at the workshop, has been presented to members, sent to the Minister for Transport, and will be used in all our lobbying work in the coming year.



How can the industry work together to change the general perception of business aviation as an unnecessary luxury?

A great piece of work we are using to change perception is the Oxford Economics report, *The role of business aviation in the European economy – October 2012*, and again we are presenting this in any forum that could help our sector. In summary, the report shows the significant contribution that business aviation provides to the EU community and to the GDP of the UK. We are not in competition with scheduled airlines or low-cost carriers. In fact, we are complementary to scheduled operations, with 97% of our clients developing new business opportunities within each market, and once established, the scheduled airlines benefit by transporting the management workforce and staff between corporate centers.

I must mention our training initiatives because we are working hard to establish apprenticeships in each of the three disciplines highlighted previously – ground operations, maintenance and flight operations. Traditionally there have been maintenance opportunities – however, the concept of ground operations apprenticeships is rare and pilot apprenticeships have never existed. We are very close as a sector to seeing this happen in all three areas, and the re-establishment of general training agreements (GTAs) in regions is starting to gain momentum. As an industry we need to focus our efforts into making our sector an attractive proposition for the next generation and their parents!

Right: All BBGA members, such as London Oxford Airport, are involved in shaping the future of the industry

Below: The Oxford Economics report is helping to change the perception of business aviation



“UK business aviation can learn from other sectors by looking at the success that other industries have had with their GTAs and their ability to attract funding”

Steps to success

The five main objectives highlighted in the BBGA's strategy document in March 2013 were:

- PR of the business aviation sector – in short there are many misconceptions about business aviation and we need to educate a number of key bodies. In too many cases, our sector is completely misunderstood and either portrayed as something we are not, or perhaps even worse not consulted because people only see schedule airlines.
- Training and the need to develop appropriate funded pathways for our three key areas of ground operations, maintenance and flight operations. We are struggling to deal with a demographic cliff in our industry and must act now.
- Business growth is an area where members want to share best practice and want briefings on what the latest initiatives can do for them.
- Technical support is diverse as this could range from a taxation query, through risk management, into areas with interpretation of legislation under various approvals.
- Ensure that sound regulatory relationships are maintained both in the UK and in Europe.

How can the UK business aviation industry learn from other sectors?

UK business aviation can learn from other sectors by looking at the success that other industries have had with their GTAs and their ability to attract funding. We are, by nature, a very technical and logical industry – however, we need to learn flexibility if we are to find new ways to do things and make our sector exciting again. For many of those trying to convince the next generation to enlist, we joined aviation because it represented the leading edge and represented the best opportunity to learn new things; that argument will not work any more. However, being able to offer a clear pathway with qualifications and specific jobs in the future, and achieving this without debt, will start to become an attractive option to students and their parents.

What is the biggest challenge currently affecting the industry?

Our industry is facing a similar market to everyone else in the world at the moment. However, we are a very good indicator of the state of an economy in any region. Without doubt, business aviation is a market accelerator. The people who use our services do so because to them time is important and it is important for the simple reason that they can achieve much more business in the timeframes provided by our level of connectivity. In many cases, a business leader can achieve many more deals in a time period using business aviation than could be achieved using commercial scheduled connections. As markets start to develop, business leaders will follow those opportunities, and if business aviation can provide the necessary access to that opportunity in a highly transparent process with

minimum disruption, then that business leader will look to establish dealings in that location.

What does the future hold?

Business aviation is well positioned to support the market and the agility to switch to locations as required to open up new markets for clients. The capacity is available and the products (aircraft) are well prepared, because of the young age of the fleet, to take advantage of technology in terms of SESAR (Single European Sky ATM Research) and performance-based navigation. Only recently, London Heathrow Airport was considering shutting its operations to aircraft less than 40 metric tons, which effectively would have excluded business aviation's remaining 1,300 movements. However, following discussions, some of the performance-based navigation capabilities of business aviation aircraft showed that rather than being limited to changes to arrivals, which had been trialed in Germany, it could potentially increase arrival capacity by as much as 7%. It's fair to say that business aviation has seen some consolidation in the current climate and clearly this is not a unique feature of our market. In practice, this is probably not a bad thing as it helps drive efficiency and prepares organizations to take advantage of the market when things improve.

The BBGA has a lot to do and the biggest improvement we are seeing is the collaboration between industry groups. Whether this is between key associations in the UK, working closely with our European colleagues, or working on an international stage with the International Business Aviation Council, our strength is in working toward coordinated objectives wherever possible. There are fewer differences than people like to think. ☺



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Show time

This year's European Business Aviation Convention and Exhibition (EBACE) aims to bring the industry together to 'make a difference' in Europe



Hosting over 500 exhibitors and attracting 12,000 visitors, EBACE 2013 will once again bring together business aviation's leading players to discuss the future of the industry. The event, which runs from May 20-23 and is held in Geneva, Switzerland at Palexpo and Geneva International Airport, is the largest education event in the aviation industry in Europe.

Jointly hosted by the European Business Aviation Association (EBAA) and the National Business Aviation Association (NBAA), EBACE 2013's main theme is 'Making the Difference in Europe'. As well as helping to strengthen relationships within the industry, the theme aims to provide a platform to educate and inform the sector on how to develop a strong and safe future.

Prior to the three-day exhibition and conference, EBACE 2013 will host a day (May 20) of workshops that will look at three areas of the industry: safety, aircraft transactions and cabin crew. Education sessions then begin on May 21 and run for the full three days of the event. Topics covered include the environment, air traffic management, Russia, illegal flights, IT and career opportunities. Alongside the education sessions, the exhibition will showcase the latest products, services and developments in the industry, and according to Brian Humphries, president of EBAA, "We are expecting several announcements from OEMs and operators during the exhibition."

Business Airport International looks at some of the highlights of this year's event, and speaks to Brian about what's in store.

Brian Humphries,
president, European
Business Aviation
Association (EBAA)
talks with *BAI* ahead
of EBACE 2013



What is the main theme for EBACE 2013?

We're constantly explaining the vital importance of business aviation as an economic tool and as an important element of economic growth for 'Europe plc'. This is particularly true in these difficult times. Governments need to recognize that austerity measures are only effective if they induce the prerequisites for a sound and sustainable economy. A thriving business aviation sector can help deliver this and really make a difference, hence our motto for this year.

What are the main highlights of this year's conference and exhibition?

