

SPRING 2014

## Paint Special Report

PPG | AkzoNobel | Sherwin-Williams  
Marshall Aviation Services | Global Jet Paintings

### PROFILE:

**James E Manley**

Founder, Atlantic-Pacific Capital  
Wheels Up member

### Pilot training

### Profile:

**Honda Aircraft  
Company**

**NEXTANT PRESIDENT:**

**Sean McGeough**

**Reimagining the future**

Full Report: EVA 2014  
Future of Business  
Aviation Conference

[www.exvipaviationint.com](http://www.exvipaviationint.com)



# ALL THE VALUE THE OEM MAINTENANCE PROGRAMS PROVIDE



**PLUS**

# ALL THE ADDED VALUE THEY DON'T



**TRANSFERABILITY**



**THE JSSI TRUST**



**SINGLE POINT OF CONTACT**



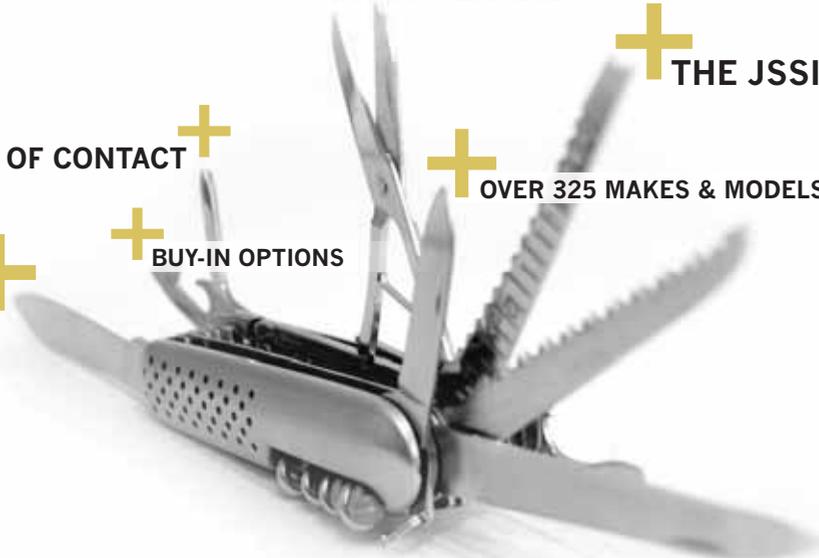
**OVER 325 MAKES & MODELS**



**BUY-IN OPTIONS**



**MRO FLEXIBILITY**



[jetsupport.com](http://jetsupport.com) → [communication@jetsupport.com](mailto:communication@jetsupport.com)  
+1 312 644 8810 → +44 1252 52 6588

first thought



**EVA's inaugural "Future" conference strikes a chord**

We've given over the back end of this issue to a full report of EVA's "Future of Business Aviation Conference", held at the Heathrow Hilton on 17th and 18th of February, along with the companion FBO Expo 2014. It is safe to say that this inaugural event exceeded our best hopes, with an excellent turnout of delegates filling the Conference Hall to hear some tremendous and very thoughtful - and thought provoking - presentations that were genuinely future-orientated. I'll let the report tell the rest of the tale, but one of the most heartening things about the event was the way a number of senior executives from companies who hadn't sponsored this inaugural event, came up to congratulate the organisers and to express their intention of supporting the event in 2015. I had a long conversation with Miguel Morales, Head of Air BP for Europe, for example, who said how impressed he was and who suggested that EVA should consider using the same venue for a few years before taking the "Future" event to a new location such as Singapore or Shanghai. His advice is definitely worth considering carefully, though I know Deer Jet's Frank Zhang, would love to see the 2015 "Future" Conference go to Shanghai. We'll have to decide shortly. If you have strong views, let us know what they are. Letters to the editor are always welcome! We would especially like to thank our sponsors without whom the event would not have been possible. Shell Aviation were our silver sponsors, Beechcraft sponsored the delegate gift bags and corporate video. Atlantic FuelEx were our Gala Dinner sponsors. Hadid International Services sponsored the registration and bottled water. Celebi sponsored lunch while ExecuJet Aviation Group were the Bronze and Lanyard sponsor. Kennedys Law sponsored the cocktail reception, ctmdesign sponsored the meeting area. Landmark Aviation sponsored the refreshment break. World Fuel Services sponsored the registration badges and delegate bag insert, while Jet Aviation, Air Support, Honeywell, Rockwell Collins and Hadley Executive Chauffeur Service were event sponsors.

This issue features a special report on paint, or how to make a business jet even more beautiful and unique (or bizarre!). When you consider the extreme temperature ranges an aircraft has to endure as it goes from a runway in the Middle East or the Equator to cruise altitude at L45, never mind the impacts from a zillion bugs en route, paint really has to be special to retain its colour and gloss, which is where basecoat-clear-coat technology wins hands down. We also have a tremendous user case study featuring James Manley, the CEO of Atlantic-Pacific and one of the first members in Kenny Dichter's new Wheels Up membership-based private jet travel venture. This plus exclusive interviews with Metrojet CEO Bjorn Nam, Honda Aircraft Company CEO Michimasa Fujino, IDAIR CEO Andrew Muirhead provide an exciting tour de force across the industry. Nextant CEO Sean McGeough is our Spring edition cover story which majors on Nextant's success with the 400XTi and looks at the story behind the next aircraft in its "reimagine, rebuild, reengineer" program, the G90XT, a reworking of the Beechcraft C90 twin turboprop.

ANTHONY HARRINGTON  
**Editor**  
 anthony@evaint.com  
 Tel: +44 (0)1292 591385

Sponsored by  
 nextant **aerospace**



COVER IMAGE:  
 Sean McGeough, President, Nextant  
 See cover story, page 4



PARVEEN RAJA  
**Publisher  
 & Business Development Director**  
 parveen@evaint.com



ROSA BELLANCA  
**Commercial Director**  
 rosa@evaint.com



MAX RAJA  
**Sales Manager**  
 max@evaint.com



CARMEN VANEGAS-SPELLER  
**Vice President Marketing**  
 carmen@evaint.com



BHAVI ATUL  
**Events Coordinator**  
 bhavi@evaint.com



SHELDON PINK  
**Graphic Designer/Production**  
 mripinktoo@gmail.com



SHOBHANA PATEL  
**Head of Finance**  
 finance@evaint.com



CHARLOTTE WILLIS  
**Events Administrator**  
 conferences@evaint.com

Address changes and subscription orders to:  
 circulation@evaint.com  
 ISSN 1754-1166

