

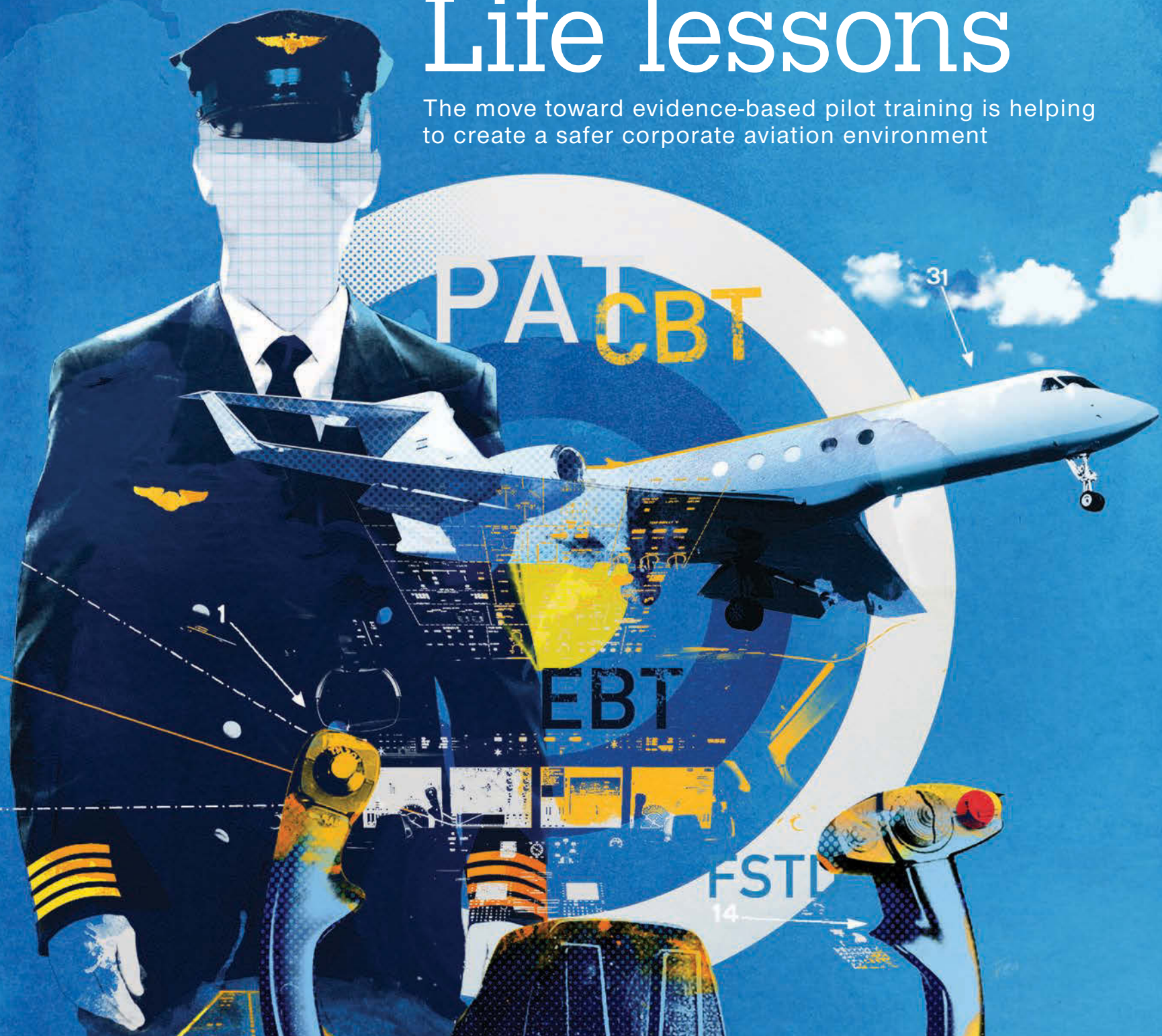
Business Airport

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

July 2013

Life lessons

The move toward evidence-based pilot training is helping to create a safer corporate aviation environment



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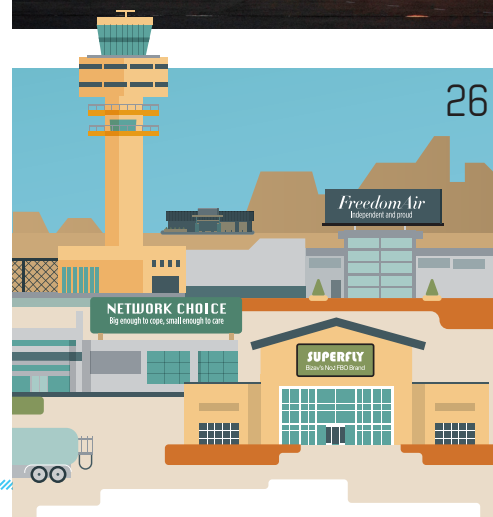
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Welcome

They say practice makes perfect. But practice is no substitute for actual experience. Take learning to drive. You get behind the wheel for the first time, palms a little sweaty at the prospect of actually having to switch on this unfamiliar machine and try to move it. Your driving instructor tells you to put on your seatbelt, check your mirrors and handbrake, and that the car is in neutral, all before putting the key in the ignition. You will be taught to make these safety checks each time you get in the car, and they will become second nature – so much so that you barely have to think about it. But the first time you do forget to check the car is in neutral before starting the engine – and you shoot forward and mount the curb – is when you really learn the importance of these checks!

The same can be said for learning to fly. Previously, pilots relied heavily on simulators to help them learn how to maneuver the plane, take off and land. But simulators use only certain airport locations and are programmed with a finite number of scenarios, meaning pilots didn't necessarily receive all the experience they might need. However, the industry is now changing the way pilots learn. As Selwyn Parker writes in *Valuable lessons* on page 32, 'there is a revolution afoot in the training of corporate pilots that aims to prepare crews for real-life eventualities, not just in the USA, but around the world'. Established in 2011, the

International Association of Flight Training Professionals (IAFTP) is encouraging the move away from simulator-led training programs to more 'evidence-based' training methods that better equip pilots with the skills they need when they're in the sky.

Simulator lessons do still have their place, though, and instructors are now combining traditional teaching methods with real-life knowledge to provide crews with the know-how to deal with the risks of flying. As IAFTP president Robert Barnes explains, "Evidence-based training refocuses the instructor population onto analysis of the root causes [of problems] in order to correct inappropriate actions, rather than simply asking a flight crew member to repeat a maneuver with no real understanding as to why it was not successfully flown in the first place."

This method of teaching seems like a pretty obvious format to me – how else can you improve and progress with something unless you know which areas need work? Learning to drive might not be quite as complex as learning to fly but the premise is still the same. Remembering your previous mistakes will stop you mounting the curb or missing the runway!

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Shell to build Aerocentre 2 at Edmonton International Airport



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 Edmonton Shell Aerocentre and Edmonton International Airport (EIA) have announced they will be constructing a second Aerocentre at the airport, which sees 1,800 business aviation aircraft landings each month.

The CA\$15m (US\$14.7m) Aerocentre 2 will comprise 42,000ft² of hangar space and 25,000ft² of passenger lounges, office and shop space. The latter area will consist of a 20-passenger VIP lounge for clients and pilots with their own aircraft, an upscale 150-seat area for air charter passengers, and a premier 400-seat secured passenger lounge for larger groups that charter air service for industrial clients working in Northern Alberta and Northern Canada. There will also be a large parking area to accommodate almost 300 cars.

"The passenger lounges at Aerocentre 2 have been designed to meet the rapidly growing economy in Edmonton and expanding industrial charter business. I enjoy overseeing the design phase and decorating to provide a bit of 'wow' factor to our facilities," commented Christine Robertson, vice president of YEG Aerocentre, which runs the facility at EIA. "Aerocentre 1 underwent extensive renovations in 2012 and our customers still tell us how impressed they are with the detail."

The first company to receive a tenancy at Aerocentre 2 is Davis Aircraft Services, a maintenance organization certified by both Transport Canada and the FAA. It will conduct work on US-registered aircraft that frequent EIA.

In addition to the maintenance company, Aerocentre 2 is hoping to attract a deli-style, fresh food business to service the new facility and other employees working in the area. The café will open from 5:30am-5:30pm, Monday to Friday, and will meet the long-standing need to have another food outlet outside of the main EIA terminal.


"We are really grateful to YEG Aerocentre for building what will be a great facility. Private and charter aviation growth has surged at EIA and we need this new capacity to meet the industry needs," said Myron Keehn, vice president commercial development at EIA.

"The reason Aerocentre 2 is being built at YEG is because the Alberta economy is strong and the result is an increase in private, corporate and industrial charters," explained David Robertson, president of YEG Shell Aerocentre. "It will have more capacity than our existing facility to accommodate larger aircraft charters. Shell Aerocentre 1 will continue to operate as both facilities are needed to serve this growing demand. Also, the Edmonton City Centre Airport

is scheduled to close soon and many of the aircraft downtown are looking for hangar space at Edmonton International Airport."

EIA has committed to extending Taxiway Romeo (R) this summer and will tie the taxiway into Aerocentre 2's new apron, which has been designed by MMM Group to handle Code C aircraft such as Boeing 737s.

Construction of the Aerocentre 2 has been awarded to Petra Holdings of Leduc, Alberta. "We are excited that we were able to award the contract to a local company that has many years of experience in the industry," said Robertson, who is a resident of Leduc. "We are looking forward to working closely with Rob Howe and his team at Petra."

The Edmonton Shell Aerocentre was the first general aviation hangar and passenger facility at the EIA, opening in 1976. Aerocentre 2 is expected to open by November 1, 2013, according to Robertson. 

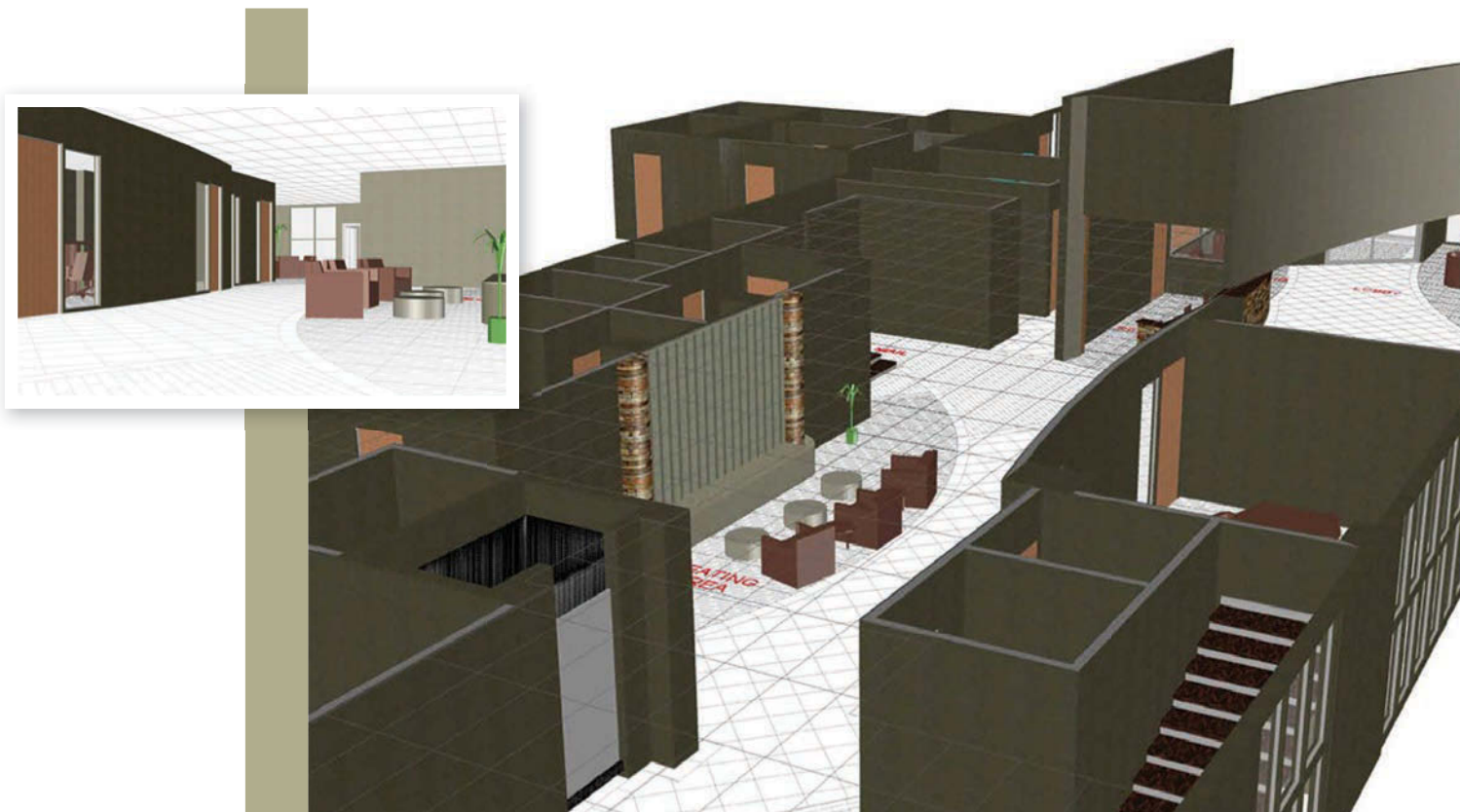
What's on offer?

Established at Edmonton International Airport in 1976, Shell Aerocentre is a 24/7 FBO offering a wide variety of services:

- Aircraft refueling – Avgas 100LL and Jet A-1;
- Maintenance – Flight Tech Aviation has had an on-site full maintenance facility in operation since 1978;
- Ground handling – VIP corporate aircraft, private jets, large cargo carriers and military aircraft are all catered for;
- Catering;
- Pilot lounge – renovated in 2011, it offers flight planning stations, quiet rooms, wi-fi, and much more;
- Passenger lounge – also renovated in 2011, it can accommodate a high volume of passengers in both terminal style and executive style seating;
- Parking – both short- and long-term parking is available.



Shell Aerocenter 1 at Edmonton International Airport



Atlantic Aviation begins US\$9m expansion project at Reno-Tahoe Airport

Atlantic Aviation held a ground-breaking ceremony on June 20, 2013, to mark the start of the first phase of a US\$9m expansion and upgrade of its facilities at Reno-Tahoe International Airport, in Washoe County, Nevada.

Plans include the complete tear-down of its existing facility, replacing it with a modern, two-story 13,000ft² terminal and 29,800ft² attached aircraft hangar storage. A new parking lot, signage and landscaping will complete the project. The new hangar will be able to accommodate the largest corporate jets, including Gulfstream G650, Bombardier Global Express and Dassault Falcon 7X aircraft.

Sue Sommers, vice president of sales and marketing at Atlantic Aviation, commented, "Atlantic has been reinvesting in its existing facilities for the past few years. We think it is important to the airports and employees, as well as the customers, that we continue to improve and update our facilities. The customers will enjoy the benefits of five seating areas, a coffee bar, two conference rooms with audio-visual capabilities, wi-fi, and all of the amenities you would expect in a first-class FBO."