As always we are focusing on the most topical issues in our education sessions. 2013 will be marked by the introduction of the EU ETS and the infamous 'stop the clock' derogation. Milestones in the Single European Sky and with respect to the allocation of slots are also expected to be announced. These topics will be dissected and analyzed throughout different educational sessions. Leading experts have been invited and we're hopeful the interaction with business aviation operators, those who are confronted on a daily basis with EU legislation, will help create understanding and empathy on a reciprocal basis.

Why is EBACE 2013 a not-to-be-missed event?

We're expecting several announcements from OEMs and operators. And in this year of great change there are new operating rules, new taxes, new slot rules, new ETS rules and much more. And all that will affect every part of our sector. So if you want to protect your business, you need to be on top of all these and EBACE in Geneva is the place to get informed. Visit the show, see the latest products, both on the ramp and in the halls, and meet with colleagues.

Tell us more about the pre-show workshops?

We are running some great pre-show special events on May 20, the day before the official kick-off ceremony, including our now well-established safety workshop, the aircraft acquisition workshop, and this year a flight attendants workshop. The acquisition workshop will address today's acquisition challenges, and in particular the shortage of aircraft financing since the beginning of the financial crisis, and will propose hints and alternatives to those wanting to purchase aircraft. The safety workshop speaks for itself and the session is open to all operators at a nominal charge. It has become a recognized, don't-miss benchmark in Europe.

In addition, during the show we're launching a new concept that involves senior managers of SMEs across Europe with no particular ties to business aviation. We want them to discover the sector in a way they've never thought about but should be using.

"A thriving business aviation sector can help deliver a sound and sustainable economy"

Images courtesy of EBACE Show Management



EBACE 2013 is expected to attract 12,000 visitors during the three-day event, which consists of exhibitions, educational workshops and a static aircraft display



Five exhibits not to be missed at **EBACE 2013**



1. ABS Jets will introduce its newest staff member at EBACE 2013. Zuzana Vaclavova (pictured), who was appointed to role of marketing manager and spokeswoman at ABS Jets on March 6, 2013, will take on responsibilities for marketing activities at the company, including the organization of ABS Jets' presence at airshows and exhibitions. Vaclavova has gained valuable international experience working in the Foreign Affairs Department of the Office of the President of the Czech Republic and the Embassy of the Czech Republic in Washington, DC, USA. She also has qualifications in many languages, including English, French and Russian.

Stand 2052

2. ARINC Direct will celebrate its 10th anniversary with its customers during the exhibition and conference. For a decade the company has pioneered a suite of capabilities and solutions that simplify aviation information access for everyone. Among its expertise is flight planning and flight following; safety management tools; contract fuel services; international trip support and datalink; and aircraft internet



connectivity solutions. With a diverse customer base of over 2,800 business jets and other VIP aircraft operating worldwide, ARINC Direct is well placed to support the next decade of business aviation growth.

Stand 1200

3. Beechcraft Corporation will display its entire commercial product line-up. The show will provide Beechcraft's senior management team with the opportunity to meet key stakeholders to discuss issues affecting the region and how they may shape the future of the industry. Beechcraft will display its King Air 350i, 350ER, 250 and C90GTx turboprops, as well as its Baron and Bonanza piston models. It will also be showcasing its Hawker 400XPR upgrade program, which provides current Hawker 400XP owners with greater range, better performance and upgraded technology while reducing operating costs and boosting residual value.

Stand 7060



Helen Norman, editor of *Business Airport International*, picks her top five highlights from this year's EBACE education session program*

Education Session 1 – Environment: Are we heading toward global market-based measures?

Tuesday, May 21, 2:15pm – 3:45pm

Join this session to hear a review of the progress of the ICAO-led High Level Group and the contribution of business aviation in this race against the clock before the General Assembly meets in September-October. It will shed some light on the European Commission's approach to a global scheme and its effort to implement the EU ETS for flights within Europe.

Moderator: David Learmount (Flight Global)

Invited speakers: Elina Bardram (DG Climate Action, EC), Jane Hupe (ICAO), Kurt Edwards (IBAC), Paul Steele (ATAG), Guy Visel  (EBAA)

Education Session 2 – SESAR & SES II: The new European ATM is here and now

Tuesday, May 21, 4:00pm – 5:30pm

The European Single Sky has entered a new phase aimed at improving ATM performance and reducing costs. There is huge pressure on member states from the highest level to reduce fragmentation through FABs. SESAR is preparing the deployment of new systems in the air and on the ground. No business aviation

stakeholder can afford to miss this session as these reforms will affect the whole sector.

Moderator: Pedro Vicente Azua (EBAA)

Invited speakers: Peter Curran (IATA), Marc Baumgartner (Skyguide), Mark Wilson (NetJet), Florian Guillermet (European Commission), Olivier Waldner (European Commission)

Education Session 3 – Business aviation around the world

Wednesday, May 22, 9:30am – 11:00am

Leaders of business aviation associations from every continent will exchange views on this year's hot topics.

Moderator: Kurt Edwards (IBAC)

Invited speakers: Ali Al Naqbi (Middle East), Rui Aquino (Latin America), Ed Bolen (USA), Dannys Famin (France), Fabio Gamba (Europe), Peter Gatz (International), Jean-Noel Robert (Asia), Kirk Tamura (Japan), Anna Serejkina (Russia), Karan Singh (India)

Education session 5 – Illegal flights

Wednesday, May 22, 2:30pm – 4:15pm

Illegal flights are probably one of the most complex and important challenges facing the industry today. They touch not only the safety

of operations, but also the profitability of the sector. Exacerbated by the crisis, these illicit operations have increased in recent years and have become a top priority for the EBAA.

Moderator: Taunya Renson, MachMedia

Invited speakers: Andreas Cordes (EASA), Andrea Costantini (ENAC), Ali Al Naqbi (MEBAA), Kimon Daniilidis (InterJet)

Education Session 7 – Shaping the market: Can new IT tools change the traditional way of doing business aviation?

Thursday, May 23, 10:00am – 12:00pm

In the late 1990s the internet revolution had a deep and long-lasting effect on the way people book their travel. Twenty years later, an equivalent revolution has yet to occur in the business aviation sector. Still today, attempts at proposing new solutions, notably via the internet, multiply. This session will review some of them.