EDITORIAL CONTRIBUTORS  
 Rick Adams, Margie Goldsmith  
 and Megan Ramsay

PUBLISHED FOUR TIMES A YEAR BY  
**EVA International Media Ltd**  
 25 Burcott Road, Purley  
 Surrey, CR8 4AD, UK  
 Tel: + 44 (0) 20 8668 9118  
 Fax: + 44 (0)20 8660 3008  
 Website: www.evaint.com

PRINTED BY  
**Headley Brothers**  
 The Invicta Press, Lower Queens Road  
 Ashford, Kent, TN24 8HH, UK

DISTRIBUTED BY  
**Business Air**



Issue 25 © 2014 | www.evaint.com  
 Content may not be reproduced in any format without  
 written permission from EVA International Media Ltd

# contents



## 4 Nextant's next big move the G90XT

COVER STORY: EVA talks to Nextant Preseident Sean McGeough

## 8 Macro Economic Window

*Anthony Harrington* looks at the mixed signals coming out of the global economy, from the World Bank's highly positive 2014 Global Economic Prospects, to the continued negative impact of the US's tapering off of its quantitative easing program on emerging markets

## 13 Rocking out

Our High Net Worth private jets case study this month focuses on James E. Manley, founder of boutique investment bank Atlantic Pacific Capital

## 20 Q&A: Cessna backs quality with service

Ahead of our MRO Special Report next issue, Joe Hepburn, Cessna senior vice president, Customer Service, talks about quality control in the tough and demanding world of aircraft maintenance and repair



## 24 Making progress

The closing months of 2013 saw Honda achieving a number of significant milestones as its revolutionary new light jet headed towards achieving FAA type certification and the delivery of the first production aircraft to customers. EVA talks to Honda Aircraft Company President and CEO, Michimasa Fujino

## 26 Special Report: Smarty-paints!

Owners view their business jets as an extension of their brand and their personality. To express this designers need the freedom to be creative and paint shops have to find ways of getting complex designs onto the metal. We look at new developments in paint and at the challenges the industry faces

## 32 Special Report: Training houses continue cockpit growth

CAE, Flightsafety International and SimCom are all bracing for a ramp up in the demand for training through 2014. EVA talks to all three major providers.

## 36 Q&A: Andrew Muirhead

Established in April 2011, IDAIR is a joint venture between Lufthansa Technik and Panasonic Avionics Corporation, with the aim of developing and manufacturing in-flight entertainment (IFE), communications and cabin management systems (CMS) for both VIP aircraft and commercial airlines

## 40 Growth without compromising quality

CEO Bjorn Naf talks to EVA about what he calls 'the continually overhyped Asian market'

## 42 The future...now!

Special Report on EVA's Future of Business Aviation Conference 2014, by *Anthony Harrington*



# A PILOT'S PLANE THAT PASSENGERS LOVE

- // QUIET, SPACIOUS COMFORT
- // SUPERIOR PERFORMANCE
- // UNBEATABLE VALUE



**400XTi**

*"With the 400XTi's superior speed and cabin space we can fly Geneva to Iceland in comfort. That kind of performance is great for operational flexibility and our clients get a better experience, so everybody wins."*

*- Captain Dominique Bugnon 400XTi pilot*

With a history dating back over 45 years, TAG Aviation leads the world in private and business aviation services.

"The 400XTi is a great success for us. Initially we had some doubts about a remanufactured aircraft but the 400XTi has proved a dependable money maker and a thoroughbred in every way. The figures speak for themselves – lower operating costs, the longest range in its class and fantastic value. Plus, everybody loves it – pilots, ground staff and passengers most of all."

ROB WELLS, CEO OF TAG AVIATION



**nextant aerospace**

 [twitter.com/nextantaero](https://twitter.com/nextantaero)  
 [facebook.com/nextantaerospace](https://facebook.com/nextantaerospace)

//REIMAGINED //REBUILT //REBORN

[www.nextantaerospace.com](http://www.nextantaerospace.com)

For more information,  
please telephone +1 216.261.9000 or  
email [info@nextantaerospace.com](mailto:info@nextantaerospace.com)



EVA talks to Nextant President Sean McGeough

# Nextant's big next move... the **G90XT**

**T**he next step in the highly successful business model at the heart of Nextant Aerospace's strategy, namely the announcement of a second remanufacturing effort to go alongside the Nextant 400XTi, is going smoothly despite being somewhat overshadowed by the enormity of the potential \$5.2 billion order for Bombardier jets placed by Nextant CEO Kenneth Ricci's Directional Aviation Capital (DAC). Having bought Bombardier's Flexjet for \$185 million in September 2013, and then placed one of the biggest orders ever for 85 Bombardier business jets, worth \$1.8 billion, plus options for another 160 jets, worth a further \$3.4 billion, one might have supposed that Ricci would have his

hands full. That Nextant has kept on track with its growth plans without missing a beat, while all the Flexjet hoopla hogged the limelight, goes to show how important and timely the arrival of Sean McGeough as Nextant's new President has been.

It also shows how astute an entrepreneur Ricci is. His timing in bringing on board a top drawer, experienced professional like McGeough with a deep grasp of the global turboprop and light jets market, in order to free up time on his own schedule for an eye-wateringly large corporate deal on the scale of the Flexjet acquisition, was exquisite.

McGeough joined Nextant in January 2013, with the brief to lead the company through its next stage of growth, having been recruited by

Ricci from Hawker Beechcraft where he served as President, Europe, the Middle East, Africa and Asia Pacific. "There's no doubt that Nextant is very close to Kenneth's heart. It's his baby, but he gives his management team a lot of space to drive the business forward," McGeough told EVA.

That forward momentum for Nextant is coming from a number of sources. McGeough is focused on internal efficiency improvements and the recruitment of key people, but at the same time he is looking to accelerate Nextant's global reach and appeal. The big 'next step' though, undoubtedly, is the announcement at October's NBAA Conference and Exhibition of Nextant's second remodelling/rebuilding exercise, the transformation of the King Air C90



## BREAKING NEWS FROM NEXTANT

Nextant Aerospace announced a strategic partnership with an AVIC company for the Greater China region. AVIC (the Aviation Industry Corporation of China) is China's largest aviation company with interests in manufacturing, charter operations, maintenance and general aviation. This partnership will allow AVIC and its subsidiaries to closely align with sales, marketing and customer support efforts in the region. "AVIC's focus on aviation, their extensive customer network, their market and policy insights gives Nextant direct lines of communication with all of our target markets: corporations, entrepreneurs and charter operators," said Nextant President Sean McGeough.

series into Nextant's first turboprop aircraft, the C90XT.