The company has chosen local contractor United Construction to complete the works, which, alongside the passenger areas and café,

will also include a pilots' lounge with separate snooze rooms. The new building will be situated adjacent to the hangar, which "makes sense both logistically and economically", said Sommers.

The design of the facility will include the use of natural stone and wood to capture the Tahoe look and feel; this will complement the recent multimillion-dollar renovation of the Reno commercial airline terminal.

Atlantic's facility at Reno-Tahoe Airport offers services such as fueling, aircraft storage and de-icing, as well as concierge services including catering and ground transportation for aircraft owners and pilots. Atlantic maintains a network of 66 FBO facilities at airports throughout the USA.

The company has recently completed renovations at its locations in Cleveland, Ohio; Chicago Executive, Illinois; Casper, Wyoming; Portland, Oregon; Elmira, New York; and Bridgeport, Connecticut. "San Jose [California] is underway and there are renovation plans for Stuart [New York] and Teterboro [New Jersey]," revealed Sommers.

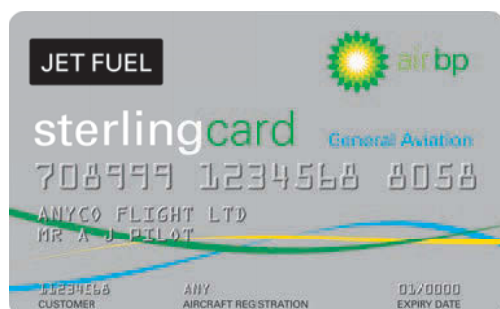
Also planned for mid-2013 is a complete tear-down and rebuild of Atlantic Houston Hobby's main FBO building. These renovations will include construction of additional hangars and aircraft parking facilities. 

ABOVE & BELOW: Design renders of the new FBO at Reno-Tahoe International Airport, including passenger lounges and a café





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Premium business aviation hangar opens at Cannes Mandelieu Airport

Cannes Mandelieu Airport has opened a 4,200m² (13,779ft²) hangar that will accommodate up to eight aircraft, including CJs, Falcon 2000/900s, Challengers and Embraers, bringing the total hangarage at the airport to 19,000m² (62,335ft²).

Hangar 14 was inaugurated on June 6, 2013 and includes utilities rooms, maintenance facilities, reception areas for crew, and equipment and aeronautical training areas.

Designed by architects Comte Vollenweider to be light and spacious, the hangar is environmentally friendly in terms of energy use and eco materials, and is constructed of timber and glass.



Speaking at the opening of the hangar, Thierry Pollet, director of the Cannes Mandelieu Airport business unit, said, "I am happy to officially open the new business aviation hangar, which provides additional space for the airport-based airlines and thus meets the demands of our clients. It also fits in to our policy of protecting the environment through the choices made in terms of construction, equipment and operation that promote the goals of sustainable development."


Michel Tohane, director of the general aviation business unit, added, "The hangars must meet and adapt to the needs of users. They are service tools for the aircraft, personnel and business travelers. With this goal in mind, we asked the architectural firm Comte Vollenweider to group the offices together and design the structure so that the total volume is free of all obstacles. This means that we can offer total maintenance and easy maneuverability of the aircraft."

Cannes Mandelieu is the leading business and tourist airport in France after Le Bourget and is dedicated to business aviation, upmarket tourist aviation and helicopters, as well as state aircraft. Each year the hub hosts 70,000 general aviation movements, of which more than 11,200 are business aviation flights.

The airport offers support services for airline operations such as runway services, fuel supply and aircraft/helicopter liaisons, as well as the rapid handling of passengers in the terminal and specific access for aircraft under 15 metric tons.

The hub also supports aeronautical training facilities with 14 basic training organizations, and keeps service quality at the center of its activities through the maintenance of aircraft and helicopters via companies based there, of which the latest arrivals are major players in the sector – Cessna and Bombardier.

Dominique Thillaud, chairman of the Board of Directors of Aéroports de la Côte d'Azur, which runs the airport, commented at the opening, "The improvement of the service offer concerning business aviation, both in terms of the reception of crews and the high-performance maintenance of aircraft, is indispensable for keeping abreast of the growth of air traffic on the Nice Côte d'Azur hub. The first phase of this development of the northern zone of Cannes Mandelieu airport must be representative of the level of excellence of this project."

Two further hangars are expected to be opened at Cannes Mandelieu Airport over the next five years. 



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Nice Côte d'Azur is to become the first airport in Europe to use pop-up power



Pop-up power to cut noise of executive jets at Nice Côte d'Azur

After a 12-year battle with different solutions to reduce the noise of corporate jets, Nice Côte d'Azur Airport says it has found the answer, writes *Selwyn Parker*. It's called pop-up power – a centralized source of electricity that means pilots use much less of their aircraft's auxiliary power units before take-off.

With Nice Côte d'Azur recognized as the third-busiest airport for executive aircraft in Europe after Le Bourget and Geneva, its experience with the system is certain to attract considerable attention from other corporate airports. When it is fully commissioned in 12 months' time, it will



be the first time pop-up power has been used in Europe, according to the airport.

Developed by Cavotec Group, the solution “will significantly reduce the daily number of APU operation hours”, according to municipal authorities, who have had a running battle with residents over the noise coming from the so-called Kilo apron – the corner of the airport reserved for executive aircraft.

The units, which are installed at engine start-up stands, can be used to power most types of aircraft. They emerge from hatches set in the tarmac and ground-handlers simply plug the power into the aircraft.

The airport's solution looks highly cost-effective. The entire installation will cost about €2m (US\$2.6m), but the airport won't be out of pocket. Under the local authorities' policy of ‘polluter pays’, it will be the aircraft operators who foot the bill. Nice Côte d'Azur Airport charges a special fee to fund all projects that are designed to reduce sound pollution. “In this way, business aviation will contribute solely to reducing the sound pollution it actually makes,” explains the authority.


The fight to reduce the noise of executive jets started in 2000 when the Kilo apron start-up

area, which gives priority to executive aircraft staying longer than 24 hours, was established. Almost immediately, local residents started filing complaints about the noise from the auxiliary power units of aircraft before departure. For years, the authorities' main response was to pay for the sound-proofing of nearby houses at a cost of some €3.5m (US\$4.6m).

Then, in 2004, the start-up area was moved to a section of the airport furthest away from residential areas. Although the number of complaints about noise from the Kilo apron fell to just three in 2012, the airport moved the start-up area again, this time 30m further to the south. The result was a reduction of 1-2dB in noise levels.

Getting tougher, in mid-June 2012 the airport issued a NOTAM that prohibited engine start-ups between 11:00pm and 6:00am. The noisiest aircraft – those that could not meet the demanding 13 EPNdB standard – were forbidden to land or take off between 11:30pm and 6:15am.

But that solution proved unsatisfactory for a significant number of operators. And after working on noise abatement issues with Italy's Genoa and Albenga airports, Nice Côte d'Azur finally decided on the pop-up solution.

For years, pilots have referred to the airport's “rather complex noise-abatement procedures”, as one pilot put it. Indeed, the regulations warn operators to take great care to brief themselves fully before flying into Nice Côte d'Azur. They're probably hoping the pop-up systems make life a little easier. 



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I'm only human

“ How will the robot react when two aircraft are, by human ATC error, cleared to land on opposite ends of the same runway? ”

✈ Flight training. Who needs it? Pilot licenses? Redundant! Pilots will become an endangered species anyway. Travelers of the future will fly in pilotless passenger drones. Can you imagine sitting in an airplane without the gray-haired gentleman with four bars on his shoulders and 30,000 hours of experience at the controls? No longer will “This is your Captain speaking” come over the PA system.

Flying may turn into being blasted through the skies in a pressurized metal tube without a cockpit. Many aerial vehicles already have most of the technology necessary to fly without a pilot, who is really just a caregiver babysitting the aircraft. Pilots will never admit it, of course. What can they brag about at parties if it becomes known that the world doesn't revolve around them anymore?

Can computers be truly superior pilots who use their judgment to avoid situations where superior skills may be needed? Can a processor be programmed with airmanship skills? Where does the flight instructor's favorite cliché – “Remember, you're always a student in an airplane” – fit in? The fun of piloting will be lost forever. No more questions on the flight deck like: “What is that mountain goat doing way up there in the clouds?” No more dialogs like: “Why is it spinning like that?” followed by “Hey, I have an idea” and “Watch this!” No more human error, because the robot-pilot is perfect and can handle any foreseeable problem. How about the unforeseen ones? Unlike human pilots, a computer will never wonder: “Where are we?” swiftly followed by “Oh, crap!”

The electronic pilots will come in three versions. The cheap PPL version is the equivalent of Private Pilot License to fly privately and for fun. The more sophisticated CPL is much more costly as it is needed when money is made from flying and is comparable with the Commercial Pilot License. The most expensive is the top-of-the-line ATPL version that is used in scheduled airliners to fly for even more money.

It replaces the Air Transport Pilot License. There are special operating system upgrades for type ratings such as SEP (single engine piston), MEP (multi-engine piston) and many others for various types of aircraft. Instrument rating will be included as standard. All autopilots will be programmed in English but will have a Google translator app installed in case proficiency in another language is required. A calibration certificate will replace the Medical Class I or II that is mandatory for humans. Pilot-computers don't need all the hours of flight experience and don't need periodic flight simulator training. Most important, they are not subject to union negotiations for higher salary or benefits.

I wonder how the robot will communicate with a human air traffic controller. I'm sure that our cyber friend will be programmed to ICAO level 6 proficiency (fluent) in English and thus understand all the common commands and expressions, and will respond accordingly. But how will it react when two aircraft are, by human ATC error, cleared to land on opposite ends of the same runway? Will it understand the traffic controller's warning: “Y'all be careful now!” or “Check for workers along taxiway”. Will it be programmed to understand that if there is an airplane and a bird, and both occupy a runway at the same time, there is a problem?

Flying pilotless. What a great way to simplify procedures that required a considerable amount of flight training. Just trust the computer and keep your seatbelt securely fastened. But I wouldn't be surprised if a decreasing call for trained pilots resulted in an increasing demand for passenger ‘fear of flying’ therapy.

Mind you, we live in world where people can't even agree on whether pilots have a licence or a license. ☺

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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Leading the way

In March 2013, Tony Coe was elected as chairman of the Baltic Air Charter Association. *Business Airport International* speaks to him about his plans for the future

Words | Hazel Swain

How did it feel to be appointed chairman of the Baltic Air Charter Association (BACA)?

I am extremely proud and excited at the prospect of guiding such a large organization through some exciting but difficult times. It is a great honor to be given the opportunity to look at different areas where the marketplace will probably need us to go in the 21st century. The internet and IT generally is changing our world amazingly quickly.

What are your plans for the next two years to develop the Association?

I think more formal training is needed in the broker industry. We would like to implement broker standards and become accepted by official bodies as being the recognized representative of the broker industry. We are looking at introducing accreditation or fellowships in a similar way to the shipping industry, which has a wonderful training and standards regime.

We are also embracing new modern technology in terms of a high-use website,

which will be full of meaningful information, updates from operators, news, and forums on industry matters that the association is monitoring or dealing with, such as the European Union, VAT, TOMS, CAA and Department for Transport (DfT) changes.

What have you done so far?

We have started work on the above. We now have working groups within the Council and are gathering information and forming plans to progress. For example, at BGAD (Business & General Aviation Day) in September 2013 we are holding a Speakers Corner, so that any aviation subject can be discussed and aired in a public arena. This is something a little different.

How will your experience in the industry influence your new role – particularly your work in the Middle East and Africa?

I think my experience, particularly in Africa, will assist me tremendously. I have many, many contacts all over the continent, and now that Africa is seen as a rich provider of minerals, many foreign investors are moving in. It may be that we run broker days with notable African speakers who can give advice to brokers wishing to charter in Africa. It is not an easy continent to work in and if brokers are wishing to perhaps specialize, then such days could be very interesting.

We are also in the very early stages of expanding our cover into the Middle East. Some of our members already have bases there and it makes sense to be present in an area that is expanding and maturing so fast.

What are the main challenges facing the charter industry?

In cargo, I think the challenges are well known. Scheduled operators such as Etihad, Emirates, Qatar and Saudi are sucking up lots of cargo on the traditional charter routes. I don't see that changing either. Lufthansa, for example, can already see the day when cargo-only operators will not exist. However, there are still niches in Africa, and central and South America where specialized aircraft are required. These are fast-developing continents and the role of broker in those areas is absolutely vital.

Passenger charter has changed a lot in the last 10 years mainly due to low cost carriers; although there is a market, it is very competitive and difficult to make reasonable margins. Having said that, the music industry, football clubs and exclusive car launches have all expanded their charter requirements and provide a good source of business. Low-end VIP charters are well down, but the high end is still very buoyant, and again with Asia and the Middle East, I can only see this expanding steadily.

How can these challenges be addressed and what will BACA's role be?

Frankly we cannot change these trends. These are worldwide and relate to political and changing trade patterns. We will assist our industry in keeping them informed of trends, legal and tax implications in doing business overseas, and supporting our members with services such as the escrow account (see *In safe hands*, page 18), conciliation, and talking with appropriate official bodies.



"We hope to attract and keep good young people in the industry, so people like myself can eventually retire and know our industry is in good hands!"



The Baltic Exchange building in London

What does BACA offer its members in terms of education and support?

Currently we run three to four training days a year, which cover everything from legal issues, contracts, insurance, bribery and corruption, to trend monitoring. That will continue and be expanded. We offer mediation services, tackle issues with HMRC, discuss planning with CAA, and take issue on new rules (such as air passenger duty).

We take members on airport days so that brokers can see what does actually go on at an airport. These are basic, but many new brokers might not have seen an aircraft up close and see how their VIP passenger actually gets from the Bentley to the seat on the aircraft. The internet is great but it's still very much a personal business.

How long have you been a member of BACA and why do you think it's an important association for the industry?

My company (Aviation Complete) has been a member since 1998 and I have been a council member since 2009. As I said before, I think it's now more important than ever to represent our business and be recognized as an official body. More and more regulations are hitting everybody and we need to keep everyone up to speed. Our contracts, for example, are updated regularly by legal experts. The CAA and DfT, for example, recognize publicly that more and more brokers are being used in our business and they must be supported. Where else would members go for professional advice, guidance, conciliation and government representation?

How does BACA work with its members to ensure it meets the needs of the industry?

We are in touch with members daily, sending them news releases, updates and relevant industry information. As chairman, I send out round-robins asking for feedback on members' preferences for the future. We gather twice a year at lunches in London and exchange all sorts of information. At the Autumn Lunch we also have our Excellence Awards ceremony to recognize outstanding

A brief history

The London-based Baltic Air Charter Association (BACA) is the successor to the Airbrokers' Association founded by members of the Baltic Mercantile and Shipping Exchange in March 1949. It aims to bring to aircraft chartering the same standards of integrity and professionalism for which the Baltic Exchange and the Institute of Chartered Shipbrokers have for so long been known and respected.