Moderator: Richard Koe (Aviation Advocacy)

Invited speakers: Christian Hatje (Air Club), Clive Jackson (Fly Victor), Oliver King (Avinode), Jonny Nicol (Stratajet), Paolo Sommariva (FL3XX), Adam Twidell (PrivateFly)

*Information provided is subject to change



4. A highlight on **Lufthansa Technik's** stand will be its HD CMS/IFE solution, Nice, and the Niceview 3D moving map. The Nice system distributes HD video to 7in or 10in pop-up HD displays at each aircraft seat and features USB, Apple and HDMI interfaces. It has also been developed for the legal streaming of HD content with integrated digital rights management and Hollywood-approved encryption. Another solution

on display will be Nicemood, a system developed with Schott that controls cabin light distribution. Nicemood consists of Schott's HeliJetTCS, a four-color LED element, a steering unit (smartphone or touchscreen), a wireless access point and an interface unit. Further exhibits on the stand include the Guideline non-electrical floorpath-marking system.

Stand 1031



5. **Sky Services** will introduce its latest projects, including in-flight catering brand SKY Cuisine, mobile phone app iSKYSERVICES, its SKY Guide, and its overflight permits service. SKY's aim is to provide an 'all-in-one network' that covers the whole of Italy. At EBACE visitors will have the chance to see a preview of the SKY Catering packaging, as well as a demonstration of the mobile app that was launched at Business Airport World Expo 2013 in Farnborough, London. The app includes the SKY Guide, which covers the most important information on the Italian cities where SKY's FBOs are located. SKY will also present its LIMOVIP service.

Stand 877

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A new mobile app, a luxury inflight catering service, a VVIP limousine offering, and a complete city guide are providing clients with everything they need when flying into Italy

 Sky Services, an Italian company that specializes in providing services to the general aviation (GA) industry in Italy, is continuing to update its range of services despite the current economic situation in the country.

In addition to its traditional service offering, which includes FBO facilities, fuel services, flight supervision and permit support, the company is now offering a personalized VVIP catering service called SKY Cuisine. Other products added to SKY's portfolio include its mobile application iSKYSERVICES, a SKY City Runner information service and a VVIP limousine service.

SKY Cuisine has been developed to offer an unmatched VVIP catering service to clients through a range of exquisite menus featuring

high-quality ingredients and a variety of dishes. The company is able to create a wide range of bespoke menus to suit the client's individual tastes, from Mediterranean to international cuisine, using its own personalized style to reflect SKY's high level of quality.

Mobile guide

The second of Sky Services' new offerings is the iSKYSERVICES app, which was launched at Business Airport World Expo (BAWE) 2013 in London Farnborough, UK, on March 19-21. The easy-to-use app has been developed by Sky Services to best meet crews' and passengers' needs during their stay in Italy through the use of i-tech solutions.

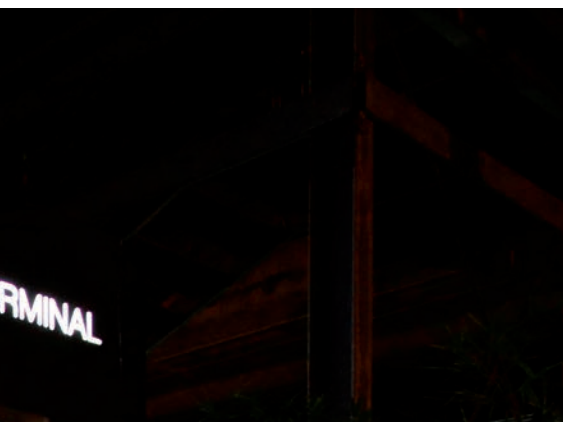


Available on the App Store

Main: **Sky Services has a number of luxury FBOs across Italy**

Right: **The iSKYSERVICES app and SKY Cuisine were on show at Business Airport World Expo 2013**





Vital statistics

Location: Italy

Number of FBOs: 8

Annual number of flights handled: 25,000

Below: **Sky Services** offers a complete tourist guide for visitors to Italy

Below left: **Clemente de Rosa**, Sky Services managing director



iSKYSERVICES is very simple to use and includes information on the four main services provided by SKY – FBO; fuel; supervision and permits; and SKY Cuisine – with a page for each with all the relevant information included. In just one click, users can call any one of SKY's offices or send an email or a handling request, making communication between the ops office and customers very easy.

The app also includes a news section, providing customers with the latest news and events happening in their current location, as well as operational information.

Commenting on the company's experience at BAWE 2013, where it also showcased the SKY Cuisine range, Sky Services managing director Clemente de Rosa says, "The show has been an important opportunity to introduce our customers to the latest news and to consolidate business relationships with our customers. We also had the chance to distinguish ourselves once more from competition."

Explore the city

Sky Services is also introducing the SKY City Runner service on the mobile app, which provides customers with all the important information needed when arriving in one of the Italian cities where SKY is located. The service gives several suggestions selected by SKY on how to spend free time in each of these cities. It is also a guide to local restaurants, shops, monuments and attractions in the surrounding


area. The guide is currently available for eight of Sky Services' locations, but it will be extended to further airports across Italy. "This provides a complete guide for our clients," says de Rosa. "I believe this is the first of its kind in Europe and is great for our customers, 85% of whom are from outside of Italy."

Elite services

Finally, SKY is working on a dedicated VVIP limousine service that will be available airside and has been created to further distinguish the company's brand in Italy.

"SKY is aiming to further expand its network by opening two further FBOs, meaning it will have FBOs in 10 locations," explains de Rosa. "As a result, it will be able to offer its customers a unique service in Italy – the most extended Italian network in the sector. I believe that with this organization and range of services, SKY will become part of the elite of GA companies in Europe," he adds.

SKY operates with its own facilities, staff and equipment at each location. "This means a much bigger guarantee of quality for our customers," continues de Rosa. The company's aim is to provide its customers with the advantages of an 'all in one' network that covers the whole of Italy.

Sky Services was established in 1999 after the liberalization of dedicated ground assistance services in Italy and today handles more than 25,000 GA flights in Italy. 

www.skyservices.it



Vital statistics

Location: Cologne, Germany

Opening hours: 24 hours

Runway length: 12,516ft

Aircraft restrictions:

Only for chapter II aircraft

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GAS German Aviation Service has stations at 10 airports in Germany, all of which provide a tailored aircraft-handling service. Photos: TOM SOLO INT.

When you meet Andreas Becker, you soon realise that he is not only an expert in the aviation industry but that he has a passion for the business. Becker is founder and CEO of GAS German Aviation Service, the largest privately owned VIP aircraft service company. With locations at all the major German airports GAS prides itself on well-trained staff and high-quality facilities. For a long time, German airports neglected the special needs of business aviation. GAS aimed to change this situation and provide the much-needed services by establishing FBOs with VIP facilities at German airports where the general aviation terminal did not provide an adequate business aviation service, and also through its influence as a member of EBAA, GBAA, the former Aviatat Council and others.