There are two key things about this second string to Nextant's remodelling strategy. The first is that the pool of C90 aircraft out there in the market is probably close to three times larger than the 600 or so Hawker 400s still in service, and which underpin Nextant's 400TXi production run. The second is that for the C90 Nextant has forged a strong partnership with GE Aviation and will be replacing the C90-series Pratt & Whitney PT6 turboprop engines with the GE H75, a modernised version of the Walter M601. GE has done a huge amount to bring the M601 from the Czech manufacturer, Walter Aircraft Engines, into the 21st century. The M601 has a history that is almost as vener-

able as P&W's PT6 but has been a flower that has bloomed largely unseen with sales completely dwarfed by the huge success of the PT6 turboprop engine over the decades. GE has integrated modern 3D aero design and advanced materials into the compressor stages and turbine of the engine's gas generator. A blisk

design, replacing individually bladed compressor disks, has been incorporated into the axial compressor stages and materials with higher temperature capabilities were introduced into the turbine nozzle guide vanes of both the gas generator and power turbines. These and other improvements have transformed the M601 into an engine that has excellent hot weather capabilities – critical for Nextant's sales plans for the Middle East, India, Asia and Africa – and high altitude cruise speeds.

The original launch aircraft for the H75 was hardly high profile. GE secured a deal with Thrush Aircraft to have the H75 power the Thrush 510G single prop agricultural crop sprayer, with Thrush being attracted by the H75's hot weather and overall performance characteristics, full payload

**India has the largest entry-level jet fleet in Asia, some 17% of a \$1.7 billion market, with 350 airports serving the business aviation sector**



## When You Choose FlightSafety, You Choose Safety.



Visit us at  
Booth  
#H112

**Safety** Continues with ongoing investment and innovation • Reinforced in 1 million+ training hours each year  
Builds when you train as you fly, fly as you train • Backed up by the industry's best Customer Care  
Benefits Customers from 167 countries • Advanced with superior simulation technology • Supported by factory-authorized training  
Practiced with a high-technology, integrated training system • Expands with a global network of Learning Centers  
Focus of 3,500 expertly designed courses • Taught by 1,800 professional instructors • Designed into a fleet of 300+ flight simulators

At FlightSafety International, we center everything we do on helping our Customers operate their aircraft to the highest level of safety while providing the outstanding service they expect and deserve.

**Safety Starts With the Best Training** Our outstanding instructors provide the highest quality, most comprehensive professional training available. We offer courses developed by our training experts with one overriding goal – to enhance safety. Each course leverages today's most advanced and innovative training systems for instruction that's effective, relevant and clearly presented.

**Safety Drives Our Training Technology** We design and build simulators and other advanced training devices specifically to complement, support and reinforce safety in our training. They exactly replicate the flying characteristics of the aircraft represented and are qualified to the highest standards by aviation authorities worldwide.

**Safety Extends to More Aircraft at More Locations** We deliver unsurpassed training for the majority of business aircraft flying today on the world's largest fleet of simulators located throughout our global network of Learning Centers. We continually invest in new programs and locations to meet current and future Customers' requirements. FlightSafety. Our name is our mission.

Please contact Scott Fera, Senior Vice President, Marketing • 718.565.4774  
sales@flightsafety.com • flightsafety.com • A Berkshire Hathaway company

**FlightSafety**  
international

capabilities and ability to deliver the agile handling required by agricultural aircraft. This deal was followed by one with the China Aviation Industry General Aircraft Company (CAIGA) for a variant, the H85, to power CAIGA's Primus 150 five-seater single turboprop business aircraft. The Primus is, of course, the reincarnation of the Epic LT, from Epic Aircraft. Epic sold the international rights to the Epic LT to CAIGA but retained the rights for US construction and support. While this is a nice deal, its potential to deliver volume sales is pretty untested. The deal with Nextant for the G90XT is really, therefore, the first one struck by GE that has the potential to deliver volume sales, with the added

some very favourable pricing, though no one is talking about that! However, it all helps Nextant in its plans to bring the G90XT to market at a price that is in accordance with its strategy of offering its rebuilt 're-imagined' aircraft at half the price of a new aircraft.

By mid-February Nextant had identified two C90s that it reckons will serve as its flight test aircraft and it plans to have the first flight of an upgraded G90XT take place in the second quarter of 2014. Meanwhile Nextant has been pushing on strongly with its 400XTi conversions. "We have so far completed 40 XTi's and by the end of 2014 we will have close to 70 of our 600 possible targets completed. So far 40% of our

Beechcraft, twice being honoured as the company's Salesman of the Year, and says he is looking forward to selling the G90XT at half the price of the competition.

The prospects for sales in India are particularly exciting, McGeough says. "India has the largest entry-level jet fleet in Asia, some 17% of a \$1.7 billion market, with 350 airports serving the business aviation sector," he comments. Arun Sharma, Managing Director of Aviators, Nextant's exclusive sales agent in India, reckons that the Nextant value proposition is perfect for the cost conscious Indian market. Both the 400XTi and, as it becomes available, the G90XT are ideal for the particular conditions of flying and doing business in South Asia, with impressive hot and high performance and go-anywhere capabilities," he comments.

"I have been to India over 30 times in the last 15 years," McGeough says. "The window of opportunity for private aircraft sales closed pretty firmly after the 2008 global financial crash but it is now opening again and the 400XTi, with its low operating costs and mid-sized jet capabilities – it can do Bangalore to Singapore, for example – is attracting a lot of attention. I also know the Indian turboprop market pretty well and I am confident that the G90XT will be a great addition there and a tremendous value proposition."

Nextant will be providing the G90XT in a number of configurations. The standard VIP configuration will be four club seats and a lounge seat and McGeough reckons that the club seats will be as good as anything out there. The avionics will be Garmin 1000. But Nextant is also going after the special mission market, with the aircraft configured to be an air ambulance.