In 1976, membership was opened to include airlines and other non-members of the Exchange who could show that they operated their aviation businesses to the same high standards set by the original association. The name then changed to its present title. Later advances in communications resulted in a decline in air charter trading actually taking place on the trading floor of the Exchange, but members continued to use the facilities offered for social functions and private meetings.



The name of the Exchange itself – Baltic – originates from the city coffee house where shippers and merchants met to conduct broking business in the early 18th century.

In safe hands

In order to provide its members more financial protection, BACA has established an escrow account, which provides a secure deposit for funds being paid in advance to operators. Run by BACA Escrow Services, a company specifically formed for the purpose, the BACA Escrow account enables clients to safely and securely pay a deposit (or the full amount) for the charter service before

the flight date. The account acts as a safe, independent depository for those advance funds (provided that all parties agreed to its use in each case), and the money can be forwarded to the operator nearer to, at the time of, or even after the flight date – whichever is agreed by all concerned when the contract is set up. This service offers protection against the operator ceasing to trade or getting into financial difficulty before the transaction is fulfilled.

Each transaction is individual and customized to the requirements of that particular operation. An independent accountant administers the actual process of moving the funds in and out of the relevant accounts so there is no risk to confidentiality. The service can be used in pounds sterling, euros or US dollars, and is a similar concept to the protection provided to the general public via ABTA or the CAA ATOL scheme.



The winners at the BACA Excellence Awards in October 2012

service quality in the industry. We also attend many trade shows each year, where both current and new members are able to discuss all kinds of things. Members actively communicate by email and phone with all sorts of questions – including some very unexpected requests, I can assure you.

What is the long-term goal for the association?

To be recognized as the representative body for air brokers and aviation professionals in Europe

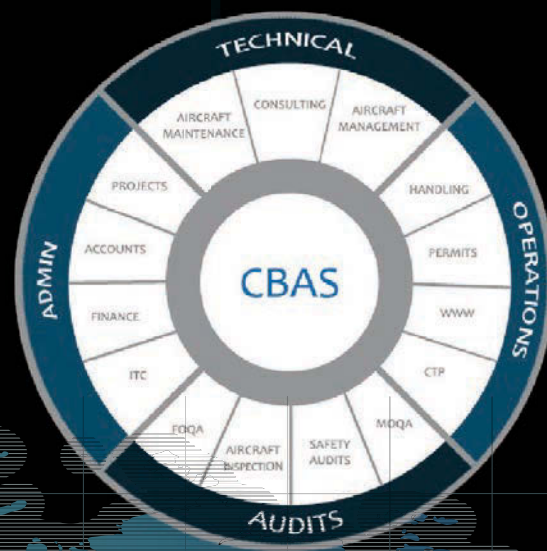
– if not the world. We also want to have a training regime that is second to none, and to ensure our standards are met, with honesty and integrity remaining a priority in our business. "Our word, our bond" still has huge meaning in the aviation industry. We need to make sure our members continue to be proud of that slogan.

We also hope to attract and keep good young people in the industry, so that people like myself can eventually retire and know our industry is in good hands! ☺

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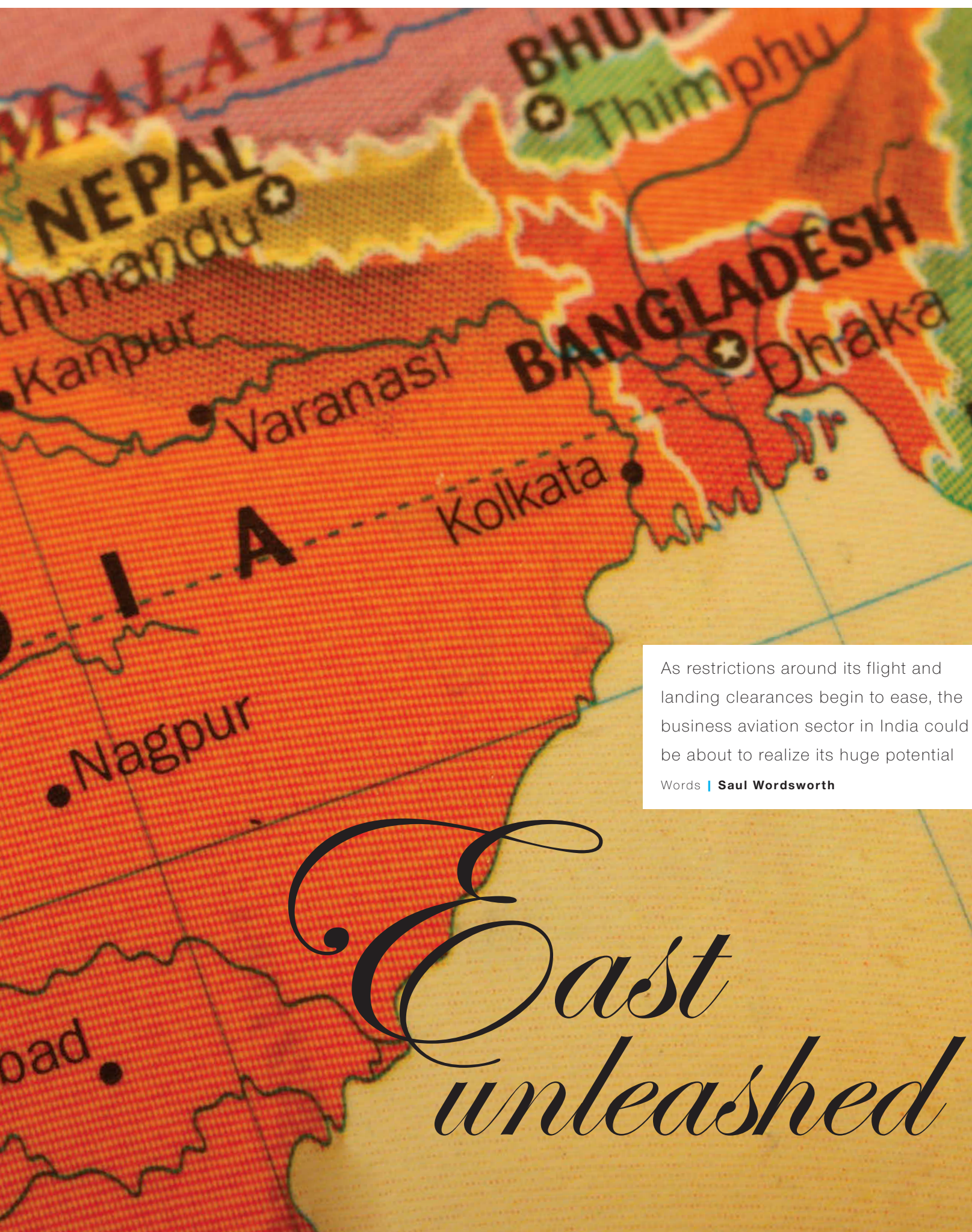
CBAS delivers safety solutions to clients in all aspects of aircraft operations. For corporate aircraft operators, we conduct audits, develop manuals and facilitate emergency response plans. For insurance companies, we offer guidance in helping their aviation customers operate with greater safety and security. Our team includes accredited auditors for the International Standard for Business Aircraft Operators (IS-BAO). Our audit team is led by industry professionals with extensive management and leadership credentials & thereby ensuring that a thorough, fair, effective, and timely audit is conducted. Software products customised to simplify implementation of SMS (Safety Management Systems) are also available to customers.



CBAS has been recognised by the International Business Aviation Council (IBAC) as a Support Service Affiliate (SSA). CBAS is one of the few aviation organizations in Asia that have qualified as an SSA. SSA certified organizations have to demonstrate their capabilities and competencies with regard to IS-BAO to show that they are able to provide the most qualified implementation services to those business aircraft operators who wish to become IS-BAO registered.

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As restrictions around its flight and landing clearances begin to ease, the business aviation sector in India could be about to realize its huge potential

Words | **Saul Wordsworth**

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The story of business aviation (BA) in India is an all too familiar one: a burgeoning economy with huge potential for BA played out against a backdrop of poor infrastructure and a government that doesn't always 'get it'.

"Business aviation in India is growing despite itself," says Binit Somaia, India director at CAPA, a world leader in global aviation intelligence. "Some aspects of the experience are improving considerably, but it is still very much in its infancy and can be extremely frustrating."

The big two

The greatest barrier to BA in India today is space, or lack of it. The two principal airports, Indira Gandhi International Airport in Delhi and Chhatrapati Shivaji International Airport in Mumbai, account for 70% of all BA movements in a country that does not boast a single dedicated business airport. Delhi is the political capital and Mumbai its financial hub. Both airports are within 15km of the city center and well connected. Yet if their business aviation facilities were compared with their US equivalents – Washington and New York – the contrast would be off the scale.

"Mumbai is a nightmare to fly into," says Lex den Herder, vice president of government and industry affairs at Universal Weather and Aviation, a leading provider of services to the business aviation industry. "The airport is overrun with commercial activity and has expressed no interest in seeking permission for extra parking slots. In fact, slots are to be reduced from 21 to 16 by 2016."

Mumbai is actively discouraging business jets by imposing a BA operations curfew for six hours a day: 8:00-10:00am, 5:30-7:30pm and 9:15-11:15pm. The simple reason for this is that commercial aviation takes priority at an already overrun airport. The best time to secure a slot is therefore between midnight and 5:00am. A plan has been mooted to ship all BA activity to Juhu Aerodrome, which is used mainly for helicopters. To facilitate business jets, the runway would need to be extended and a major road pushed

underground. The area is extremely upmarket, leading some to suggest there may be too great a temptation on the part of the government to sell it as prime real estate.

There is also an outside possibility that the 20 or so Kingfisher aircraft bays at Mumbai could be modified for BA use, but again, this does not look likely in the short term.

"There is little room to expand and this isn't going to change in the near future," says Group Captain Rajesh K Bali, secretary of the Business Aircraft Operators Association of India (BAOA). "We are working with the government to try to change this, but it's a challenge. A new Greenfield airport, Navi Mumbai, was recently approved, though it is unlikely to be complete for at least another six years and will be mixed use like all other India airports. For now we are politically stuck and unable to move ahead."

New Delhi, on the other hand, offers greater scope for aircraft parking, with plans to create 100 new parking slots. There is also a new FBO-style lounge, courtesy of Shaurya Aeronautics. Facilities include comprehensive C and D checks (extensive maintenance checks), major repairs and customized maintenance.

"Delhi offers a much better experience for pilots of business aircraft," says Rajan Mehra, managing director of Universal Weather and Aviation India. "The airport is operational around the clock. All modern facilities along with navigational aids are available and the runway can receive any kind of airplane."

One of the main provisos is the weather: fog between December and February and of course India's monsoon season.

Planning ahead

In the West, the two words most associated with business aviation are luxury and speed. In India, it is best to recalibrate expectations, to relax and go with the flow. Thankfully, landing in India was recently made easier as a result of the shortening of clearance times. These include the reduction from seven days to three for landing clearance



"There is little room to expand at Mumbai and this isn't going to change in the near future. We're working with the government to try to change this, but it's a challenge"

Rajesh K Bali, secretary, Business Aircraft Operators Association of India



"Delhi offers a much better experience for pilots of business aircraft. All modern facilities along with navigational aids are available and the runway can receive any kind of airplane"

Rajan Mehra, managing director, Universal Weather and Aviation India

Right: **Business aviation is evolving in India and operators are well catered for at Indira Gandhi International Airport in Delhi**





Above: Plans are afoot to create business aviation terminals in these locations



"Attempting to gain fast approval from multiple government agencies is unlikely to work, especially as authorities are often located at opposite ends of the airport"

Lex den Herder, vice president, government and industry affairs, Universal Weather and Aviation

and from three to one for an overflight clearance (see *Change for the better*, below). Nevertheless, when it comes to securing a parking bay, particularly in Mumbai, the best solution is to give your ground handler as much notice as possible so that landing permits, airports slots and aircraft parking can be secured in good time.

"Securing the services of an experienced ground handler is essential," says den Herder. "Attempting to gain fast approval from multiple governmental agencies is unlikely to work, especially as authorities are often located at opposite ends of the airport." This is true of major airports as well as remote ones, where it is recommended an agent be positioned 24 hours prior to landing. The maximum stay in India for a foreign-registered aircraft is 14 days. Beyond that it is necessary to exit the country before re-entering.

Jet fuel authorizations should be set up in advance of any trip and payments arranged via credit. Cash may come in handy, especially at smaller sites. One should also prepare for 'fueling days' as fuel trucks are known to turn up late. Jet fuel taxes may vary from airport to airport, though landing costs are described as 'standard'.

It should be noted that all military airports – including Agra, which is close to the Taj Mahal and serves as an important tourist airport – require 30 days' notice for landing clearance, with the recommendation to begin the process 45 days beforehand. Any alteration of arrival time that exceeds one hour to such an airport will require a new clearance.

The FBO 'experience'

"You can land at any airport in India with enough warning, but don't anticipate the red carpet treatment," says den Herder. Or as Universal Weather and Aviation observes in its briefing on flying to India, "do not expect western-style fixed base operators".

"In February 2010 a new full-service FBO with a terminal and full ground-handling capabilities became operational in Mumbai," comments

Somaia of CAPA. "However, in India there is not a single FBO in the sense you might imagine and only Delhi and Mumbai have a BA terminal. Outside of the big two, BA passengers must use the regular terminal and pass through the same customs and immigration lines as airline passengers, though a good ground handler will try to expedite the process."

The future

Today in India there is an active fleet of between 570 and 700 business jets, a number that is projected to rise to 1,800 by 2020. But 1,800 is still small beer for a country that by 2017 is set to become the third largest commercial aviation center in the world. None of this is helped by the government's decision to impose import duty on private jets that has seen their annual growth diminish from 26% in 2006 to a mere 3% last year. This is one of a number of matters that Bali of the BAOA is in the process of discussing with the government. The truth is that India's airports are designed for airlines and not business aviation, but there are signs that things are moving in the right direction.


Today there are around 400 inactive airports across the country, many of which are legacies of the old colonial days but could be re-activated to accommodate business aviation. Meanwhile, in outlying airports there is good space for parking and the volume of infrastructure and support is slowly increasing.

"Our clients fly to India all the time and have recognized the many changes made," explains den Herder.

As the Indian economy swells, so business aviation support is expected to respond. Plans are already afoot to create business aviation terminals at Bangalore, Kolkata and Ahmedabad. In a recent meeting, the chairman of the Airports Authority of India expressed a desire to open FBO services at airports across India.

"Almost 70% of domestic capacity is now low-cost carrier," says Somaia. "This means fewer business class cabins than ever. I see that as a potential driver for the high-end business aviation segment. CEOs from inside and outside India are not going to want to sit in row 15 of a low-cost carrier just because there is no business class available. In addition there is an increasing number of five- and six-star hotels in remote locations where scheduled connectivity is not good. These are the people who could choose a private jet rather than an eight-hour car journey."