The first GAS station was founded in Cologne in 1993. The GAS Group has since grown to include FBOs at Cologne/Bonn, Berlin Tegel and Schönefeld, Düsseldorf, Frankfurt Main and Egelsbach, Hamburg and Munich airports, providing an aircraft-handling service tailored to the special requirements of executive clients as well as airline clients.

Key to success

Small, privately owned businesses must be driven by a total commitment to offer a perfect service package in order to win business from powerful international competitors in a key market such as Germany. The GAS Group lives by the motto

‘Whatever is needed – we make it possible’. Business aviation activity in Europe is lower than in the USA but GAS believes that their customers’ needs are even greater and the company aims to provide that quality of service. The vision of GAS is to be the largest business aviation partner in Germany, but if customers have requests for airports outside of the existing GAS network in Germany, the company will always arrange quality service if required. “Our company name reflects our ambition and philosophy,” says Becker. “The words ‘made in Germany’ stand for high quality and reliability, flexibility and passion – and this is what we provide to our customers,” he adds.

With some 150 employees, more than 9,000 flights per year and serving all key players in the industry, client satisfaction and trust in GAS is high.

What’s on offer?

The GAS Handling Service portfolio, among many other services, takes care of all aircraft, crew and passenger needs, such as meet and greet, passenger and crew transportation, baggage handling, flight briefings, customs and immigration assistance, all aircraft ground services and VIP catering. The company aims to offer any service a customer needs from within its own network. In addition to the handling activities at its own stations, GAS can offer nationwide handling on credit through its approved network of preferred handling agents and FBOs and, whenever required, the respective

supervision by experienced personnel. During its two decades in business, the GAS Group has diversified its services.

Today’s operators need much more support than just ramp handling. There is a strong demand for landing permits, which are required for commercial flights of non-EEA operators, and, in addition, administrative support, mineral oil tax exemptions and refund, customs issues, catering, provision of special newspapers and much more. The strict and often difficult regulations in Germany have frequently been a matter of dissatisfaction for operators and their passengers. Germany has recently introduced a new air travel tax, which can be a complicated process for foreign operators. Furthermore they are facing a variety of different security charges at German airports. GAS therefore offers a carefree flight operation by taking over all these administrative tasks for the customer and ensures that operations comply with all rules and requirements.

Future plans

The growth strategy of GAS has always been to comply with customer requirements. “There are still some spots in Germany that are being worked on. We have recently started to offer handling in Leipzig and Stuttgart, and we are looking for suitable facilities to establish FBOs at these airports. But there are no current plans to go international,” concludes Becker. ☞

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Vital statistics

Location: St Thomas, USVI, Caribbean

Operating hours: 24 hours with notice

Runway length: 7,400ft

Fuel costs: Contract fuel available



Caribbean jewel

Travelers seeking luxurious surroundings and supreme facilities need look no further than the Caribbean island of St Thomas

Island hopping in the Caribbean through Capitol Air charter
www.Capitol-Air.com

© Don Hebert

St Thomas, a popular US Virgin Island destination favored by business aviators and yachtsmen alike, is a stunning mountainous island with impressive natural beauty and a promise of satisfaction.

When you arrive on the island, St Thomas Jet Center owners Michael or Susan Hancock are usually close by to greet flight crew after their experienced staff have handled passenger transfer needs. This jewel in the Caribbean boasts a state-of-the-art fuel farm, newly built customs facility, corporate hangars, and on-site current-model rental cars in addition to the expected conference room, pilot lounge, wi-fi and crew transport.

International destination

St Thomas has emerged as a top destination for the mega-yacht world in addition to the established world-class sailing and regatta arena. The largest marina in the Caribbean sits prominently in the center of the stunning harbor. Surrounded by beautiful mountains, the harbor area offers outstanding dining and high-end, brand-name shopping.

This gateway to the Caribbean attracts a wide range of corporate aircraft customers from Europe, Eastern Europe, South America and North America. The 7,400ft runway accommodates frequent visits from large BBJs as well as a host of traditional corporate aircraft. The long-established history of yachts to jets transfers continues to fuel a healthy local aviation community with 24-hour maintenance support up to and including Part 121 carriers.

In addition to traditional fueling and jet handling, St Thomas Jet Center also supplies marine bunkering through its Tri-Island energy

company. This multilevel approach to available customer services ensures a seamless relationship between staff and customers.

Caribbean island hopping

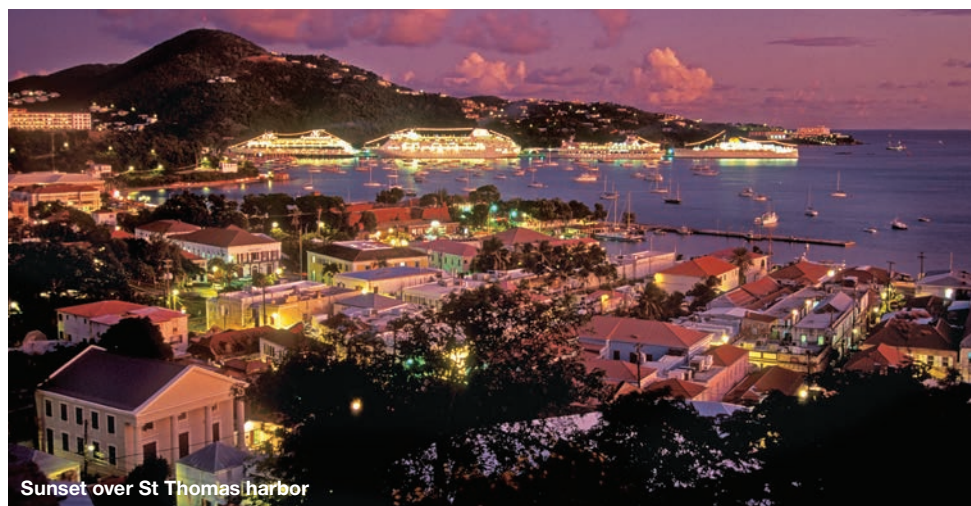
The Caribbean is composed of thousands of beautiful islands and inlets that make up 30 countries. Travel between these islands is part of what the locals call 'island hopping'. These short journeys are easily accomplished through Capitol Air, a charter company operating directly from St Thomas Jet Center. Over 32 destinations are readily available direct from the Jet Center's modern air-conditioned lobby. In many cases this is the most logical, efficient and practical way to travel due to limited alternatives and time constraints. Travel to any destination in the US Virgin Islands and as far south as Venezuela is easy. Once in the air, passengers realize there are islands everywhere and the sense of adventure

is heightened when sunrise or sunset is involved. Not surprisingly there are many requests for deserted island weddings, day trips or just long weekends of island beauty in remote areas not accessible by larger aircraft.