Key to Nextant's future is the fact that its 'reimagine, rebuild' business model will work for any aircraft model that has a sound fuselage that can be returned to a zero hour proposition and re-equipped with new wiring, engines and interior at half the price of a new model. "There is no reason why we can't take this model all the way up the size scale to the ultra-heavyweights, but for the next few years we are going to be sticking to our knitting in the light jets market. We have a great proposition and the market is responding well," McGeough concludes. ●



**There is no reason why we can't take this model all the way up the size scale to the ultra-heavyweights**

benefit of bringing a twin engine turbo prop to the party, giving GE two engine sales for every G90XT sold by Nextant. It also gives GE a very high-profile US launch partner capable of giving the H75 both coast-to-coast exposure in the US and international exposure on a very interesting scale. P&W, of course, are so far ahead with the PT6 that the arrival of the H75 will hardly trouble them, but GE has to start somewhere. As far as one can see, the turboprop market is simply going to grow and grow for decades to come, so bumping P&W for a share of this lucrative market makes eminent sense. On that basis Nextant can expect a great deal of support and enthusiasm from GE for its efforts, and probably

deliveries of XTi's have been domestic and 60% of the retail deliveries have been international. But the reality is that 60% of our order book is domestic, primarily driven by the large orders we received from our sister company, Flight Options, and from TMC," McGeough says.

The company has been pushing on with expanding its international sales network, with key appointments in the Middle East, Asia and India. In January it appointed JetHQ as its exclusive sales agent for the Middle East, including Arabia, the UAE, Turkey and Lebanon, some of the most active private aviation markets in the region. Garrett Jerde, JetHQ's managing director, is a former top salesman for Hawker

# MACRO

## Economic Window

2014 starts with mixed messages, fogging up the crystal ball, by *Anthony Harrington*

What is to be made of the likely direction of the global economy as we head deeper into the first quarter of 2014? On the plus side we have the World Bank's January 2014 flagship report *Global Economic Prospects*, which is about the most upbeat forecast seen since the 2008 financial crash.

The World Bank takes the view that after several years of pronounced weakness developed markets (DM) are starting to grow again, adding, in its words, a second engine of growth to the global economy, and pushing forecasts of global growth up from 2.4% in 2013 to 3.2% in 2014, 3.4% in 2015 and 3.5% in 2016.

Steady growth for years ahead – now there is something we haven't had a major institution say for a very, very long time. And it echoes some encouraging noises the International Monetary Fund (IMF) has been making in recent months. Since, as we all know, sales of executive jets are highly correlated to the economic cycle, this forecast might be expected to generate a warm glow in the hearts of everyone involved in the business aerospace sector. (OK, ultra long range sales have held up reasonably through five years of lacklustre growth, but sales in other categories have been poor to dismal.)

However – and unfortunately there is a very big 'however' to be worked around – the subhead to the World Bank's report also demands our attention: "Coping with policy normalisation in high-

income countries". This subhead is a tad opaque for non-economists and those who do not watch markets particularly closely. What it refers to is that since the crash the US and Europe have reduced their interest rates to zero or near zero and have been trying to stimulate their sluggish economies through quantitative easing. The US is now returning to growth, as is the UK, with some encouraging signs in Europe, and obviously this period of wildly unconventional monetary policy strategy by key central banks can be expected to draw to a close. But you knew that, right? The deeper point is that a good deal of the money that has, over the last four years or so, flowed into emerging markets (EM) like India, Brazil, Turkey and South Africa, in search of higher returns, is now flooding back to developed markets in expectation that since growth is returning, interest rates will climb again and DM stock markets will rise (and rise they have, hitting record highs through December and most of January).

Does this outflow of money from emerging markets matter? The answer is not just yes, but hell yes. It matters hugely if it turns out that these outflows destabilise a sufficient number of emerging markets to disrupt the global economy. Remember, the World Bank report talks about two engines of growth. We very much still need the outperformance in emerging markets to continue in order for developed markets to get sufficient traction to start pulling their weight again.

**The world did not have to wait for any spike in long-term interest rates for at least a flutter of panic to set the wheels in motion...**

Cornelis Smaal,  
Global Head of  
Corporate Finance at PWC

In its report, the World Bank, being a sensible body, takes this outflow from emerging markets into account. But it argues that what we will see will probably be an orderly rebalancing across the investment spectrum. Yes, companies in developing markets will not be able to find US dollar denominated loans at the ridiculously low interest rates they have been enjoying so their cost of capital will go up. But emerging markets should still grow at a very handsome pace by comparison with developed markets. The World Bank's forecast is that growth in developing economies will pick up modestly from 4.8% in 2013, to 5.3% in 2014, 5.5% in 2015 and 5.7% in 2016. However, the World Bank adds this caveat. If, instead of an orderly rebalancing, interest rates start rising sharply in developed economies and the marbles start to skitter around as companies in developing countries find themselves unable to pay back their dollar loans, then we are headed for a different scenario altogether.

As the report puts it: "... the rapid spike in long-term interest rates during the summer of 2013 suggests that a much more abrupt rise in long-term interest rates is also a possibility, if less likely. In such a disorderly adjustment scenario, capital flows to developing countries could decline temporarily by 50 percent or more for a period of several months

**We have been telling our clients to get out of emerging markets for over a year now**  
**Marko Papic**

– potentially pushing one or more countries into crisis. Evidence suggests that countries with large current account deficits or those that have had a rapid accumulation of credit in recent years could be most vulnerable to a precipitous tightening of international financial conditions.”

In fact, the world did not have to wait for any spike in long-term interest rates for at least a flutter of panic to set the wheels in motion for the potential start of an emerging market crisis. On Friday 24th January several

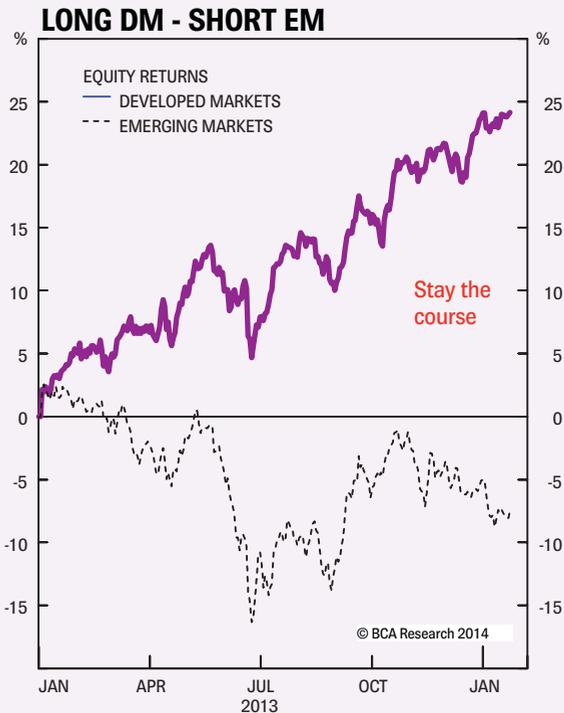
emerging market currencies saw precipitous drops against the US dollar, beginning with Argentina’s peso, and spreading rapidly to the Brazilian real and the Indian rupee. This sudden collapse in EM values gave traders a case of the jitters in developed markets. Stock exchanges, which had been at record highs, went into correction mode, with their indexes losing hundreds of points by the close as people sold emerging market stocks and companies with exposure to emerging markets. Equities generally got hammered as

money poured out of equities and into traditional defensive hedges for value such as gold and the US dollar. (As the deepest pool of liquidity on the planet the US dollar generally rises against all other currencies when a wave of fear hits the markets.)