The industry has the potential to take off, but remains in the shadow of commercial aviation, which with its six or so airlines is relatively straightforward compared with its diffuse and fragmented cousin.

A major concern remains the development plan for Juhu. If that does not get the all-clear, Mumbai, singularly the largest market for business aviation in the country, will be impossibly squeezed. This would be unfortunate for the sector, the local economy and India as a whole. 

Change for the better

In May 2013, the India Directorate General of Civil Aviation announced the lead times to obtain clearance to fly business aviation in India would be reduced – landing clearance from seven days to three and overflight from three to one. These will be in place for a trial period of six months. If all goes well, restrictions may be relaxed further.

The previous seven-working-day permit imposed severe limitations on the flexibility of doing good business in India and reduced the potential of business aviation in the country. This move creates a more open and welcoming environment in which to share the spoils of a burgeoning economy. It is also likely to trigger demand for business aviation.

The change has come about as a result of two years of campaigning by an assortment of official bodies who understood the importance of better lead times. These include the Business Aviation Operators Association (BAOA), the General Aviation Manufacturers Association (GAMA), the International Business Aviation Council (IBAC), the US Trade and Development Agency (USTDA) and several original equipment manufacturers (OEMs).

Such change should ideally not exist in isolation. Further policy liberalization and infrastructure improvements will help to capitalize on the new legislation. For now, though, it is cause for celebration. As Lex den Herder, vice president of government and industry affairs at Universal Weather and Aviation, says, "This is a huge step forward in enhancing operator flexibility when planning operations to this booming business aviation market."

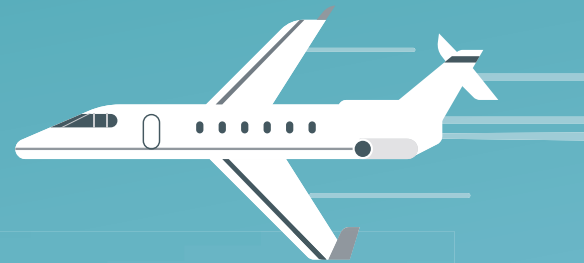
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Independence day

Remaining an independent FBO or joining an established network or chain both offer a wealth of benefits and opportunities, but is one option superior? *Business Airport International* investigates

Words | Selwyn Parker



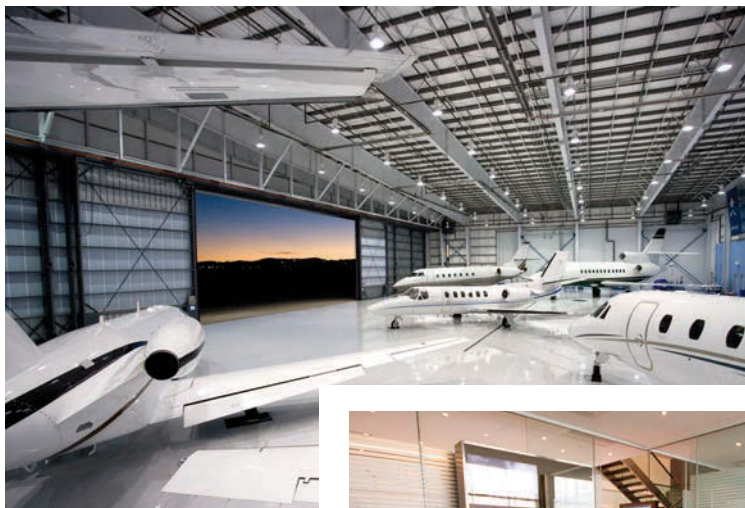
Illustration courtesy of Arunas Kacinskas

Just over two years ago Mike Delk elected to enter the lists on behalf of independent US FBOs at the suggestion of a handful of other elite, small operators. President of Paragon Aviation, he launched a network that is, he explains, “based on the principle of networking”. In short, a kind of aviation cooperative.

In practice, networking at Paragon means sharing best practices, collective purchasing and cross selling, among other mutually beneficial assistance. Members would join forces to develop what Delk describes as “those authentic relationships that are the key to success in general aviation”.

The Paragon network’s overriding purpose was to give independent operators an even chance in a tough business environment that was driving down prices and reducing margins. In the wake of the financial crisis, independents were looking for some protection. “Large chain operators were expanding,” says Delk. “They can leverage multiple locations around the USA to create offers that are difficult for individual operators at a single airport to compete with.” In North America more than half of the business hub airports are now occupied by one chain.





Left: XJet is the top FBO in the USA according to the PRASE league table

Below: Jet Aviation's facility in Geneva



"All things being equal, we have found that corporate operators would rather deal with independents than large chains"

Mike Delk, president, Paragon Aviation

A member of the family that owns Epic Aviation and Delk's Valley Oil in Salem, Delk is a believer in independent FBOs. "Their advantage is that the owner or his direct representative is usually involved in operations, is passionate about the industry and his business, and will most often create a more consistent level of high-quality service to operators," he says. "All things being equal, we have found that corporate operators would rather deal with independents than large chains."

The network structure is clearly working. From a standing start in late 2010, no fewer than 23 North American FBOs have joined Paragon. And in something of a coup, in April the network signed up Jet Aviation's six American FBOs in New York, Boston, Dallas, Palm Beach, Houston and St. Louis.

Lifesaver

The Independent Fixed Base Operators Association (IFBOA) provides another life-saving alternative for the little guys. Established five years ago, the Bedford, Massachusetts-based IFBOA has been gathering members rapidly ever since. Today it numbers 500 members in the USA and is confident of hitting 1,000. At that point the organization will close the books because, executive director John Wraga explains, it wants to avoid becoming headquarters-heavy and losing its focus on members. "It's very difficult for a truly independent FBO to survive,"

says Wraga, who, like the rest of the board, works for nothing and has just four part-time staff. "Most independents have to pay retail for everything."

This is not the case for IFBOA members. The association has built up the necessary economies of scale to negotiate contracts for a range of services that make the independents much more competitive. For instance in February it signed with Aviation Continuing Education to deliver discounted training programs to members who number not only full-service FBOs but also avionics and maintenance shops. And late last year it agreed a deal with QBE Aviation to provide coverage for workers' compensation, a big continuing expense for FBOs. By being able to throw the weight of its growing membership into

negotiations, the IFBOA has won discounts of 30-40% from a range of vendors. Also in the pipeline could be an arrangement with a single bank to make available well-priced lines of credit for FBOs looking to expand.

The association doesn't control prices charged by members or dictate in any way the services they offer – that's up to them. However, blanket contracts certainly give independent FBOs much more pricing flexibility and, most importantly, fatter margins.

The IFBOA is just warming up. In the pipeline are what Wraga calls a "huge" insurance deal, a rewards program and "two or three other" initiatives that he believes will put members on a much more equal footing with the chains. "We think we can compete with the discounts that the chains are offering," he says.

What pilots want

Perhaps the best judges of what an FBO should provide are professional pilots, and their 2013 PRASE (Preferences Regarding Aviation Services

Common standards

Business aviation may be a relationship business, but it depends on operational efficiency. And the auditors of chains keep standards up by requiring operators to adhere strictly to rules and regulations concerning safety, facilities and programs. For instance, ramps should be in top condition with all personnel wearing safety vests, wing walkers utilized at all times, and all parked aircraft coned off. Paragon demands that within the terminal, the pilot lounge is separated from the passenger area, the TraqPak flight-tracking

program is up and running, and computers and printers are provided with internet access. For customers and crew, among other measures Paragon insists on free bottled water and coffee, clean courtesy cars or shuttles, 24/7 operation (unless the airport isn't open) and luggage assistance.

Similarly Million Air Interlink, which owns the Million Air name and franchising rights, sets common standards for all its FBOs that are designed to deliver an operational and customer experience that is replicated across



Above: Signature Flight Support is building a US\$82m base at Mineta San Jose International Airport

Below: XJet's facilities include climate-controlled hangars and auto storage



the chain. "The unique thing about Million Air is the level of standardization. Living the brand is a big thing for them," says one franchisee.

As with the bigger chains, aspiring members of the Paragon Network must undergo a comprehensive audit of facilities and services to ensure they are up to scratch. That done, they are then monitored against a set of core standards agreed throughout the group. If they clear the bar, Paragon members can then offer operators the same preferential pricing and privileges they would expect at the chains.

Sign with Signature

With over 100 locations around the world, Orlando, Florida-based Signature is the largest FBO and distribution network in business aviation. And it keeps growing. On May 1, 2013 Signature opened a facility at Berlin's Tegel airport, its second in the city, and has agreed to build a US\$82m base at Mineta San Jose International in the heart of California's Silicon Valley, where it will service among others the corporate jets of Google's billionaires.

For the growing ranks of Signature-branded FBOs, the brand's main attractions include the operator loyalty and TailWins customer rewards programs. As Adam Konowe, spokesman for Fort Worth-based

American Aero, which has just become a Signature Select affiliate, explains, the benefit is that the FBO remains independently owned and operated but "is able to leverage Signature's global sales, marketing, training and other resources".

Signature is always working on ways of improving the customer experience across its vast network. Among recent innovations, TECHNICAir maintenance facilities have been sited alongside six strategically located Signature-branded FBOs in the USA and, to speed passengers and crews through customs, it has signed up to a biometric identification service that reduces waiting times.

and Equipment) league table rates FBOs under six categories: the line team, customer service, facilities, amenities, promptness, efficiency and value for price. And top of the table in the USA is XJet, a Paragon member based at Denver's Centennial Airport that offers an enviable range of services including two climate-controlled hangars and auto storage as well as the five-star terminal that is becoming the norm. Joining Paragon must have done something for XJet – it didn't even make the top 35 last year (see *Common Standards* on page 28). "Joining Paragon is an economic driver for us, allowing us to pool our resources as a larger group, driving business to the network while remaining independent," comments Josh Stewart, XJet's founder and CEO.

Branded – but not necessarily chain – FBOs filled half of the top 10 places. Aside from X Jet with 9.55 points out of a possible 10, there's 5th-placed Signature, operator at St. Paul Downtown in Minnesota; 7th-placed Wilson Air at Memphis International; 9th-placed Jet Aviation at Palm Beach International; and 10th-placed Million Air at Dallas's Addison Airport. Unusually, 4th-placed Global Select in Sugar Land, Texas, is owned by city authorities.

But do professional pilots prefer independents for quality of service and friendliness, as Delk and others suggest? The PRASE survey of the top-ranked FBOs outside the USA distributes the honors fairly evenly between three independents (family-owned Irving at Gander in Canada, Manny Aviation in Mexico and family-owned

"Joining Paragon is an economic driver for us, allowing us to pool our resources as a larger group, driving business to the network"

Josh Stewart, founder and CEO, XJet



Left: **Quits Aviation works closely with ExecuJet at its facility in Lagos, Nigeria**

A major attraction of the chains is that they are in a position to put independents on a bigger map

Bohlke International in the Caribbean) and four corporates (Panama's Mapiex International in Latin America, TAG Farnborough in Europe, Hong Kong Business Aviation Centre in Asia and Dubai's ExecuJet in the Middle East and Africa).

Passengers may want luxury and five-star service, but pilots need efficiency. As the PRASE survey shows, they are looking for rapid-response line tech and CSR services with "can-do attitude, knowledge, attention to detail, promptness and efficiency". But passengers are paying the bills and the flight crews also rank FBOs according to their catering, fuel brand and card, and international trip planning.

Leverage

As the independents regroup, the large chains continue to expand their footprint, mainly by leveraging off a network of exclusive positions at desirable locations that typically attract corporate customers. As Paragon's Mike Delk admits, "That creates a compelling case for operators to frequent their other locations."

The rewards are built around the network. For instance, under Signature's TailWins program, operators are encouraged to use Signature locations where they earn extra points for buying fuel and services. And if they use the Signature Flight Support card they get double points.

The chains' ace card has been cheaper gas. Although one independent insists that FBOs are "more than cut-price fuel", it's a big seller for all operators and network-wide fuel cards have become the norm. And with fuel being the biggest earner for FBOs ahead of real estate-based income from ramp fees and hangarage, independents have to compete here as in other areas. They are fighting back on price and brand.



(The PRASE survey rates AvFuel as the pilots' top choice ahead of Phillips 66, Epic and Shell. Similarly, the AvFuel card is preferred ahead of Colt, Avcard and Uvair.)

Late last year Paragon rolled out across the network a customized fuel-pricing program called Paragon Preferred. Available in a variety of formats including the network's website and the operator's scheduling software, it provides a detailed and transparent pricing structure that makes life easier for flight-planning departments and accountants.

Not to be outdone, the IFBOA is negotiating with one or – at the most – two suppliers to provide fuel exclusively to members in what could prove to be a groundbreaking initiative. This deal will cover everything from fuel supplies to the leasing of trucks and installation of tanks.

Marketing

Apart from "buckets of money", as one insider puts it, a major attraction of the chains is that they are in a position to put independents on a bigger map. Generally more skilled in marketing, companies such as Signature (see *Sign With Signature* on page 29) put a lot of time and money into showcasing their members and developing the services they can provide.

The IFBOA is working to plug this gap too. "It's in marketing that independents need the most help," explains Wraga. Paragon is also playing its part. One of the first things the network did was to hire a salesman who does nothing else but sell the services of members.

Even a loose connection with a bigger operator can help. Certificated for maintenance with Bombardier and Dassault business jets, Quits Aviation at Abuja, Nigeria, works closely with ExecuJet in Lagos, Nigeria. Through ExecuJet, Quits gets assistance in managing hangarage and bulk buying of fuel as well as in arranging flight clearances much faster than would otherwise be possible. The ExecuJet brand amounts to a seal of approval. As Sam Iwuajoku, chief executive and chairman of Quits, says, "With ExecuJet we can work to truly international standards."


Wing and a prayer

Not all independents need a big brother. Fort Lauderdale's Banyan Air boasts revenues of over US\$50m a year from the provision of a wide variety of services including aircraft sales and management, airframe maintenance and modifications, avionics installations and service, 24-hour AvFuel with a nine-strong fleet of refuelers, and concierge, parts sales, retail pilot shop and restaurant. A staunch independent, Banyan Air president Don Campion is the son of medical missionaries and has established a guiding principle for the FBO: "We honor God in all we do." His FBO was ranked eighth in the best US FBOs and sixth among the independents.

Deep pockets

One of the chain's most useful assets is deep pockets. With access to their parent companies' lines of credit, chain-owned FBOs are rapidly developing customer-winning four- and five-star facilities with a common look in exactly the same way hotel chains have done for years. For instance General Dynamics-owned Jet Aviation has just completed an expensive refurbishment at its Geneva FBO that will be reproduced right across the global network. Nearly twice the size of the original facilities, it covers two floors and features a remodeled reception area, three customer lounges, a meeting room and spacious crew facilities with a lounge, meeting room, rest area and operations center. Jet Aviation Zurich is next in line for the new look.

Calling European independents

In the meantime, having given US independents a more level airfield, the IFBOA is coming to Europe. Wraga plans to sound out the industry across the Atlantic, probably early next year. He is not, however, rushing in with a ready-made formula: "We want to find out how we can help before we step into the ring." Still, he is likely to attract an interested audience. 