Airport enhancement

This year is an exciting time for everyone in the Caribbean. St Thomas Jet Center has constructed a new customs building located on the corporate aircraft side of the airport. Processing corporate flights in this spotless facility is convenient for flight crews and passengers alike. St Thomas Jet Center is fully committed to continuing to expand services and add conveniences. Passengers enjoy the natural beauty of the Caribbean while receiving the services they are accustomed to anywhere in the world. ✈

www.stjetcenter.com



Sunset over St Thomas harbor

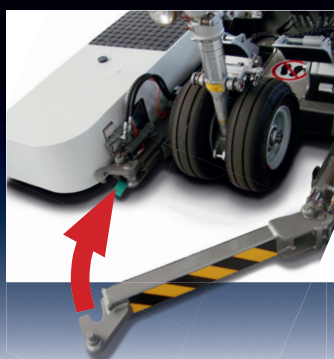
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Center of excellence

For a quick and efficient service in comfortable modern surroundings, travelers flying into western Germany need look no further than Cologne/Bonn Airport

Vital statistics

Location: Cologne, Germany

Operating hours: 24 hours

Runway length: 12,516ft

Fuel costs: US\$1.02 per liter + 19% VAT

Aircraft restrictions:

Only for chapter II aircraft



The success story of Kurz Group and Business Aviation Centre Cologne (BACC) began in 1998 in Stuttgart when Kurz Aviation Service built a general aviation terminal (GAT). This location became associated with a name that rapidly established itself in Germany, and 13 years later a second GAT opened at Cologne/Bonn Airport, making Kurz Group the only company in Germany to privately own two GATs without any foreign investment.

The old GAT at Cologne/Bonn Airport is worlds apart from the new facility, which opened in September 2011. Previously, guests and crews had to linger in a small and uncomfortable waiting hall; the new BACC-operated terminal offers a large and modern facility that is easily accessible from the public area. The completely glazed front creates a lobby flooded with light, while in the comfortable lounges, which are equipped with extendible armchairs, flatscreen televisions and desktop computers and printers, crews can relax with a coffee from the professional coffee machine, print their briefings, or surf the internet using free-of-charge WLAN.

Arrangement of hotel accommodation, crew transport or limousines is taken care of in advance. Passengers are offered drinks and snacks in the large passenger lounge and are shuttled to their aircraft by VIP buses and cars. An in-house security lane, as well as in-house facilities for customs and immigration, ensure quick and efficient processing.



The modern general aviation terminal at Cologne/Bonn Airport opened in 2011

Besides operating the terminal, BACC also provides handling services and looks after all ground services during layover for all general aviation aircraft. Just 18 months after the opening of the new GAT at Cologne/Bonn Airport, BACC has already become 'preferred handler' with many domestic and foreign operators, and has fully established itself in the business.

"Guests who would like to be taken to the aircraft in their own limousine can make use of our car lane. Following a short security check of the vehicle and passengers, we directly escort the limousine to the apron and the aircraft," explains station manager Dirk Laufenberg. "We know what our guests want and it is our goal to make everything possible and fulfill all their wishes. Because we are always on site, we can react quickly to short-notice changes. Even if

the flight plan has to be re-filed or if the already ordered catering has to be provided a couple hours earlier, we are there and can take care of your needs immediately."

There's another advantage for customers using the services of BACC: they will not be charged the market standard 10% disbursement fee on take-off and landing fees, and customers can save a lot of money in this way.

Customers not only profit on site from the competence of BACC; the company also sets up handling services nationwide and in Austria and Switzerland. "For Germany, we can arrange landing permits and mineral oil tax exemptions for commercial operators. Furthermore, crews can purchase fuel at very competitive prices through our fuel release and will receive one final invoice, which includes all landing, handling, fuel and all other fees for services that have been requested. We aim to make the service for our customers as easy and convenient as possible," comments Laufenberg.

BACC is a member of a network of several German FBOs promising an equally high standard of quality. Customers who value the level of service in Cologne will also find it to be the same at these other locations. ☞

www.bac-cologne.com



Dirk Laufenberg, station manager

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Vital statistics

Location: Toluca, Mexico

Operating hours: 24 hours

Runway length: 13,780ft

Fuel: ASA (main provider) & several authorized resellers

Aircraft restrictions: None

Expert service

Staff are always on hand to assist customers

Customers flying to Mexico can enjoy a stress-free experience thanks to one of the country's leading flight and ground support service providers

For customers looking for a company that takes care of it all – the experiences, the needs, the feelings – and is proud of what it does, Manny Aviation Services is the answer. The manner in which the company's entire staff takes care of your needs is impressive. It is a company whose goal is to relieve you of all worries when flying to Mexico.

If you plan to visit Mexico and are flying into a small domestic or international airport, the company is there to assist you with its know-how and expertise.

Manny Aviation Services was founded on a commitment to providing its clients with coordination and supervision of flight and

ground support services whenever and wherever needed within Mexico.

The company considers itself a direct support to your flight department and an extension of your international service provider (ISP) – in essence, it is your co-pilot. Its goal, while satisfying all safety and security requirements, is to provide the highest quality and guarantee the best service available in Mexico, rendered with integrity, professionalism and always with a smile.

Manny Aviation Services is recognized throughout Mexico as a company dedicated to providing tailored, high-quality flight and ground support services all over the country. Its offices are in the city of Toluca, while its operation facilities are at the Lic. Adolfo Lopez Mateos Toluca International Airport (MMTO/TLC). Manny Aviation has played a major role in the development of MMTO/TLC as an airport primarily engaged in business aviation.

The company provides a complete range of services with the efficiency expected by its customers, tending to every detail for aircraft of all types, from King Airls to 747s. Its staff of well-trained, experienced and committed personnel fulfill every possible demand requested by the client and ensure that all aviation requirements are fully satisfied.

Manny Aviation Services offers a variety of services that care for passengers, crew and aircraft, including customs and immigration clearances; ground transportation and armored vehicles; car rental and limousine services; hotel booking with preferable rates; security; in-flight catering arrangements; in-flight catering at MMTO/TLC through Manny's Catering; landing permits and authorizations; overflight authorizations; contract jet fuel through WFS and Avgas; ground support equipment arrangements; flight plan coordination; computerized flight plans; planeside aircraft security; coordination, representation and arrangements; credit for all airport fees at every location; flight tracking; weather information and NOTAMS; custom ad-hoc tripsheet and flight status software; jet and helicopter charter arrangements; and aviation law.