Whether Friday 24th January turns out to be the start of another crisis or just a more or less normal market correction after a period of market exuberance, will become visible over the coming weeks and months. Of course, deals that are in process do not instantly slam on the brakes every time the markets stumble. As Cornelis Smaal, Head of Global Finance at PWC, one of the world’s top four accountancy firms, notes, deal-making picked up quite noticeably in 2013 and maintained, or even added to that momentum as we move deeper into the first quarter of 2014. Corporates buying and selling other corporates is a huge driver for business aviation since it is one of the major factors that gets company executives using private jets as they look to kick the tyres on potential acquisition targets all over the world.

“I would say that deal activity has recovered to the point where it is somewhere around 50% to 60% of the volumes we were seeing at the height of the boom in 2007, but there is no doubt that the market is still relatively fragile. However, there is now a very strong driver pushing companies to look for acquisitions. They have done as much as they can since the crash by way of pushing through efficiency gains and cutting costs. To improve their growth rates they cannot

Chart courtesy of Marko Papic and BCA Research



SHOWN REBASED TO JAN 1 2013 = 0. SOURCE: MSCI INC. (SEE COPYRIGHT DECLARATION).

The outperformance of DMs with respect to Em since the start of 2013 is strikingly obvious, with DMs continuing to pull ahead strongly

# The Smarter Choice

for In-Flight Internet



**Yonder<sup>®</sup>, the fastest in-flight Internet service** for business and VIP aircraft, is available over the world's most heavily traveled routes—even over water. Our network of high-speed, cost-effective satellites delivers an unmatched Internet experience. Everyone onboard your aircraft and every plane in your airspace can use the Internet the way they want.

The network with speed, coverage, and value makes Yonder the smarter choice for in-flight Internet.



**The Internet Flies Over Yonder**

To email us, scan this QR code or send to [yonder@viasat.com](mailto:yonder@viasat.com).  
Also visit us at [www.viasat.com/yonder](http://www.viasat.com/yonder).

Global 5000 aircraft image provided courtesy of Bombardier inc.

**ViaSat<sup>®</sup>**

look to more internal growth. They have to get on the acquisition trail if they want to present shareholders with an attractive growth story going forward," he comments.

The other factor helping to drive deals is that many companies are probably as cash rich right now as they have ever been. They have the money to make acquisitions, so it is a question of identifying the right targets. Every region is showing some deal activity, Smaal says. Even Europe, which has been very patchy, is on an upward trend in terms of numbers of deals done. In all of this, private aviation has a key role to play. "In deal-making, time is of the essence. In the wake of the crash many management teams were a bit cautious about being seen to be using corporate jets, but now, as M&A activity picks up, we are going to see management teams using corporate jets more and more to look at targets," he says. If a company looks good to one potential buyer, you can bet that it will look equally good to half a dozen others, so speed is critical and hanging about waiting for scheduled airlines is not going to get the job done.

Marko Papic, Chief Strategist at the geopolitical analysis house, BCA Research, says that while he and his team are pessimistic

about emerging markets generally in 2014, they see growth markets being positive. "There are definitely some good signs about, despite the emerging markets weakness. We have been telling our clients to get out of emerging markets for over a year now, since developed markets are a much less risky story," he comments. One very important factor to take into account, Papic says, is that

**You cannot get away from the fact that GDP growth equals productivity growth plus labour force growth**  
Marko Papic

while the US has moved to cut back somewhat on its quantitative easing programme, the dominant monetary policy is still very much geared to easing, rather than tightening through sharp rises in interest rates.

A second really important point is that inflation is low in Europe and the US and both are still producing well below their capacity. This means that there is still a big 'output gap' (the difference between what a country could produce and what it is actually produc-

ing), and output gaps constrain wages and help to keep inflation very much in check. This being the case there is little pressure on central banks to raise interest rates to combat rising inflation. So continuing accommodative, low interest monetary policy looks likely for some time to come, and that is growth positive for developed markets, Papic notes.

What worries Papic particularly about emerging markets, however, is that for the most part the huge dollar loans that companies in emerging markets went in for while rates were close to zero, have not been wisely used. "We do not see much evidence that companies used the loans to generate additional revenue or internal efficiencies. Productivity has been declining quite drastically in many emerging markets, with the year-on-year decline going all the way back to the 2008 crash," he notes, adding: "You cannot get away from the fact that GDP growth equals productivity growth plus labour force growth. Emerging markets have generally not initiated the structural reforms required to improve productivity. Corporates and policy makers need to do some difficult things and do them quickly, if emerging market growth is going to be sustained," he concludes. ●

**Esavian** – the most advanced executive hangar door system in the world.

**Jewers**  
Specialist Doors

[www.jewersdoors.co.uk](http://www.jewersdoors.co.uk)

Interested? email: [jjewers@jewersdoors.co.uk](mailto:jjewers@jewersdoors.co.uk)

# Rocking out!

*Margie Goldsmith sits down with James E Manley, CEO of Atlantic-Pacific Capital investment bank and owner of The Ranch at Rock Creek*

**J**ames E Manley, founder of boutique investment bank Atlantic-Pacific Capital, grew up (like most American boys born in the 1950s) dreaming of being a cowboy. But unlike most children, who give up the dream when they grow up, Manley never forgot his wish to be a rancher. After graduating from Arizona State University, he began his career working for Dunn & Bradstreet. His next job was in the High Yield Bond Department at Merrill Lynch & Co followed by a stint as a vice president at Prudential Securities Capital Markets before becoming a co-founder and managing director of Everest Capital Limited, a global investment advisory firm for a family of hedge funds.

In 1995, Manley founded Atlantic-Pacific Capital, based in Greenwich, Connecticut with offices in New York, San Francisco, Chicago, London, and Hong Kong, a bank



that has raised more than \$50 billion for over 50 transactions. And while he grew the company, Manley still had his fantasy about owning a ranch complete with horses, rifles and wide-open spaces as far as the eye could see.