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Valuable lessons

The move toward evidence-based training scenarios for corporate pilots is gathering speed. *Business Airport International* analyzes the benefits of this approach

Words | **Selwyn Parker**

 A corporate pilot in a Gulfstream V is approaching Chicago's Midway International Airport. Because the airport is busy, as is often the case, the control tower puts the aircraft into a circling pattern on an approach to runway 31C with a circle to runway 22. To prevent traffic stacking up, the controllers want the Gulfstream coming into the final approach at 180kts. That's fast, and it follows an unstable approach – plus the pilot has never attempted such a landing before...

So how can pilots train to land corporate jets at Midway International Airport? They can't. They have to do it live or not at all because the FAA does not certify the airport for use in instruction. The absence of Midway from the instructional systems demonstrates the limits of current methods for preparing – and retraining

– corporate pilots. The systems do not cover anything like the full spectrum of skills that pilots will require up in the sky.

Or rather, they have not yet done so. But there is a revolution afoot in the training of corporate pilots that aims to prepare crews for real-life eventualities, not just in the USA, but around the world. Known as evidence-based training, and also as cockpit-based instruction, it all started in late 2011.

Around that time, a disgruntled business aviation pilot flying out of Europe made a plea in a post on the website of the worldwide International Association of Flight Training Professionals (IAFTP), an organization only established in early 2011, but already boasting the membership of over 500 professional instructors from 65 countries.





Illustration courtesy of Andy Potts

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"Is there really no difference between flying an Airbus or Boeing on scheduled routes and transporting small groups on demand to every corner of the world?" he asked. "What initiatives exist or are being developed for us?" In short, corporate pilots need something different.

The answer was that something was indeed being done. The IAFTP was already working with the National Business Aviation Association (NBAA) in the USA on a long-term project to improve the training of corporate pilots. And it was doing so by turning away from the simulator-led recertification that has increasingly dominated the industry over the past few decades, and going back to real-life scenarios. The business aviation pilot training project was, in its own words, based on the causes of "current business-aviation incidents and accidents". This evidence-based training is really only just starting to be implemented, but regulatory authorities, instructors and operators are all steadily coming on board.

In practical terms, that means the training – or retraining – is all about synchronizing the learning with the known risks in ways that provide crews with the know-how to deal with them. As IAFTP president Robert Barnes says, "Moving passengers from A to B may seem like an identical mission until one considers the [greatly different] operational environment and types of destinations involved. Then, significant differences in the required pilot competencies start to emerge."

They certainly do, and the International Civil Aviation Organization's Document 9995,

released in May 2013 – effectively, a manual of evidence-based training that is designed for commercial aviation – can be seen as a turning point in crew training. The NBAA is adapting the document for business aviation. As Barnes explains, the whole aim is to put training back into the cockpit. "Evidence-based training refocuses the instructor population to analysis of the root causes [of problems] in order to correct inappropriate actions, rather than simply asking a flight crew member to repeat a maneuver with no real understanding as to why it was not successfully flown in the first place," he says.

Alphabet soup

To comprehend this revolution, crews have to wade through an alphabet soup. Tomorrow's pilots will acquire their skills through competence-based training (CBT) using evidence-based training (EBT), and will be selected through pilot-aptitude testing (PAT) while brushing up their expertise on a new generation of flight simulators (FSTD) remodeled to reflect a new set of criteria. And if the training does its job, pilots should emerge with the essential knowledge, skills and attitudes (KSAs) to deal with whatever is thrown at them.

The much bigger world of commercial aviation started down this track in 2007. As Captain John Bent, a founding member of the IAFTP and an authority on IATA's training and qualification initiative, pointed out recently, the big change was to go back to the cold, hard facts gleaned from crashes. The project was grounded on a definitive, three-year analysis of accidents and incidents covering the past

40 years and four generations of aircraft. "The aim has been to identify the most prominent threats from hardcore evidence and to develop the necessary competencies," points out Bent, from the UK.

Real-life scenarios

The training industry is embracing the revolution. For example, the CAE group's RealCase program does what it says on the tin. According to CAE, it is the first program to employ real-life scenarios in the training of business aviation pilots. "It deals with actual situations that happened recently to pilots who fly the same aircraft type," explains Pascale Alpha, CAE's director of global communications. "The pilot's attention is directed toward solving a real problem."

And a core element is that the instructor demands solutions rather than providing them. "What would you do?" is the challenging question that pilots face.

Similarly, Scott International Procedures has long offered specifically regional courses such as one designed for pilots operating within North, Central and South America (see *Flying the Classroom*, below). A refresher course, it brought crews up to speed on ICAO processes and procedures, and has proved effective.

However, says chief executive Shawn Scott, evidence-based training is now pushing the company to develop curricula that goes beyond the requirements of regional authorities and also confronts pilots with specific situations. "This issue has affected our business in a positive way," he adds.

"We find that a student's recall of an event-driven issue is far higher than by simply reciting the rule every year"

Shawn Scott, chief executive of Scott International Procedures



Shawn and Amy Scott from Scott International Procedures

Flying the classroom

Before the advent of evidence-based training, refresher courses for pilots with international oceanic experience were mainly based on making sure they knew the regulations. For instance, North Atlantic airspace was taught through a review of the rules about dimension, communications, navigation equipment requirements, emergencies, and so on.

By contrast, scenario-based training puts all the above, plus a whole lot more, in a context to which crews relate more easily and quickly. As Shawn Scott, chief executive of Scott International Procedures,

explains, "It's a flight walk-through." In its North Atlantic module, for instance, the walk-through starts with a rundown of all the essential authorizations and equipment required to ensure compliance. Thereafter, students are led step-by-step through the inflight checks and verifications used for the navigation systems as they would occur along the route – just as it would happen during a flight.

But the module is designed to teach more than compliance. As the flight progresses, various contingencies occur that require the crew to work out

solutions as though they were actual events. "Simply reciting the rule will not do," says Scott. They are made to feel they are flying the North Atlantic. And to keep the students on their toes, variations between each country are worked into the training sessions.

The crews get this method of instruction far more quickly than they did the old way. "We find that a student's recall of an event-driven issue is far higher than by simply reciting the rule every year," adds Scott. "It's not enough just to understand the ICAO rules. Countries can and do deviate from the ICAO standards and recommended practices."



8 things all pilots should know

The emerging training regime embraces eight competencies that are designed to reflect the essential skills of a pilot. Although it is acknowledged that no program can possibly cover every eventuality, these competencies should cover the spectrum of pilot skills and prepare crews for most situations. Below is a snapshot of the big eight:

- Application of procedures – the crew know and are able to apply all operating instructions and regulations;
- Aircraft flight path management, automation – can fly by wire;
- Aircraft flight path management, manual control – can really fly;
- Leadership and teamwork – the buck stops in the left seat;
- Problem solving and decision making – spot danger before it's too late and avert it;
- Communication – must be able to get the message across when under pressure. As the manual says, "in normal and non-normal situations";
- Situation awareness – the ability to process mission-critical information and to think ahead;
- Workload management – put first things first, especially under pressure.

"Evidence-based training refocuses the instructor population onto analysis of the root causes [of problems] in order to correct inappropriate actions, rather than simply asking a flight crew member to repeat a maneuver with no real understanding as to why it was not successfully flown in the first place"

Robert Barnes, IAFTP president



Consummate aviators

Evidence-based training is also about honing the skills of already proficient pilots. What the industry needs, points out NBAA's Steve Kosiarski, is a system that helps pilots grow into what he calls the "consummate aviator". For Kosiarski, a member of the safety committee, this requires much more than the ability to monitor systems: "In the new training design, there must be a mix between automation technology in the cockpit and handling skills." And FAA-led recertification programs don't cut it. "There is a large gap between what is legally required for training and what is truly needed for training safe and proficient pilots," he argues.

Another NBAA stalwart, safety coordinator and pilot Steve Charbonneau, firmly agrees: "When we look at recent high-profile accidents, we realize that the environment for business aviation pilots is such that our highest risks are not being addressed in the simulator. Pilot training is the most important mitigation for high-risk flight operations."

The growing number of incidents of controlled flight into terrain illustrate his argument. According to recent investigations, a common contributing factor in controlled flight into terrain mishaps identified the crew's inadequate situational awareness. Similarly, other investigations show that human failings lie behind recent incidents such as loss of control, runway excursions and various other examples of pilot error.

Directive 61.58

In the USA, a fly in the training ointment is that the FAA's Directive 61.58 enshrined the Part 142 regulations. Specifically designed to allow training to be carried out in high-fidelity simulators rather than in aircraft, it requires that instruction takes place under an approved curriculum. Although the business aviation industry says this has worked reasonably well over the years, the system merely confirms that a pilot's proficiency improves his skills. For example, only a few visual packages are approved by the FAA in these programs – nowhere near enough to cover the

spectrum of situations that may confront pilots, according to the industry.

Thus, as Charbonneau says, the NBAA wants the replacement curricula "to actually allow for training, not just checking".

Manual

A particular bone of contention is the way instruction in manual flying has been sidelined by systems-based aviation. "Use of automation has led to the present situation of many pilots not ever attaining or maintaining ongoing proficiency in manual aircraft control," says one IAFTP member. "This reduces the likelihood of these pilots having full control in unusual or emergency situations."

Overall, the consensus is that the training of pilots has lost its way, mainly because of the well-intentioned but misguided influence of regulators. And the solution is evidence-based training that places pilots, whether trainees or veterans, in real-life scenarios that help them become "consummate aviators".



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One for all





Seventeen years after the European Commission proposed the idea of transforming EU airspace, *Business Airport International* asks: Will we ever see a Single European Sky?

Words | **Dan Smith**

The Single European Sky (SES) was first proposed in a 1996 European Commission (EC) White Paper as a way of improving access to Europe's fragmented skies and reducing costs for aircraft operators. The paper warned that air traffic capacity limitations would put the growth of air transport in Europe at risk, with dire outcomes for the block's economy. However, as the White Paper was merely an idea, nothing progressed, and the European Union (EU) did not gain control of air traffic management (ATM) until 2004. At that time, decision making over air transport policy moved out of the control of national governments and into the EU framework. The first raft of legislation concerning SES was introduced that same year.

With its newfound ATM powers, the EU launched the legislation in a bid to reform the air traffic sector in Europe. Its goal: to cope with the projected growth in air traffic; improve safety; and create more cost-efficient and environmentally friendly conditions. Four basic regulations were published, covering the provision of air navigation services (ANS), the organization and use of airspace, and the interoperability of the European ATM network. Known as the Single European Sky

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"The third package of legislation will show if the European Commission has the will – and teeth! – to make a single European sky"

Pedro Vicente Azua, chief operating officer of the European Business Aviation Association

2013 to be known as SES-II+. "The European Commission is thinking about taking member states to the European Court as they are not even close to delivering on their obligations," says Pedro Vicente Azua, chief operating officer of the European Business Aviation Association (EBAA). "They need to be stronger and propose something that makes a difference."

As is often the case with EU projects, it is understandably hard for governments to place forward-looking regional projects above national problems – especially in this time of economic crisis. Nowhere has this been more apparent than in the FABs.

FABs were designed to group the control of European airspace into nine areas (or blocks), down from the 38 ANSPs currently in operation. To date, only two have been established and notified to the EC: UK-Ireland and Danish-Swedish. As at the end of May 2013, the remaining seven are "under development" according to the EC's own website. "We need to develop meaningful FABs and merge the ANSPs," explains Vicente Azua.

Why we need SES

When SES-I was first adopted in 2004, the outlook for the European economy looked quite robust. The forecast for air traffic was equally optimistic and tripling the capacity of Europe's skies seemed a logical imperative. In 2008, London Executive Aviation (LEA) – one of Europe's largest executive aircraft charter operators – celebrated the arrival of the first Citation Mustang in Europe. This new class of personal jet was expected to lead to 'air jams' at many of Europe's business airports. As recent history shows, this hasn't happened – yet.

The sharp downturn in Europe's fortunes in 2008 led to a correspondingly large drop in air

traffic, especially in the business aviation sector. By the end of 2009, business aviation traffic had slumped by 14%. Although traffic rose by 5% in 2010, it fell back again by 2.5% in 2011 and 2% in 2012. Pre-2008 levels of business aviation use still seem a long way off.

Replicated across the airline industry, this drop in demand has taken some of the pressure off the SES and led to the inevitable question – do we need it at all? George Galanopoulos, managing director of LEA, is emphatic that we do: "Yes – unless someone comes up with a better idea!"

One of the main benefits for operators should be a reduction in delays as airspace is managed better. "I often ask myself why there are so many delays in southern European countries, where air traffic is lower," notes Galanopoulos. "Airspace is often not managed properly, so the SES can only be good for Europe. Since the downturn things have been better. Delays will come back as the economy improves and more aircraft are delivered." Galanopoulos believes those delays may be seen sooner rather than later: "Already we are flying more than last year and more aircraft are arriving in Europe daily. The increase in traffic will cause delays within three to five years."

It should be easy, right? After all, in the USA a similar area and number of airports is managed with just one ANSP (see Figure 1). Traffic is 40% lower in Europe and controlled flight hours are almost half the US total. Yet there is a major difference in user charges. "The USA has much lower costs – almost half those of Europe," notes Vicente Azua.

Technology to the rescue?

A key pillar of the SES package is SESAR – a joint public-private partnership charged with

(SES-I) package, the regulations were designed to meet future capacity and safety needs for Europe as a whole, rather than the interests of individual member states.

By 2009, little progress had been achieved due to inaction by national governments. In response, the EU adopted SES-II in order to accelerate the realization of SES. High-level goals were set in five areas: technology (Single European Sky ATM Research – SESAR); safety; performance, such as functional airspace blocks (FABs); airports; and human factors.

Each member state has two representatives on the Single Sky Committee, which is charged with assisting the Commission with management of the SES. Each country has also nominated at least one body to be its national supervisory authority. The national authorities are independent of air navigation service providers (ANSPs) and are responsible for the implementation of the SES.

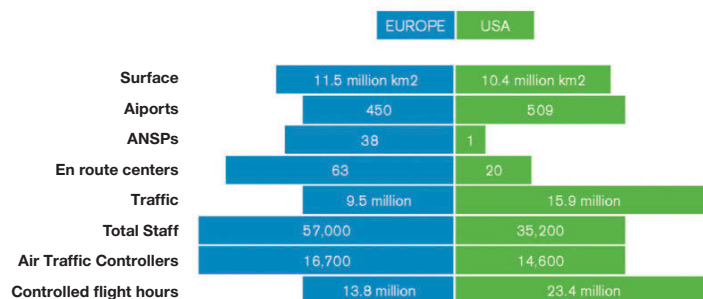
Not so FABs

Disappointed yet again with progress at a national level, once more due to inaction, the EU is now proposing additional legislation in

"Airspace is often not managed properly, so the SES can only be good for Europe"

George Galanopoulos, managing director of London Executive Aviation

Figure 1: 2010 US/ Europe comparison of ATM-related operational performance. (Source: A Blueprint for the Single European Sky, European Commission, 2013)



the development and deployment of the next generation of ATM systems. Originally forecast to run from 2008 to 2013, the development phase is now expected to continue until 2016.