A client comments, "In a time of selfishness and greed, it is a breath of fresh air to meet someone who is genuine and considerate of his people and maintains a standard of excellence worthy of pride."

That is the job, pride and *raison d'être* of Manuel 'Manny' Romero-Vargas Gomez de Parada, the owner of Manny Aviation Services. www.mannyaviation.com



The Manny Aviation Services team at MMTO/TLC

Caribbean hospitality

A one-stop shop can provide everything needed for a smooth and enjoyable journey for passengers flying to the Caribbean

With two FBOs located at either end of the Caribbean island chain – at Grantley Adams International Airport, Barbados, and at Sangster International Airport, Montego Bay, Jamaica – IAM Jet Centre provides business aviation operators and passengers with a one-stop shop for all their service needs.

The company has more than two decades of experience in providing dedicated handling and fuel services to visiting and domiciled business aviation customers throughout the region, and its facilities are designed to provide the highest level of comfort. With controlled access, private in-house customs and immigration processing, and a selection of lounges and meeting spaces, the IAM Jet Centres offer passengers a service far removed from the typical airport mass travel environment. Staff are also trained to the highest levels and are certified under the NATA Safety 1st program.

Barbados

The company's Barbados facility is the only premium FBO in the southern Caribbean, and one of only a few purpose-built facilities in the Wider Caribbean and Central America.

The facility offers state-of-the-art passenger and baggage screening to meet UK and US security standards, as well as in-house customs and immigration processing. Amenities include a range of lounge areas for passengers and crew, shower facilities, wi-fi internet access, a business center and conference room, with some amazing antique island photographs and art on display.

IAM Jet Centre is a leading seller of jet fuel at Grantley Adams International Airport



IAM offers full ground to aircraft assistance



Passengers can relax in luxurious surroundings at IAM Jet Centre's Caribbean locations

– supporting both business aviation and diplomatic/military operators – and also provides its premium services to British Airways for its first class clientele departing daily to London.

Montego Bay, Jamaica

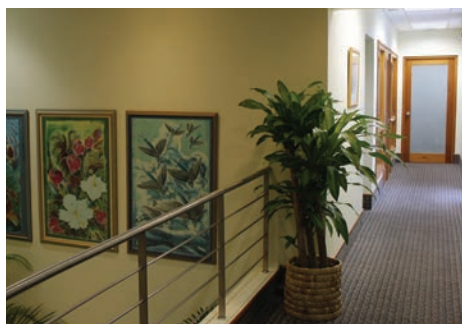
Opened in late 2006, IAM Jet Centre Montego Bay provides business aviation operators with an exclusive way to arrive and depart Jamaica in style and comfort. The dedicated parking apron is situated just a few steps from the FBO, which offers in-house customs and immigration facilities, as well as luxury lounges and a range

of refreshments. The FBO also operates a fleet of 5,000-gallon jet fuel trucks and maintains a complete range of ramp support equipment, including GPU, lavatory/water carts, tow tug, and baggage carts.

Additional services

IAM Jet Centre maintains high-volume contracts with the major oil companies and is one of the leading sellers of jet fuel in the Caribbean region. It also offers dedicated handling support at any time of the day, and has a special network of handling agents and fuel providers located throughout the Caribbean island chain. Managed from IAM Jet Centre, Barbados, and Montego Bay, these agents are specially selected to provide their extensive local experience and know-how to ensure operators enjoy seamless support from one island to the next. <

www.iamjetcentre.com



Antique art is on display at IAM's Barbados FBO

Vital statistics

Location: Barbados/Jamaica

Operating hours: 24 hours/11:00am-5:00am

Runway length: 11,026ft/8,705ft

Aircraft restrictions: None



Vital statistics


Location: Cagliari, Sardinia

Operating hours: 24 hours

Runway length: 9,199ft

Aircraft restrictions: None

Visitors to Sardinia arriving at Cagliari Airport can luxuriate in one of the most exclusive business aviation setups in Europe

 Situated in the heart of the Mediterranean, the new general aviation terminal at Cagliari Airport is an exclusive infrastructure designed to offer top-level facilities and services to clients from arrival to departure.

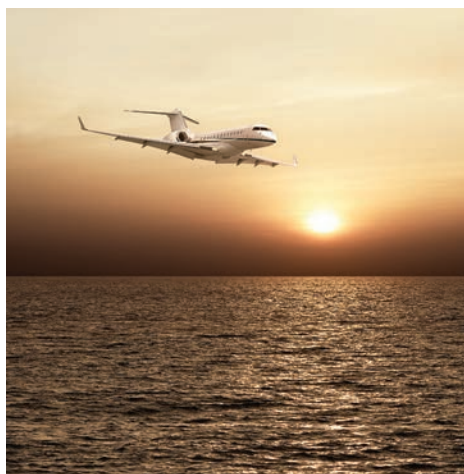
The brand new terminal, located just four miles from the city center of Cagliari, is the ideal starting point for discovering the beauty of the island of Sardinia, famous worldwide for its mild climate, white sandy beaches and crystal-clear blue sea. Whether traveling for business or pleasure, all of the airport's guests are indulged with exclusive services, provided by highly qualified professionals.

Cagliari's concierge service features a personalized approach to coordinating every aspect of a client's visit, including aircraft and helicopter charter, hangarage, catering, hotel accommodation, limousine services and yacht rental. The team is capable of assisting all types of aircraft, from the smallest single-piston engine to a B747 or similar. All aircraft are assisted by modern ramp equipment and the highest safety standards.

The handling services ensure the highest standards of safety, efficiency and punctuality, and the concierge service strives to meet all requests with flawless precision, and to exceed clients' expectations.

Cagliari's general aviation terminal is a modern and elegant structure that enables passengers and crew to conduct regular business, making full use of the amenities. All the airport's clients are personally greeted and attended by staff familiar with the protocol of serving high-profile VVIPs.

Bypassing the main terminal and other passengers, executive aviation customers can relax in their own lounge in total privacy while the airport's team takes care of all check-in and security processes.



Exclusive destination

Sardinia is an exclusive destination and a place of great natural beauty. It is a land of great traditions with an ancient culture that focuses on the relationship between the land and the sea. Travelers can choose to follow the Nuraghe trails and discover an island characterized by Mediterranean flora and fragrance, or take advantage of the year-round mild climate to explore the coastline of white sandy beaches and striking sea cliffs overlooking the crystal-clear water.