For 42 years, Manley looked at over 500 American ranches seeking the perfect one. Among his demands were water running through it with no highways nearby, alpine beauty at low altitude, no rattlesnakes (Manley hates rattlesnakes) and there had to be an Old West town and ski resort nearby. Finally, in 2007, when he was 53 years old, he found 6,000 acres in Montana, bought it the next day for \$25 million as a family retreat, and turned it from a rustic working cattle ranch into the luxurious Ranch at Rock Creek Resort, doubling the main lodge to 24,000 square feet and adding on more accommodations. Manley, who lives in Greenwich, Connecticut, visits the Ranch with his wife and four children (ages 30, 28, 24 and 17) as often as possible.

We caught up with him in his Madison Avenue, New York City office on the day that coincidentally was his birthday.

**Q:** What did you want to be when you grew up?

**A:** When I was young, I had no idea. I just knew I wanted to have some job that was meaningful, that would make me happy, and give me a good living.

**Q:** What advice did your father give you?

**A:** He said to go out on my own and not work for a company, which I did, starting in 1989.

**Q:** What did you do when you graduated from Arizona State University?

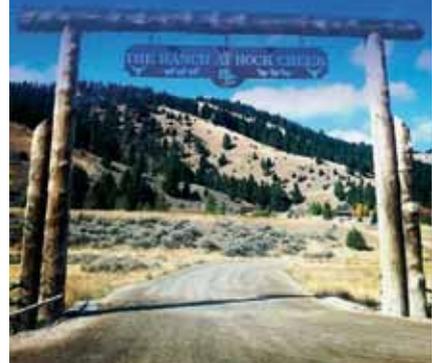
**A:** I painted houses for five months and then I was recruited to work at Dunn and Bradstreet. An acquaintance said, 'I think you're good at sales. Why don't you come in and interview?' I got the job and stayed in financial sales all my life, which is what I'm doing now: investment banking, and have had my own company for 24 years.

**Q:** What is the culture of Atlantic Pacific?

**A:** It's a partnership with shared profits



I was fascinated with horses, with cowboys, the wide-open spaces, the freedom, the machismo of the cowboys, and I just wanted that life





I wanted big white snow-capped peaks and pristine wilderness all around me. I wanted the old mining town that looked like it did in *Bonanza*. I wanted a ski hill nearby

which is a structure that promotes a lot of cooperation. There's no one on commission. I would say that cooperation is the team culture.

**Q:** What's the worst business mistake you ever made?

**A:** It was not taking a certain project for which I thought the capital was not raiseable; it turned out to be very raiseable and I left a lot of money on the table. However, that comes with the territory.

**Q:** What are you passionate about?

**A:** My family and the Ranch.

**Q:** Let's talk about the Rock Creek Ranch. After Mass one morning, you said to your father, 'I'm going to go get a horse and a gun and go out west and get a ranch.' How did that come about and especially from church?

**A:** I don't know why I said it at church. It was in a church parking lot in Fairhaven, New Jersey, and I said it with determination, but my father laughed hysterically, as if to say, 'You'll never do it.'

**Q:** How old were you?

**A:** I was ten. He laughed very hard, like, 'Isn't that cute.' I know he dreamed of that, too, because in the 1930s, when he was 17, he hitchhiked out west. But I remember thinking, 'He'll see.' That dream became an obsession and it just never died. I thought about it, talked about it until I was 53. It was a family joke. They said, 'Sure. He likes to look, but he's never going to buy.'

**Q:** What made you want to buy a ranch in the first place at ten years old?

**A:** Because in New Jersey, houses are close together and there are no horses. There were probably 13 Westerns on TV in the early 1960s. *Bonanza*, *Wyatt Earp*, *The Virginian*, *Death Valley* – you name it – at least 13 Westerns. I was fascinated with horses, with cowboys, the wide-open spaces, the freedom, the machismo of the cowboys, and I just wanted that life as a boy. I think a lot of little boys want to be cowboys. So I think it was influenced by the Westerns on TV.

**Q:** You looked for a ranch for 20 years and

your daughter said, 'By the time you buy a ranch, you'll be too old to ride.' ?

**A:** And that pissed me off. That upset me, so I increased my determination to find one. I looked really hard, but the last six years of those 20 years, I focused on Montana.

**Q:** What were you looking for?

**A:** I was looking for a trophy ranch. I was looking for a river or water that went right through the middle without a paved highway because most of the roads in the west were built next to the rivers; so most of the good water in the west has a paved highway next to it, which ruins the whole effect.

I wanted big white snow-capped peaks and pristine wilderness all around me. I wanted the old mining town that looked like it did in *Bonanza*. I wanted a ski hill nearby. I wanted all these things that I could not find in a property. I kept looking and I'd see good ranches, but they would only have three-quarters of what I wanted. This ranch had all of the things that I needed that I just described.



**Q:** What was it called at the time?

**A:** It was called the Rocking K, and I bought it before anybody else saw it. I was the first one to see it.

**Q:** And how did that happen?

**A:** I had focused on Montana for six years and I became friends with my broker. He gave me the first call, and he said, 'What you want is going to hit the market and you better get out here fast. It's going to go fast.' I came out the next day and bought it because it had everything I wanted. I was lucky that he called me first. This was in March of 2007, and I closed in August of 2007, just in the beginning of the financial crisis.

**Q:** So when you bought the land, was your intention to turn it into a guest ranch?

**A:** No. My intention was to fulfil the lifelong dream of a ranch for myself, and to share it with family, friends, and clients, which I did for the first year and a half. Then some of my clients and friends went crazy over it and said, 'It's the coolest place I've ever been to,' and then I realised I had a real winner and thought, 'Well, why not turn it into a guest ranch?' Each time I'd leave the staff would do nothing, and I thought, 'Well, I might as well have guests come because the staff is here.' So I kind of got the idea a year and a half after I owned it.

**Q:** And you changed the name at that time?

**A:** Yes, to The Ranch at Rock Creek.

**Q:** How would you describe the ranch today?

**A:** It's definitely a luxury guest ranch as opposed to a dude ranch. We have everything that a dude ranch has and more, but I knew there was a void in the market; by that I mean that dude ranches have been around since the 20s and were very popular in the 70s and 80s, but I think the travelling public, particularly wealthy people, want a higher level of luxury that dude ranches don't provide and they also want authenticity. So what I did was to fill what I thought was a void in the market, meaning create a very high-end ranch, but one that also had authenticity and extreme luxury with a lot of activities.