"The program has already delivered some tangible results," says Patrick Ky, executive director of SESAR. He cites the testing of technologies to optimize the management of flight arrivals, trials of the use of remote air traffic control towers, and the Atlantic Interoperability Initiative to Reduce Emissions (AIRE) program. AIRE involves collaboration between SESAR and the US Federal Aviation Administration (FAA) to reduce greenhouse gas emissions from aircraft. "The SESAR program still has a long way to go, but our results are already ensuring that Europe's single sky remains a world-class leader in developing the aviation solutions of tomorrow," notes Ky.

SESAR solutions can be industrialized and deployed as soon as the maturity of the technology is validated. "To date, a number of SESAR solutions have already been shown to be ready for industrial development and deployment," says Ky.

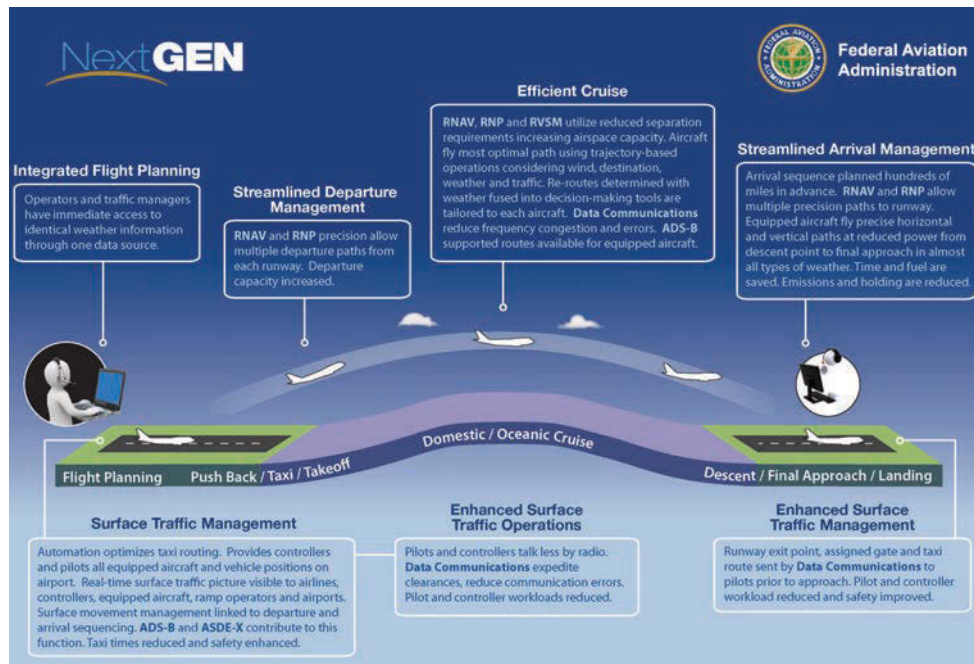
In May 2013, the Commission adopted a new regulation establishing governance and incentive mechanisms to facilitate the effective and timely deployment of SESAR solutions. The first common project should be ready for deployment in early 2014, although it has not yet been announced.

Investment required

Between 2015 and 2020, SESAR plans to work on six key features to create the operational improvements and technical enablers required to meet the SES strategic performance objectives. These include: traffic synchronization; airport integration into the ATM network; conflict management and automation; and four-dimensional trajectory management (for more



Above: Patrick Ky, executive director of SESAR



NextGen: the technology-based approach

The Next Generation Air Transportation System (NextGen) is currently being developed by the US FAA. With a deadline of 2025, NextGen has similar goals to Europe's SES: to enhance safety; reduce delays; save fuel; and minimize aviation's impact on the environment. "NextGen has the right ingredients," notes EBAA's Pedro Vicente Azua. "It is technology based and involves modernizing infrastructure and technology."

NextGen integrates new and existing technologies, including satellite navigation and advanced digital communications. Airports and aircraft in the US National Airspace System will be

connected to NextGen's advanced infrastructure and will continually share real-time information to provide a faster and more fuel-efficient ATM system.

Work has focused on the development of automatic dependent surveillance-broadcast (ADS-B) ground-based infrastructure. Scheduled for completion in 2014, ADS-B will provide satellite-based surveillance coverage of all US airspace. To date, 481 of the more than 700 ground stations needed are currently operational.

One of the benefits of widespread ADS-B deployment is the level of precise information that can be supplied to air traffic controllers. This enables

them to sequence arriving traffic from greater distances, providing predictable and efficient traffic flows. For aircraft operators, this should translate to shorter flight times, reduced fuel consumption and better environmental performance. Safety is also improved as ground-based vehicles equipped with ADS-B can be tracked.

A major stumbling block for NextGen is the amount of public money required to finance the necessary infrastructure. As Vicente Azua comments, "SESAR is in the same boat with budget restrictions."

For more information on NextGen visit: www.faa.gov/NextGen

information see <https://www.atmmasterplan.eu/views/keyfeatures>.

Some of the technologies being developed will inevitably require new equipment. "At this point, it is impossible to give a detailed cost per aircraft type," says Ky. "However, we estimate that deployment costs for the first step (before 2020) will be around €32,600 (US\$43,100) for a single aisle (A320-B737 family) aircraft."

Although such figures might sound high, operators such as LEA are not too concerned about the cost. "Any investment is not wasted if it translates into savings in terms of flying time or safety," says Galanopoulos. Ky is quick to point out that SESAR solutions will not be deployed if the benefits are not expected to outweigh the

costs of their deployment: "The SESAR Joint Undertaking engages in intensive cost-benefit analysis and discussions with all stakeholders to ensure that there is a good business case for the deployment of a solution."

With a third package of SES legislation (SES II+) currently under development, the aviation industry is waiting to see if the Commission intends to push through real change in the way Europe's skies are managed.

The jury's still out. "The third package will show if the European Commission has the will – and teeth! – to make a single European sky," comments Vicente Azua. "But even if they do get the teeth – nothing will happen within the next five years." ☞

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The UK's Corporate Aviation Safety Executive is making a huge amount of data available online to the business aviation sector in a bid to improve knowledge and therefore safety

Words | **Helen Norman**

Safety net

CASE is working with Farnborough Airport to improve radar-tower handovers



In October 2012 it was reported that the number of accidents involving business jets and turboprops worldwide throughout 2012 was more than five times that of commercial jets. The report into global aviation safety was put together by the Flight Safety Foundation and data showed that during 2012 more than 140 people died in crashes in eight business jets and 13 commercially operated propeller aircraft or turboprops. This compared to just four accidents involving major passenger jets.

Such data highlights the challenges facing the industry in terms of improving safety for private and charter aviation.

Although work is being done by organizations, such as ICAO, to look at how training and maintenance can be upgraded in order to improve safety, it is often the people that are involved in the day-to-day running of a business aviation company who know where improvements should be made.

“A number of members have given me very positive feedback, with comments such as, ‘CASE is really gathering momentum and making a difference’”

Malcolm Rusby, CASE founder and European safety director, TAG Aviation



In the UK, one group of safety managers has exactly this mindset. The Corporate Aviation Safety Executive (CASE), which celebrates its five-year anniversary this year, arose from a group of like-minded people 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. Today, the group is working on a number of projects with the UK Civil Aviation Authority (CAA) and National Air Traffic Services (NATS), among others, to gain more data about flight safety.

Growing membership

CASE has around 40 members, including Vistair, Gama Aviation, TAG, London Executive Aviation and Hangar8, which 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.

Malcolm Rusby, European safety director at TAG Aviation, has been the driving force behind the initiative since its inception back in 2008. Over the past five years, CASE has been gaining pace with more and more companies interested in getting involved. "Our most recent CASE

"CASE is enabling operators to share information with each other and the wider community that was previously not available"

Alastair Humphries, Oryx Jet

meeting, which was at the beginning of June and held at the NATS headquarters, was the best attended and supported to date. A number of members have given me very positive feedback, with comments such as, 'CASE is really gathering momentum and making a difference'. All members are now contributing and sharing data during the meetings."

Rusby's enthusiasm for the CASE initiative is the secret to its success. "We started off quite small," he says. "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. It started with just six

companies all sharing data, and then after about a year I decided to get some business partners involved to support the group and give us the benefit of their experience."

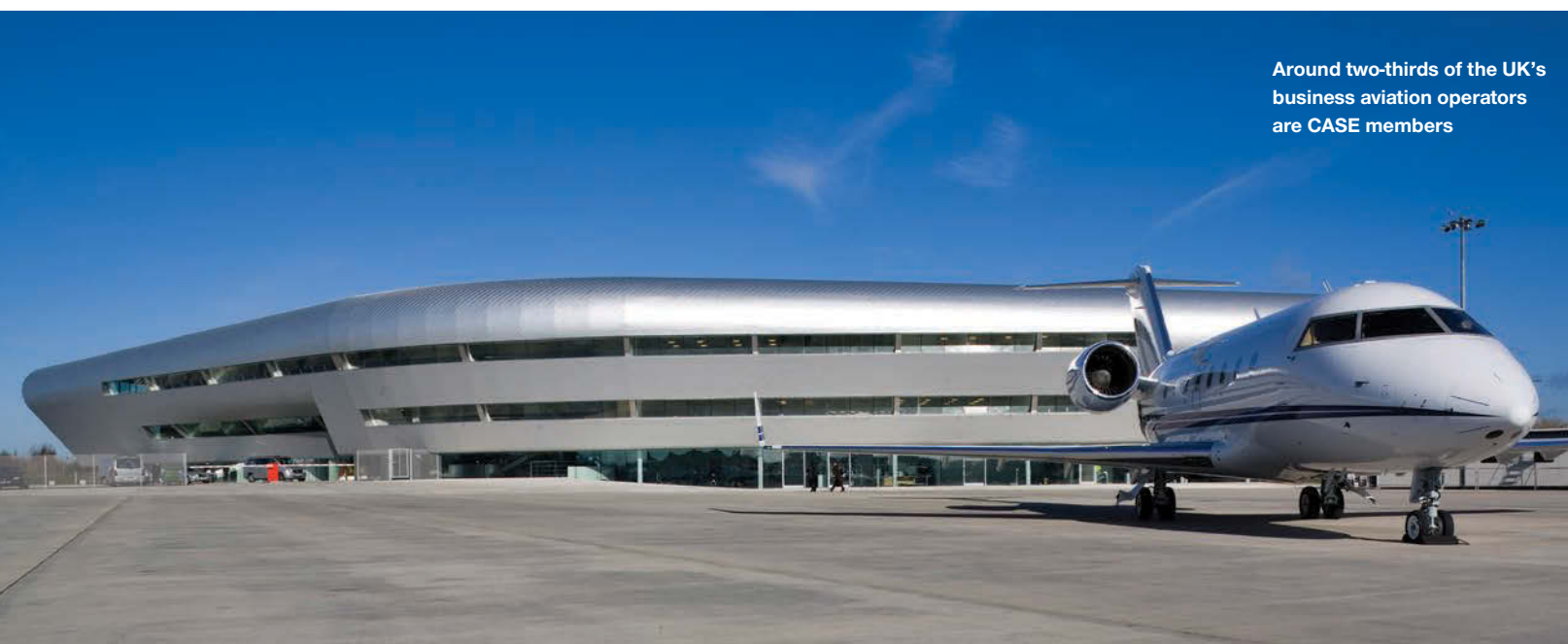
One of CASE's most recent members is executive travel solutions and business aircraft services provider Oryx Jet, which joined in April 2013. Alastair Humphries, flight safety officer at Oryx Jet, explains how the company came to be involved in the initiative: "CASE was originally brought to our attention by the CAA, and once we had sat down with Malcolm and he explained what CASE was about and how it could help business aviation safety in the UK, and possibly Europe in the future, then it really was a no-brainer whether or not to join.

"CASE is, and will continue to be, a huge benefit to the industry; before now the sector was very insular. CASE is enabling operators to share information with each other and the wider community that was previously not available."

An important milestone for the CASE initiative was when it joined forces with technology provider Vistair, which has provided a significant amount of support to the group over the years. Vistair has worked with CASE to develop an electronic reporting tool called Air Safety Central (ASC). Rusby explains more about the tool: "ASC



Around two-thirds of the UK's business aviation operators are CASE members



Below right: **Sharing controlled airspace information has helped aircraft flying into Sion Airport**

Below: **CASE collates and shares data to help improve safety for the private and charter aviation industry**



Report card

CASE's main goal is to provide a source of information to its members on how to improve safety during their operations. The initiative has already played an important part in letting its members know about certain areas where safety needs to be improved. One example is Sion Airport in Switzerland.

CASE's Malcolm Rusby explains: "We had some issues in Swiss airspace because when we traveled to Sion it wasn't apparent that the controlled airspace around the airport gets deactivated at weekends. We were on approach on one occasion and there were a couple of hot-air balloons wandering around that we didn't

know about. They didn't get in our way, but they easily could have.

"When the aircraft touched down, the crew put in a report to CASE. I then spoke to the airport and they told me that they want the airspace to be controlled all the time. We are now working with the airport and the British Business and General Aviation Association to

try to lobby the airspace authority. As a result of this incident and the fact that we reported it back to CASE, all our members are now aware of the deactivation of the airspace during weekends. We even had one company come back to us and say that they have changed their company briefs because of the report we filed."



enables us to upload data and reports from CASE group members into the system so the wider industry can benefit from our findings. We currently have around 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. Members of ASC 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.

"Anyone can join ASC as long as they have an aviation interest," says Rusby. "Once a company has been validated by Vistair, they gain access to

the public area, which enables them to see basic safety reports, such as laser attacks. If a company wants to join the CASE sub-group within ASC, it needs to be a member of CASE, and this is where we put sensitive reports in. Working with Vistair, we have also developed a lighter version of ASC for the smaller operators called Safety Net Cloud, which costs just £20 (US\$31) per tail, per month."

Oryx Jet is currently in the process of getting all its pilots and operations and maintenance staff signed up to ASC. Humphries says, "There is such a wealth of information available on the site and the sharing of data like this can only aid others."

Project work

CASE is currently working on a number of projects, the findings of which, says Rusby, will be reported

**TAG Farnborough
is one of 40 CASE
members**



into ASC when completed. "We are currently undertaking some big projects with NATS, which are going really well. For one of these, we are working together on an air traffic control (ATC) trial at Farnborough to improve the efficiency and safety of radar-tower handovers. In late 2012, we borrowed a simulator from Flight Safety International and had a productive session with Farnborough air traffic controllers and TAG pilots on developing the best option for this."

The Farnborough radar trial started in March 2013 using TAG and Gama Aviation aircraft departing from Farnborough. Rusby explains, "The aircraft are given the approach radar departure frequency on start-up, and the pilot transfers from tower to radar on climb-out, without the executive instruction to do so by the tower controller." This trial has been designed to address workload issues in the cockpit. It was extended to NetJets in April and TAG Geneva in May. "Currently, although it is a significant amendment to usual measures for UK ATC, there have been no adverse comments received from either pilots or controllers," Rusby adds.