Sardinia has the highest concentration of luxury resorts in Italy, including the Forte Village, located just half an hour's drive from Cagliari Airport, which has been voted the best resort in the world 12 times between 1999 and 2012 by the World Travel Awards.

For the past 30 years, Sardinia has been, and still is, one of the favorite destinations for golfers from all parts of the world.

Vincenzo Mareddu, chairman of Cagliari Airport, says, "Cagliari is the most important airport in Sardinia. In terms of general aviation traffic, between 2005 and 2012 it has recorded impressive growth, registering a 65% increase. In 2012 the professionalism of Cagliari's services was appreciated to a great extent by its clients, including the Sultan of Oman and the Prince of Qatar." 

<http://generalaviation.cagliariairport.it>



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Vital statistics

Location: Malta

Operating hours: 24 hours

Runway length: RWY 13-31: 11,627ft;
RWY 05-23: 7,798ft

Fuel costs: US\$1.09/liter

Aircraft restrictions: Subject to flight plan

Boom time

Recent legislative changes are transforming the Maltese Islands into a thriving European business destination

The Maltese Islands have been a full EU member state since May 2004, and following recent legislative changes, Maltese companies are EU compliant and EU approved, making them an excellent vehicle for international business, investment and financial services. Malta provides an advantageous environment for European onshore business and investment, providing a favorable business and tax environment for shareholders of Malta-registered companies.

Investment by the local government in the Safi Aviation Park has attracted investment from MRO companies, and growth in business aviation and charter operations in Malta is expected to register a further increase. Despite the recession in most European countries, Malta has registered a boom in the tourism industry, breaking records year after year. The country has seen success and investment growth in the i-gaming, filming, private yachting, and super yacht repair and overhaul sectors, as well as commercial and business aviation, cruise liner tourism, real estate, finance, banking, and foreign investment.

Malta is becoming one of the most interesting countries in Europe when it comes to general and business aviation. In recent months, it has experienced gradual growth in the industry, and Malta's strategic point on the map makes it an ideal hub for tech stops and as a business or leisure destination. The country's airport infrastructure, and the relatively large airfield for a small island, make it easily accessible for private and business jets.

Professional service

Executive Aviation Malta, based at Malta International Airport, is working to provide the highest-quality services expected by a VIP customer or a business aviation operator. Malta lacks proper FBO facilities or a dedicated VIP gateway for business aviation travelers, but business aviation handlers can still channel passengers and crew through a fast-track route on departure. The airport authorities are presently looking at developing a fast-track VIP gateway in order to upgrade the facilities for business aviation travelers.

Executive Aviation Malta offers full back-up for any type of ground-support equipment through Air Malta, the country's fully licensed and best-equipped commercial ground handler, making it possible for the company to assist operators with any aircraft type. "We are the only locally owned, independent business



aviation service provider with its own airside office facility positioned right on the airport's dedicated general and business aviation apron," says Andrea Trapani, Executive Aviation Malta's managing director. "We are able to accommodate light and medium-sized aircraft, with additional space for parking larger business jets on an adjacent ramp. Our facility also includes a crew and passenger lounge, satellite TV, snooze area, internet (wi-fi), briefing area, shower, and restroom facilities – all just a few meters away from the aircraft stand. We are also the only service provider with an in-house fleet of executive VIP vehicles. Our portfolio of clients includes heads of state, pop and film stars, and multinational blue-chip personnel, all of whom have entrusted our experienced team with their most sensitive, high profile, and discreet travel requirements."

In the recent past, Executive Aviation Malta has experienced an increase in foreign investment, together with relocation of internationally renowned business aviation companies in the charter and MRO business. There are many more in the pipeline, some of which will be setting up offices in Malta, registering a local Air Operator Certificate (AOC) and basing aircraft on the island.

Executive Aviation Malta's sister company, Aviapros International, is presently assisting new companies with company set-up, aircraft registration, AOC approval, cargo aircraft, and business jet charter brokerage, together with international trip planning. ✈

www.executivefbo.com



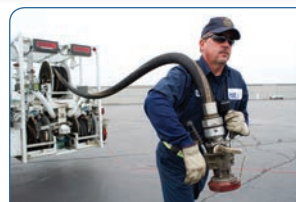
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Vital statistics

Location: Saudi Arabia

Destinations: Worldwide

Number of aircraft: 10

Train to gain

A new partnership between two of the leading aviation companies in Saudi Arabia will see cabin crew trained to the most exacting standards in the industry



At the recent Abu Dhabi Air Expo 2013, held at Al Bateen Executive Airport in Abu Dhabi on March 5-7, PrivatAir and Saudia Private Aviation (SPA) announced a new partnership that will see the two companies join forces to provide the highest standards of safety and service in business aviation.

The companies signed a contract that will see PrivatAir provide training and coaching for SPA's existing cabin crew in specific areas of onboard service, ensuring that both companies benefit from their shared values and goals – to bestow excellence and meet the expectations of elite



customers, by providing exceptional personal care and fully customized services during every step of the journey. The first group of SPA's 20 cabin crew are scheduled to commence their VVIP service training with PrivatAir in early April 2013, in Jeddah, Saudi Arabia.

SPA aims to support the development of the national economy of Saudi Arabia by contributing to the growth of the local private aviation infrastructure, while integrating the highest international standards for maintenance and safety. Certified by the General Authority of Civil Aviation (GACA) of Saudi Arabia and in full compliance with the highest standards from IATA and the US FAA, SPA is already ahead of the game. The contract with PrivatAir, which has a training department specialized in providing courses tailored to suit both the exacting needs of private aviation passengers and the individual culture of the client organization, will ensure SPA gets the utmost out of its crew and achieves the 'wow' factor that is crucial in this business.

Khalid Abdullah Al Molhem, general director of Saudi Arabian Airlines, is clear in his goals: "It is our prime objective to continually improve our services so that we always remain ahead of our competitors and exceed our clients' expectations in order to win their absolute loyalty. Following the tradition of Saudi Arabian Airlines, we are determined to build on our commitments by training our staff and crew to the apex of excellence." 

www.saudiaspa.com





Left: **Rani Awad**, chief executive of Atlantic FuelEx
Main: The company generated many business leads at Business Airport World Expo 2013

Vital statistics

Location: Dubai, UAE

Areas of operation: Worldwide

Fuel supplied: TS-1, Jet A, Jet A-1, JP45, JP-8, JP-5, AVGAS

Fueling progress

As the aviation industry continues to grow in Africa, the business opportunities for one fuel provider seem endless

Business is going from strength to strength for Atlantic FuelEx, the Dubai-based high-quality fuel provider. Since its inception in July 2011, the company has grown rapidly, expanding to Africa, the Middle East, Europe, the Caribbean and Asia, with customers including commercial carriers, corporate organizations and governmental entities.