Adults really don't want to sit out at a beach and look out and hold a drink anymore. They want an experiential vacation. That's why I put in about 20 activities, everything from a ropes course to rafting kayaking, fishing, shooting, and archery. Many people call it luxury camp for adults because there are so many activities and it reminds them of camp when they were young. Almost everybody does the activities. I don't think there's been one guest out there that has just sat around.

**Q:** Did you change anything structurally? Did you build more guestrooms? What did you do?

**A:** I built additional cabins, additional houses, expanded the lodge, expanded the infrastructure, the generators. It was a construction site for almost four and a half years.

**Q:** Which celebrities have come there?

**A:** I can't say because of confidentiality agreements, but I can tell you the ones that have been out in the public domain. Kate Bosworth, the actress who starred in *Blue Crush*, got married there last summer. Simon Fuller, the creator and producer of *American Idol* celebrated his 50th birthday with a party and a large group of people. Carrie Underwood has been there, LeAnn Rimes has publicly said that she has gone there. Other stars and music celebrities have been there, but those are people not in the public domain.

**Q:** Creating a ranch is quite far removed from the world of finance. And while you created the Ranch out of passion, now is it mainly for profit?

**A:** No. It's still the dream and the passion, but you really need to earn a profit in order to keep money for capital expenditures and have reserves for a rainy day. You definitely want to make a profit because otherwise it would be hard to stay in business and it would be hard to pass on to my children, which I'm doing.

**Q:** What makes the Ranch experience special?

**A:** Adults don't go out and play like they did when they were children, but when you put a paintball gun in a 50-year-old man's hands, he turns into a ten-year-old, and when you put him on a horse or he kayaks and he rides a bike on property, he feels like he's playing like he



**DPHM** | DIAGNOSTICS, PROGNOSTICS  
& HEALTH MANAGEMENT

# YOUR ENGINES ARE TALKING YOU COULD BE LISTENING

Pratt & Whitney Canada's Diagnostics, Prognostics & Health Management (DPHM) system is your integrated solution for acquiring, downloading and analyzing key aircraft and engine performance data. Real-time trend monitoring enables you to better manage maintenance repair and overhaul expenses. DPHM offers more than improved dispatch reliability, aircraft availability and reduced operating costs. **It offers the peace of mind that comes with optimized engine performance.**

**DEPENDABLE  
ENGINES**



[WWW.PWC.CA/DPHM](http://WWW.PWC.CA/DPHM)



**Pratt & Whitney Canada**  
A United Technologies Company



Flying privately gives me the freedom to go to small airports and get back to my family in a timely manner

did when he was a child. That's what makes the Ranch special. It just gets back to I think why experiential travel is really in vogue and big. Adults really don't want to sit around on vacations. I think when you're at the Ranch and you're doing all these fun activities in a beautiful environment but ensconced in luxury, it makes you feel very happy.

I think the other thing that makes the ranch special is because we built it to look like it's been there for 100 years. It has a 'step back in time' feeling, and I think people like that. A lot of them wear cowboy hats when they're there and feel like they've stepped back in time when there were no Blackberries and technology as we know it didn't exist; I think that gives people a special feeling.

**Q:** How often do you go there?

**A:** Probably about ten times a year. It might be two weeks in the summer and two weeks at Christmas. The rest of my trips I go for an average of three or four days.

**Q:** And if people want to fly in privately from overseas, how do they get there?

**A:** There's a 7,500-foot runway in Anaconda, a very small airport, but a nice new runway where you can land privately and is 35 minutes from the Ranch. For a very, very large jet – sometimes people have come in on a Boeing business jet – you would land either in Butte, an hour away or Missoula, an hour and 20 minutes away. We pick people up in SUVs. From Europe, it's one stop (first to Denver or Salt Lake or Seattle or San Francisco, then on to Missoula). It's one stop to Missoula from the US as well.

**Q:** How often do you fly, both for business and pleasure?

**A:** I fly at least 20% of the year. I've used many of the private jet companies; I've used Net Jets for years. I started chartering for my clients and myself in 1995 and then joined Net Jets, and now I'm with a new programme called Wheels Up, which was started by the founder of Marquee.

**Q:** Is there any difference in that programme from others?

**A:** It's a new programme that's growing. They have access to light jets, and they're the only ones that have King Airs, which are good for short hops.

**Q:** What advantage does private aviation give you?

**A:** Flexibility and the ability to get into small airports. If I'm very busy, particularly if I go to see my mother in North Carolina – which would take me a half a day to get there because I have to go through Charlotte – flying privately gives me the freedom to go see her. It gives me the freedom to go to small airports and get back to my family in a timely manner.

**Q:** What does leadership mean to you?

**A:** Leadership means motivating your team, because if they're not motivated, you're dead in the water, whether it's an investment banker or a rancher. ●



# ENABLING LIFE'S JOURNEYS, THROUGH EXCELLENCE.

Metrojet, Asia's premier service center and business jet operator.  
Aircraft Management. Aircraft Charter. Aircraft Maintenance.  
China. Hong Kong. India. Philippines.

\*Please visit us in booth H414/418 at ABACE Shanghai 2014 (April 15-17)

The Flight Safety Foundation Business Aviation Meritorious Service Award Winner 2012  
A Wyvern Wingman Operator

[inquiry@metrojet.com](mailto:inquiry@metrojet.com) +852 2525 4747 [www.metrojet.com](http://www.metrojet.com)



*Anthony Harrington talks to Joe Hepburn, Cessna Senior Vice President, Customer Service*

# Q&A: Cessna backs quality with service

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

**A:** Cessna entered the MRO field when the company entered the business jet market. The first service centres were opened in Wichita, Kansas; Poughkeepsie, New York; and Sacramento, California in 1971 to coincide with deliveries of the new Citation 500. As the Citation product line grew, so did the need for additional service centres and capabilities. By 1997, there were nine service centres located within the United States, and one in Paris, France. The new millennium brought large growth to the service centre network, first with

the expansion of our Orlando, Florida location in 2004, and in the same year the opening of the largest general aviation maintenance facility in the world, in Wichita, Kansas. With the challenging economy of recent years, our customers have asked for more options and locations to our network, so our strategy for growth included a fleet of trucks, and further locations within Europe and Asia. In the last few years we have expanded by adding five locations within Europe, and one in Singapore. We also created an industry standard in mobile service, by strategically locating 19 mobile trucks within the United States, and

three trucks within Europe. These trucks exponentially increase the availability and locations where we can service our customers.