CASE is also working with NATS on a project using the Civil Air Navigation Services Organization (CANSO) runway safety tool. The tool provides a runway safety checklist for airports and air navigation service providers, as well as key tips for pilots and air traffic controllers.

With the CAA, CASE is working on a project to equip small aircraft with quick access recorders (QARs) so that information on flight data can be downloaded. "We found out in March that we received the funding for a trial of this. It is an area

"If you let the industry decide for themselves what their priorities are, you will get a lot more done – and in a shorter timeframe"

Graham Williamson, TAG Aviation Europe

in which we have never had data before, so it is an extremely important project," says Rusby. "The first aircraft for this trial has been equipped with a QAR and a second will be equipped shortly. These types of aircraft go into smaller airfields, which often have more challenging approaches, so it will be great to see what's actually going on."

"Once we have this data, we will be building up our own database within CASE so we can see where problems lie, and maybe integrate these into flight training simulators. For example, it will be useful to see what happens during a go-around as this is not trained in the simulators, but it is a big issue in real life," Rusby adds.

Looking at training, one of CASE's main aims is to work toward the harmonization of standard operating procedures. "As part of this, we are working closely with training providers and simulator companies to put CASE data into their courses, so the training is more realistic and in line with what is happening in the industry."

Geographical expansion

Going forward, the next big mission 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 their data. We are also aiming to build up the flight data monitoring database so that we can offer some real insights," Rusby reveals.

Members of the CASE group believe that the team behind the initiative, with Rusby at the helm, is in a strong position to achieve its goals. Graham Williamson, president of aircraft management and charter services at TAG Aviation Europe, says, "Malcolm's team has already demonstrated that they can make quick wins in terms of working with NATS and working with the providers. In the long term, I hope that with all the data we have collected we can develop more bespoke training programs for all our crews that are relevant to our business and field of operation."

"At the moment CASE represents about 300 aircraft, and if we extend into Europe, we could reach 1,000. This will be a really powerful number and then we will really start to learn what is happening in the industry with regard to safety. The great thing about CASE is that it is industry-led. The regulators are very happy with what we are doing, but they are not telling us what to do. If you let the industry decide for themselves what their priorities are, you will get a lot more done – and in a shorter timeframe," Williamson concludes. ☞

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Реклама



"The purpose of RUBAA is to represent and protect our members' common business interests, and we work on a permanent basis to improve the environment for business aviation in Russia"

Anna Serejkina, RUBAA executive director



Work in progress

Business aviation is on the rise in Russia as red tape is gradually cut. *Business Airport International* talks to the Russian United Business Aviation Association to find out what it is doing to help the industry grow

Words | Hazel Swain

Business aviation in Russia is seeing a resurgence following a drastic fall in activity – around 30% in 2009, according to Flightglobal – during the worst of the financial crisis. With the world economy now looking like it is back on track, albeit not quite returning to the highs of pre-2008, Russia is stepping up as a strong player in the market – it saw a year-on-year increase in charter and private flights of 4.9% in May 2013, according to WINGX's Business Aviation Monitor.

As with all successful ventures, collaboration and information sharing are key aspects for development and growth, with all players in the field joining together to brainstorm on how to move forward. It is this mindset that is at the core of the Russian United Business Aviation Association (RUBAA), which has more than 80 members (not all of them Russian) who come together throughout the year to learn about the industry and share ideas. Established in July 2009 through a merger between the Russian Business Aviation Association and the United Business Aviation Associate, RUBAA is at the heart of the conversation.

"Communication with members is an important part of day-to-day work," explains Anna Serejkina, RUBAA executive director and member of the board. "It is important for us to maintain communications during the whole year, not just see members at annual general meetings." The Association keeps its members in the loop via email on a permanent basis – it sends more than 100 messages a year – and members are also encouraged to approach the association with questions at any time.

"RUBAA also organizes and supports a number of industry events where all members are invited, and we consider this to be one of the most effective platforms for communication," Serejkina adds. In fact, RUBAA organized and supported more than 10 events in 2012 alone, including the Moscow Business Aviation Forum in June; a new Regional Business Aviation Forum that took place at the 9th International Exhibition and Scientific Conference Gidroviasalon in September; JetExpo 2012 in September; and the I Baltic Business Aviation Forum in October.

Changing the rules

But it is not just about social get-togethers – RUBAA also maintains a working relationship with the federal government; other key federal executive and legislative bodies such as the State Duma (lower chamber of parliament) and the Federal Council (upper chamber of parliament); the Ministry of Transport; the Ministry of Economic Development; and the Civic Chamber. These partnerships enable RUBAA to discuss legislative decisions affecting business aviation and help to get members' views across to government.

So far, RUBAA has been instrumental in amendments made to the Air Code of the Russian Federation – namely allowing non-commercial exploitation of light aircraft less than 5.7 metric tons without an operator certificate; creating a more exact definition of commercial and general aviation flights; and allowing foreign pilots to operate private, non-commercial aircraft.

RUBAA has also worked with the Ministry of Transport to amend FAR 128 (mandating the installation of airborne collision avoidance systems and ground proximity warning systems in Russian commercial aircraft); the cancellation of duties for a major number of business aircraft; adoption of the law on registration of property rights for aircraft; and accession to the Cape Town Convention (whereby aircraft dealers can register international security interests and receive standard remedies in the event of default by the customer) and to the Istanbul Convention (which allows temporary admission to a country without customs duties, minimizing the costs of border crossing and helping the development of a country's economic activity).

"The purpose of RUBAA is to represent and protect our members' common business interests, and we work on a permanent basis to improve the environment for business aviation in Russia," says Serejkina. "We are now concentrating on the

Join the club

RusAero has been a member of the Russian United Business Aviation Association (RUBAA) since 2009. Alexander Poliakov, marketing director at the company, explains the benefits of being a RUBAA member



Why did RusAero become a member of RUBAA?

Any new sphere in business needs support to achieve constant growth. When business aviation came to Russia about 25 years ago, the main problem it met was the lack of regulation in Russian aviation rules. Since then, a lot of work has been done and regulations implemented. This wouldn't have been possible without the help of RUBAA's representation of Russian business aviation. We joined RUBAA because we support its activity and value its input in the development of business aviation in Russia. RUBAA represents the voice of the industry.

What does the association offer you?

RUBAA provides communication for business aviation companies, and RusAero in particular, with state bodies on legislative

and executive levels. RUBAA also organizes special events and meetings of key figures in the industry. Such events are great for exchanging experiences and ideas, and help to get amendments developed by aviation professionals to a state level.

What involvement does RusAero have in RUBAA's events?

We support all these events; because the sector is in the process of development, we consider it very important. For us, RUBAA is the bridge between our work in the Russian market and the European and US markets, and provides a collective opinion from all business aviation companies and people involved. It is important to note that during the past few years the number of events organized by RUBAA has been growing and all of them are presented on a very high level.

cancellation of customs duty for light aircraft with MTOW up to 2 metric tons – we have already achieved cancellation of duties for 2-20 metric tons; the creation and implementation of separate aviation rules for business aviation and regional airlines; and the facilitation of customs formalities for private aircraft in Russia. We also work a lot on the improvement of the legal environment for business aviation operators."

With all this hard work on improving legislation in Russia, the outlook must be pretty positive for the business aviation industry. "Yes," says Serejkina, "we expect the Russian business aviation market to continue to grow and be an


engine for the European market. We see that positive changes are taking place and anticipate growth of the industry."

Moving forward

While traffic is consolidated in Moscow, areas of growth for the future, Serejkina predicts, will be in St Petersburg and other main areas of business and industry, including the mining regions in the north, which will "develop their infrastructure and increase the number of flights", she says.

And it's not just operators who are playing a big part in the growth of the sector in Russia – handlers, brokers, service provision companies and consultancy firms are also getting in on the act. "Business aviation is now becoming a serious economic sector," explains Serejkina. "Another important segment is airport infrastructure and MROs, who show solid development in both Moscow and other regions. This is all represented by hundreds of companies and thousands of employees.

"Business aviation is an important tool for major Russian and foreign enterprises, who use it for their corporate needs. It is important when considering the distances between cities in Russia and the lack of other transportation opportunities that suit corporations' needs."

Many of these service providers are already members of RUBAA, working with operators to create a thriving business aviation sector in Russia. "RUBAA is open to everyone interested in maturing the newly born Russian business aviation industry," Serejkina says. "We will continue to take concrete practical steps to build a positive climate for the development of business aviation for the interest of all stakeholders in the market." 

"Business aviation is an important tool for major Russian and foreign enterprises, who use it for their corporate needs"



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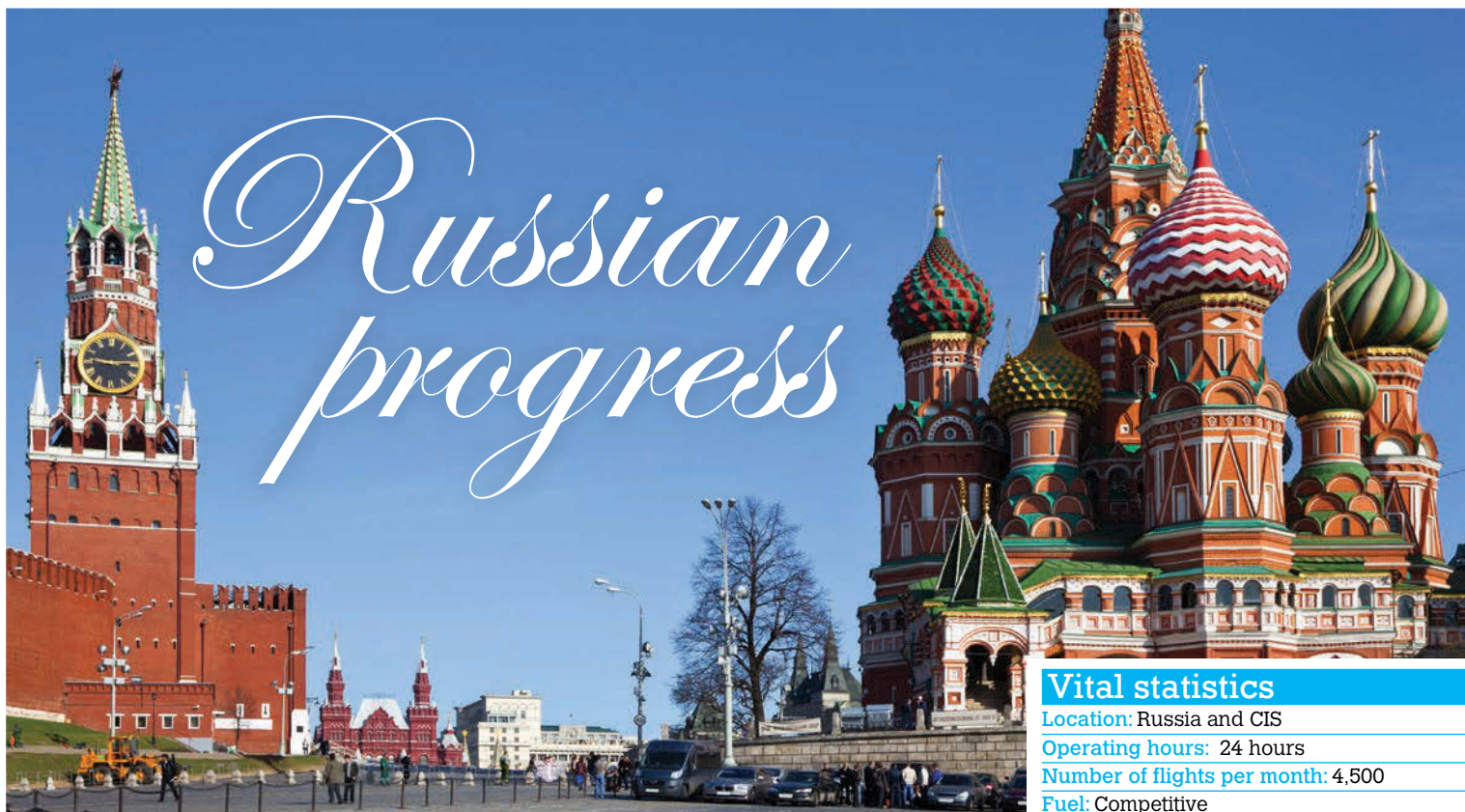
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Vital statistics

Location: Russia and CIS

Operating hours: 24 hours

Number of flights per month: 4,500

Fuel: Competitive

Business Airport International talks to Alexander Poliakov, marketing director at RusAero, about recent developments at the company and the state of business aviation in Russia

Tell us a little about RusAero

RusAero was established in 1994 and we are the first company to offer flight support and ground handling in Russia. We began operating from Sheremetyevo Airport and Moscow Aviaknot, and in the following years built a wide network of branches across Russia and the CIS. Our clients are charter and business aviation companies, aviation agents and brokers from all around the world, most of whom we have worked with for many years.

What projects are you working on?

Together with our European partner (Shannon Air Link) we are working on a new feature that's going to be launched soon: flight status control on the customer area of our website. It's in the final testing stages. The performance of ground handling and flight support agencies depends greatly on the conditions of airport infrastructures. We created our system taking into account all these factors and we'll soon be ready to offer it to our customers, completely free of charge.

What do you have planned for the future?

Expansion into new areas is always ongoing. We work alongside our partner companies, for example ESN Jet Services, which operates in the cities of Ekaterinburg, Samara and Nizhny Novgorod. These airports are growing, helped by the development of Airports of Regions, Russia's largest airport holding company, which caters to the specific needs of each airport. The same can be said for Jet Port South, which has its headquarters in Sochi. With less than a year to go before the Winter Olympic Games 2014 in Sochi, Jet Port South is preparing to meet guests and participants from all around the world. By cooperating with our partners to meet the needs

specific to the region in which they are working, we can provide quality service through our main office in Moscow.


How is the Russian business aviation sector being developed?

The launch of the Pulkovo-3 business terminal in Saint Petersburg has been the main news of the past six months. Now it's the second-largest business aviation terminal in Russia after Vnukovo-3 in Moscow.

Changes have been made both to the system and to staff operating instructions after new CAA regulations for applying for and obtaining overflight and landing permits became effective on May 30, 2013. With these new rules, obtaining Russian permissions is much simpler and less expensive, and this brings business aviation in Russia to a whole new level.

The business aviation sector moves forward in line with all other businesses in Russia. As companies grow, the demand for the transportation of top management increases, and these executives are choosing business aircraft as the best solution. Therefore the quantity of business jets needed will increase and improvements will have to be made to all airport and flight control infrastructure.

What are the main challenges in this area and how can they be overcome?