Atlantic FuelEx is now focusing on the general aviation market and has some big plans for the future. Recently, the fuel provider attended the Business Airport World Expo (BAWE) 2013 in London Farnborough, UK, March 19-21, which gave it the opportunity to communicate with some of the biggest fixed base operators (FBOs) in the industry.

"BAWE was amazing," enthuses Rani Awad, chief executive of Atlantic FuelEx. "It gave us a chance to be in touch with all the major FBOs, as well as some smaller ones, across the world, which means we have access to many contacts in terms of fuel procurement contracts."

BAWE also gave Atlantic FuelEx the opportunity to finalize contracts with some of the biggest players in the industry. "During the show we successfully finalized our contracts with Signature Flight Support and Landmark Aviation, which was very important for us," Awad explains. "We also finalized an agreement to become the dedicated into-plane fueling agent for general aviation customers at Kuala Lumpur International Airport."

Plenty of leads were generated for the fuel provider, which will keep Awad occupied for some time to come. But the company will not rest on its laurels; there are plans afoot to expand its general aviation services worldwide – particularly across Africa.

"Since I started Atlantic FuelEx, I have mainly been dealing with commercial airlines and I feel that general aviation has not had much attention – perhaps 5% of my time," says Awad. "Our future is to focus on general aviation customers, not by being a middle man and buying and selling for them, but by being a real fuel supplier. This will give them a better service and lower prices as currently the majority of suppliers focus on commercial operators rather than business jets."

If everything goes to plan, Atlantic FuelEx will have its own fuel bowser permanently on site at Murtala Muhammed International Airport following a jet fuel signature partnership deal with Oando Aviation, one of Nigeria's largest jet fuel providers. The company hopes to have this in place by the second half of 2013.

And its commitment to the aviation business in Africa doesn't stop there – the company is supporting the Aviation Suppliers and Stakeholders Convention at the Panari Hotel in Nairobi, Kenya, from June 16-18, 2013. Organized by the African Airlines Association, the event will bring together operators and service providers to discuss challenges and developments in the industry and create new connections. "The event will give us a good opportunity to communicate with all the major carriers in Africa, as well as the FBOs," says Awad. "And it will help us to continue our level of growth in the continent." ✈

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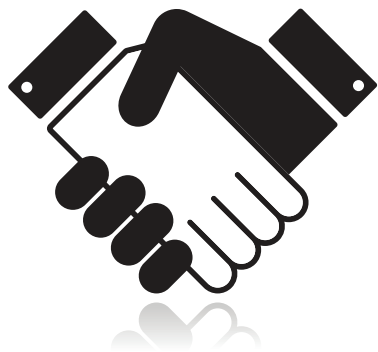


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Going for broke



Is it time for an international standard for all charter brokers?

Business Airport International took to LinkedIn to find out

For this issue of *Business Airport International*, we asked LinkedIn members whether it is time to regulate the international charter broker industry? Currently, it is unregulated, which means the sector is overwhelmed by brokers all vying for business. Unfortunately, due to the lack of any regulations or standards, not all brokers operate safely and fairly, and as a result, the industry can often be given a bad name.

Due to a lack of resources and issues around policing, it looks as though a government-recognized

international, or even national, standard is some way off (learn more in *Law & Order*, page 22). However, a number of organizations within the business aviation industry are working toward monitoring the sector, meaning clients looking to use a broker can check them out before they commit to using their services.

But does the industry actually want a standard that can help clients determine the good charter brokers from the bad? What – if any – standards are currently in place and how can you choose the right broker? ☞

Your views



Wendy Murphy, managing director, Direct Air Charters, wrote, "The only regulation in the UK is to be a member of BACA, but unfortunately this doesn't guarantee getting a good service. A good broker will act as a conduit between operator and principal, and they certainly earn their commission. A poor broker may give a better rate in the short term, but there is the likelihood that they will not be able/willing to deal with any issues that may arise. By the same token, there is no way to share poor service from operators. They may have licenses to operate their aircraft, but if they fall short on service levels, there is no way to share this information with the broking community. I can't keep up with the number of brokers that enter into the marketplace in the UK; I know that the situation is even more difficult in the USA. If you deal with a good broker that you trust and who delivers a good service, then stay with them." ☞



Amit Mittal, aviation and aerospace professional, posted, "Regulation does not guarantee a good service. Let the owner/operator/buyer/seller decide which broker to hire and leave it to them. In the aircraft remarketing and trading business, a sensible broker will take care to conduct due diligence and be truthful to retain customers, so another set of bureaucratic rules is not required." ☞



Christian Borchardt, private jet charter broker and commercial pilot, wrote, "No regulation currently exists for aircraft charter brokers. Even BACA, a UK organization, does not regulate. However like the NBAA, brokers and other industry professionals may join them respectively after strict vetting, and benefit from sharing news, events, training, etc, to enhance safe standards of operation. This, in turn, provides a good foundation for companies involved in aircraft charter and an

essential element for the end user to check when deciding on a broker to work with. The best brokers will have a good knowledge of aviation, perhaps gained through experience as pilots or within aircraft operations, will keep up to date with the industry, and will always put safety first." ☞



William Sturm, executive sales director, Eurocopter, Heli Asset, commented, "I spoke on a panel about this subject at the Corporate Jet Investor finance convention in London. Something needs to be done as being an aircraft broker is much akin to becoming an artist; you become one just by saying so. In these challenging economic times, many owners see inexperienced brokers asking bargain fees to offload their aircraft as a way to cut costs. Laugh if you will, but aircraft brokers are like lawyers or doctors – you should be happy to pay the fee to make sure you have the best people working on your side. Personally, I think brokers should be licensed

and bonded. Notwithstanding the tremendous financial repercussions their advice can have, the machines they consult on can kill you! The National Aircraft Resale Association gave it a go a few years ago, but it never really took hold. Is it possible to have a system of licensed professionals? Doubtful, considering the international nature of the majority of transactions. It's a tricky situation." ☞

Your comments

What do you think? Should the international charter broker industry be regulated? And how would this benefit the industry? We'd love to hear your thoughts on this or any other topic affecting the business aviation industry, so visit www.linkedin.com and search *Business Airport International* to join in with the debate.

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