I believe that a lot of legislative work needs to be done in the field of charter and commercial flights. It is a complex situation, which may be able to be solved by special associations such as the Russian United Business Aviation Association, which represents the overall opinion of all business aviation professionals in Russia. 

www.rusaero.aero



Alexander Poliakov, marketing director, RusAero

Vnukovo-3 is Russia and Eastern Europe's largest FBO

Vital statistics

Location: Moscow, Russia


Operating hours: 24 hours

Runway length: 01/19 – 10,039ft;
06/24 – 9,842ft

Fuel: Jet A-1



In September, business aviation leaders from around the world will once again descend on Moscow's Vnukovo-3 Airport for Jet Expo 2013

 This year, Jet Expo will once again be held at Vnukovo-3 Airport in Moscow, the largest Russian and Eastern Europe FBO, and will feature an expansive exhibition and static display.

This major event brings together business leaders, government officials, manufacturers, corporate aviation department personnel and all manner of other people involved in almost all aspects of business aviation. More than 80 world-leading companies, which are the pride of the business aviation industry, take part in the expo every year. This year's Jet Expo will take place on September 12-14, 2013 and will see business representatives come together to present new aircraft, sign business deals, establish new contacts and maintain relationships with existing customers and clients.


Jet Expo is the one of the best business aviation shows in Russia and the CIS. Among the participants of the event are the world's leading manufacturers of aircraft and helicopters, such as Airbus, Bombardier, Embraer, Gulfstream, Hawker Beechcraft, Cessna, Dassault Aviation, AugustaWestland and Bell Helicopter, as well as well-known business aviation operators and providers of related luxury services.

There has already been a lot of interest from Russian business aviation field representatives for

this year's exhibition, and it is expected that visitor numbers will exceed those of previous years.

Under the supervision of Jet Expo, a group of companies at Vnukovo-3 took the decision to organize Jet Expo 2013 on their own, without any third-party involvement. Direct cooperation with leading manufacturers of business jets and helicopters, business aviation organizations and associations will not only increase the popularity of the event, but will also attract the attention of European exhibitors and partners.

Vnukovo-3 Airport is one of the biggest and busiest business aviation airports in Europe, and is well equipped to serve VIP passengers from across the continent. Following huge investment, the airport has become a highly developed FBO with its own operational apron and a full set of technical equipment and machinery to meet clients' needs.

Jet Expo is not the only industry event held at Vnukovo-3; the airport was also the location for Gulfstream Aerospace and Embraer to show their latest developments to Russian clients. The airport's fixed-base operator, Vipport, also hosts regular conferences and meetings that bring together representatives from some of the world's leading business aviation operators to discuss important industry issues. 

www.jetexpo.ru



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With beautiful surroundings and first-class FBO services, the Bahamas is becoming the number one destination in the Caribbean



The Bahamas is situated in the Atlantic Ocean just 50 miles off the coast of Florida. It is an ecological oasis featuring 2,000 breathtaking islands and cays, and boasts the clearest water on the planet – with a visibility of more than 200ft.

Nassau, the capital, is a mere half-hour flight from Miami. However, if convenience for the USA is not an issue, the incomparable blend of glamor and seclusion, wilderness and civilization, and the sun and sand of the islands and cays that make up the rest of the Bahamas do not disappoint and have been attracting world-traveling beach lovers for decades.

Caribbean experience

Highlighting this island culture while combining a fierce work ethic, Odyssey Aviation says it has become the leading FBO and handling company in the Bahamas. Having expanded its footprint over the past five years, Odyssey now operates

at four airports – Nassau's Lynden Pindling International Airport, Exuma International Airport, Governor's Harbour Airport and Rock Sound Airport.

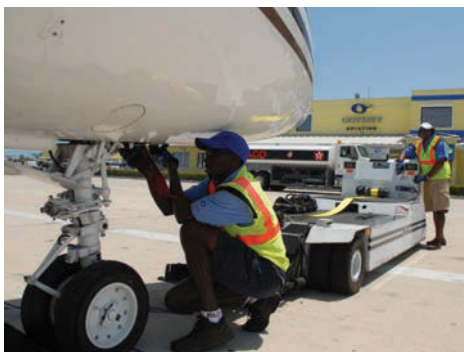
Odyssey Aviation Nassau, headquarters to the chain, has been voted number one FBO in the Caribbean several times since its inception more than 15 years ago. It is a 24-hour, full service, privately guarded FBO with more than 20 acres of ramp space. With a comprehensive insurance policy for the facility, NATA's Safety 1st trained and certified line service technicians, a hangar and the latest equipment in mint condition, Odyssey parallels the standards and safety practices of a US FBO.

New addition

Odyssey Aviation Exuma opened its doors last year as the first ever FBO at Exuma International Airport. Odyssey Exuma offers the same amenities as Odyssey Nassau but on a smaller scale due



Left: **Odyssey Aviation Exuma** opened its doors in 2012 and offers the same high standards as the company's headquarters in Nassau



Vital statistics

Location: The Bahamas

Operating hours: 24 hours

Runway length: Nassau – 11,353ft;
Exuma – 7,000ft

Fuel: Jet Fuel and Avgas

to the difference in demand between the two destinations. Both FBO locations offer standard FBO services including ground support, parking, hangar, fuel, catering, rental cars, pilot lounges, courtesy vehicles, up-to-date flight planning rooms and wireless internet, as well as concierge services, showers, beverage bars, and modernized luxurious lounge areas for pilots and passengers.

Customer service

Odyssey Aviation FBOs are well known for their service, but what differentiates them is the dedication to each flight. Every arriving aircraft is welcomed by a professional customer service representative (CSR) and a line service technician who devote themselves to the passengers, pilots and aircraft as if it were their only flight that day. With Bahamas Customs and Immigration located inside Odyssey's facilities, the CSR accompanies the passengers and pilots through the process, ensuring there are no mistakes or hold-ups, and remains with them until their plans are confirmed. Odyssey also provides customs and immigration after hours on request.

Handling locations

More recently, Odyssey Aviation opened two handling locations at Governor's Harbour Airport and Rock Sound Airport – both on the island of Eleuthera. With offices and Odyssey-hired and -trained local representatives at both airports, these locations provide handling only. It is hoped that both of these locations will also soon begin to provide fuel.

The company chose to expand to these specific locations due to the growing interest of world travelers and the demand for good representation at these airports. Odyssey Aviation brings what no one else has to these new locations – reliability, consistency and a high-quality level of service. ☺

www.odysseyfsp.com



Passengers can relax in Roskilde Airport's stylish lounge

Vital statistics

Location:	Roskilde (Copenhagen area), Denmark
Operating hours:	24 hours
Runway length:	5,902ft
Fuel costs:	Variable
Aircraft restrictions:	Up to Airbus 320



Danish delight

Copenhagen Airport Roskilde is fast becoming the most popular general aviation destination in the region by offering a rock-star service to one and all

Opened in 1973, Copenhagen Airport Roskilde (RKE) is 30 minutes from the city center and is home to Roskilde Executive Handling, which was established in 2003. The company caters to a variety of clients, including private customers, small and large companies, and a number of airline operators.

The facility was recently placed seventh in an EBAN reader survey of European FBOs. "We have achieved this by offering the best possible service for our guests," explains FBO manager Berit Jørgensen. "They are our main priority and we treat our customers as guests. It is very important for us that people feel at home when they are in Roskilde Airport. It is our priority to meet our guests' wishes and do whatever we can to make everything happen."

The company is keen to improve on its EBAN rating by continuing to meet and exceed its customers' expectations. "We provide everything from first-class catering to newspapers, magazines and burgers from McDonalds. We roll out carpets so no one gets wet shoes, carry suitcases to and from cars, and have a special ability to create a familiar and cozy atmosphere among VIP clients and their pilots," says Jørgensen.

In addition to personal assistance by dedicated FBO staff, the exclusive service includes free access to the VIP Lounge and Crew Lounge, both of which provide comfortable

surroundings furnished with Scandinavian design and free access to refreshments, newspapers, magazines, TV and wireless internet.

Furthermore, RKE has an extensive list of features that add to the flexibility of the airport and make life easier for pilots, crew and guests:

- No airport slots;
- No night restrictions;
- Short transfer time to Copenhagen City and the Oresund Region;
- Fast turnaround time with easy apron and terminal access;
- MRO available at the airport;
- Single point of contact and a single invoice.

It is these additional services that has meant RKE has not felt the force of the global financial crisis quite as much as its competitors in the general aviation market. In fact, the airport

managed to increase operations in 2012 by almost 11%. Part of this growth can be attributed to the yearly Roskilde Festival and other concerts in Copenhagen, and the airport has become increasingly popular with rock stars and other celebrities attending these events.

"We can give them very special conditions here in Roskilde. They land discreetly without media attention, do not have to go through a terminal and can get custom catering when they leave," says Lars Lip, RKE airfield director.

According to Jørgensen, the future looks bright for RKE as it continues its journey to become the preferred business aviation airport in the Copenhagen region. The airport will be introducing performance-based navigation and LPV procedures by autumn 2013. www.rke.dk



Berit Jørgensen, FBO manager at Copenhagen Airport Roskilde, one of the top FBOs in Europe



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Vital statistics

Location: Maine, USA

Operating hours: 24 hours

Runway length: 11,440ft

Fuel: Part of the ExxonMobil Aviation worldwide dealer network

Bangor International Airport's snow team won an award for snow and ice control during the 2012/2013 season at the Balchen/Post awards



Lights on

The USA's gateway airport to Europe is staying one step ahead of US government budget cuts with a newly installed pilot-controlled runway lighting system

Bangor International Airport (BGR), Maine, USA, has installed pilot-controlled runway lights in anticipation of further operating restrictions by the Federal Aviation Administration (FAA). Although newly revised legislation has halted the furloughing of air traffic controllers resulting from sequestration, there is still some uncertainty about further budget cuts by the US government.

The US\$20,000 system enables pilots of approaching aircraft to illuminate the runway lights if the tower is left unmanned, simply by switching on their cockpit microphone. "It won't be known until later this year whether the FAA's budget cuts or sequestration, as they are known, will lead to the closure of towers altogether, or to reduced operating hours," says BGR airport director Tony Caruso. "As America's gateway airport for Europe on the Great Circle route, with 24/7 customs and border protection, to say nothing of our role as a TSA-designated diversion point of entry for emergencies, we've chosen to pre-empt matters to maintain normal operations."

Airports throughout the USA were affected by the FAA's decision to force one unpaid day off every two weeks for its 47,000 employees, including 15,000 flight controllers. The US\$637m reduction in the FAA budget was challenged in the US Senate, where hastily revised legislation put an end to the furloughs, which delayed thousands of flights across the USA in the first week alone.

"We have a long-standing reputation for never closing, no matter what the weather or other factors throw our way," explains Caruso. "The installation of pilot-controlled runway lights is another example of Bangor International remaining pro-active to ensure that it is business as usual, no matter what the pressures."

As if to prove the point, BGR has once again been commended at the annual Snow Symposium of the American Association of Airport Executives' Balchen/Post awards for excellence in snow and ice control for the 2012/2013 snow season. BGR's snow team was recognized for its excellence in snow and ice

control, with an honorable mention in the small commercial airports category.

"Balchen/Post recognition is particularly rewarding for our snow team and the airport as the selection committee is made up of our peers in the industry who deal with snow and ice removal all over the country," comments Caruso. He went on to say that BGR's snow team had another excellent snow season with no closures and no delays because of snow and ice.

The award selection committee comprises industry experts from a variety of organizations, including the Air Line Pilots Association, Department of Defense, Regional Airline Association, Aircraft Owners and Pilots Association, Metro Washington Airlines Committee, National Business Aviation Association, Federal Aviation Administration and the Air Transport Association. The purpose of this award is two-fold: to promote better snow and ice control; and to recognize those individuals responsible for outstanding performance.

Bangor International's snow crew removed 74in of snow last winter (the qualifying season ended February 28, 2013, so the March and April storms did not count).

During the qualifying period for the award, Bangor International's around-the-clock efforts included 13 storms in excess of 2in and three ice storms. The heaviest single snowstorm during the qualifying period was 20in and lasted 16 hours. ☞

www.flybangor.com



Group discussion



Is it better to be an independent FBO or part of a network or chain?

Business Airport International took to LinkedIn to find out

There has been a lot of development in the world of fixed base operators with the establishment of FBO networks that allow operators to remain independent but gain the benefits of being part of a wider brand. One such example is Paragon Aviation, which launched two years ago and allows members to join forces and create “authentic relationships” (see *Independence day*, page 26).

However, while these networks provide many benefits in terms of support and reduced prices

through economies of scale, there is still a place for both the completely independent FBO and the large chain operators. Independents can provide a ‘boutique’ service, with the owner at the heart of operations, while larger chains can leverage positions in desirable locations and offer rewards programs. One thing all FBOs can agree on is the need for consistently high standards that meet the needs of individual customers. So is one format superior to the others? How can they learn from one another? <

Your views



Graham Stephenson, senior aviation consultant specializing in FBOs and QMS

implementation, writes, “My immediate response is that to set up and run a good FBO you need to have the resources and therefore the initial investment. This is something that the chains normally have. They also have the marketing edge. Having said that, it is the selection of the right staff that is more important than anything else. You can operate out of a portacabin as long as you have the right people that are passionate about what they do and give that unique level of service. You will also need to have the right equipment to support what you are doing and to enable the staff to feel proud of the service they are able to give. The speed with which the passenger can get from his limousine to the aircraft and vice versa, with the minimum of fuss, is also very important. Excellent,

personal, dedicated customer service from the staff will be much appreciated by the crew. It is the service we are not obliged to give that people value most.”



Bernd Dykier, senior consultant Asia at Avia Network Solutions,

comments, “It depends very much on your location and goals. Even Evergreen Apple Nigeria in Lagos has partnered with Banyan Air Service in order to streamline marketing and attract the large US market. Another example is ExecuJet, which operates solely owned/managed FBOs globally backed by their numerous ASC contracts and in many cases, by a multi-licensed AMO in order to be able to offer a 100% service range. Network membership requires certain quality and safety aspects, as well as sometimes unified service pricing structures. Within high-frequency markets, such as the USA and Europe, where large numbers of mid- and small-sized airports are

to be found in the neighborhood of main international airports, competition is immediate. In Africa, however, mainstream traffic is concentrated mainly in one or two hubs in each country and quality FBOs are not available at every location. International marketing is one of the more costly operating costs of any FBO and being part of a large reputable network can help to reduce this cost greatly while producing certain revenue, although sometimes at the cost of your own brand.”



Bill Coleman, president at The Coleman Group, posts,

“In the 1990s I was primarily responsible for pitting independents against chains. This was so that we could bring independents under our Oil Company banner – Phillips 66 and their Aviation Performance Centers (APC). Bob Showalter led the charge of independents at NATA and NBAA. Our message was simple: better service at elite

independents – so look for the APC sign. The myth was born – interdependents far exceed chains like Signature. As such, we ruled the 1990s. Now Paragon is carrying the same banner, but why be a copycat? Tomorrow’s vision is here today. Make all the margin you can on selling fuel. Service is just an extra at all locations.”

Your comments

What do you think? Are independent FBOs superior to chains, or would you rather use the services of a brand you know and trust? 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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