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

**A:** Three things: capability, quality and schedule performance. Our service centre network is the industry leader when it comes to maintaining Cessna aircraft. Each and every service centre is certified to work on every Citation and Caravan model. In order to achieve this, every site has demonstrated to the United States Federal Aviation Administration

(FAA) that they have all of the required tooling available, and provide their employees with the training necessary to maintain the aircraft. We are the experts when it comes to maintaining the Cessna fleet. With access to engineering, product support teams and fleet information, we are able to provide the correct support the first time, providing reliability to the customer. Currently we operate eight service centres within the United States, six in Europe and one in Asia. In addition to our service centres, we also have a fleet of service trucks positioned at airports across the globe where our customers operate from. This allows Cessna to always be in the right place at the right time. In addition to our locations and mobility, our sites are also operational 24 hours a day, seven days a week.

**Q:** How do you keep up quality assurance?

**A:** All work is inspected and signed off by an inspector who is independent of the work being

**When an aircraft is in for maintenance, we offer estimated prices on all non-routine discrepancies that arise before the customer approves the repair. This way they are informed on the costs before it happens**

performed. Every job position at the service centre has required training that is defined in the FAA-approved repair station training manual. In-house training consists of on-the-job training (OJT) and videos created by our customer support teams. External training is performed by FlightSafety International and vendors of parts and test equipment. Any opportunities we have to improve our service are documented and shared throughout the service centre network.

Quality is a topic at all meetings and openly discussed throughout the network.

**Q:** What can you tell us about pre-paid services?

**A:** Our aftermarket programmes are geared towards our customers' needs. In today's financial climate, aftermarket programmes make sense. They spread the operational costs of the aircraft over several years, balancing out the highs and lows. We offer an assortment of programmes where customers can pick and choose how much coverage they want. They can choose from individual offerings such as parts, labour, avionics or engines, or they can combine several into a complete package.

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

**A:** It really depends upon the service centre, and the types of aircraft within their



**PRESTIGE**  
CABIN INTERIORS CONSULTING




**Prestige Cabin Interior Consulting provides you with the specialist representation for all fields of your VVIP aircraft interior completion and maintenance requirements.**

From small and mid-size cabin business jets through to narrow and wide body aircraft, Prestige Cabin Interiors can provide comprehensive management for your aircraft VVIP interior installation, refurbishment, maintenance and modification requirements.

Prestige Cabin Interiors Consulting provides highly experienced personnel with 20 years experience in VVIP aircraft interior completion and almost 40 years experience in aviation engineering and maintenance.

Prestige Cabin Interiors can provide you with the comfort required to support your major investment in your aircraft project.

No matter where you or your aircraft is located, Prestige can provide you with the worldwide support you require. Contact Prestige Cabin Interiors Consulting for comprehensive representation in your VVIP aircraft interior completion, modifications and maintenance requirements.



**CONTACT:** Tel: + 61 400 628 955  
+ 1 909 380 2423

**Email:** [Queries@prestigecabininteriors.com](mailto:Queries@prestigecabininteriors.com)  
**Web:** [www.prestigecabininteriors.com](http://www.prestigecabininteriors.com)



Milwaukee service centre



Within some of our smaller service centres, there is no segregation at all between models



Doncaster Citation service centre hangar

market. Most of our larger service centres do segregate the Citations based on size and model, becoming experts on the various models. Our international service centres often segregate by model primarily as a result of their licence requirements. Since our international technicians have to be certified to work on each individual model, it makes better sense to segregate them into model groups. For the most part, however, most of our technicians have experience working on the entire fleet, and, within some of our smaller service centers, there is no segregation at all between models.

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

**A:** Our business is dependent upon the relationships we form with our customers. As we do with all our customers, we provide several services to assist in budgeting for maintenance costs. When an aircraft is in for maintenance, we offer estimated prices on all non-routine discrepancies that arise before the customer approves the repair. This way they are informed on the costs before it happens. Before the aircraft departs our facility, we provide a quick summary to the customer showing any routine maintenance events coming due in the near future. If the customer desires, we can also provide pricing and down time estimates for these future maintenance events. Our relationships provide customers with someone they can trust. We are in constant communication with our customers about their maintenance requirements, and the associated costs. These discussions keep our customers informed

which prepares them for any inquiries to the airworthiness of their aircraft.

**Q:** MRO is a very competitive market, how do you get loyalty from your customer base?

**A:** Customer loyalty comes with trust and relationships. We strive to be the premier maintenance provider for the Cessna fleet. Not only are we the experts, but we also take care of our customers' needs. We have product support teams that monitor the fleet and help work with our customers and service centres to resolve any issues that may arise. While in maintenance, customers have a designated Customer Service Representative (CSR) whose responsibility is to communicate with customers. These CSRs have become an integral part of the customer support team. Customers know they can call their CSR at any time, and their needs will be taken care of by the entire Cessna support team. ●



Wichita service centre

# The 4 biggest advantages of using an electric driven mototok-tug



Visit us at ABACE:

April 15-17, 2014  
Booth# H427



Visit us at EBACE:

May 20-22, 2014  
Booth# 5539



10+ Years  
of  
German  
Engineering  
and Quality.

## COST EFFECTIVE

- Low personnel costs by means of wireless transmission control – the operator is essentially a “wing walker” himself
- No driving licence required
- Effective utilization of the available space in the hangar – save up to 40% hangar space

## FLEXIBLE

- Maneuver almost every type of aircraft up to 195 tons (430.000 lbs)
- Connect the aircraft from the front or the rear
- Hydraulic nose wheel adjustment – for different nose wheel diameters

## SAFE

- Hydraulic fixation of the nose wheel
- Gentle treatment of the landing gear
- Circumferential view around the aircraft

## EASY-TO-USE

- Radio remote controlled
- Automatic connection to the aircraft's nose wheel with one click
- No straps, no winch, no tools required
- Loads the aircraft in less than 15 seconds – ready to maneuver

Innovative remote controlled  
electric driven tugs

**mototok**<sup>®</sup>  
easy moving

Let us show you how many  
aircraft safety, easily and  
[www.mototok.com/easy](http://www.mototok.com/easy)



Mototok Intl. GmbH  
Hohenzollernstr. 47  
47799 Krefeld · Germany  
Phone: +49 2151 6508382

Mototok America LLC  
3028 Peacekeeper Way  
McClellan, CA 95652  
Phone: +1 916 5804977

[www.mototok.com](http://www.mototok.com) • [info@mototok.com](mailto:info@mototok.com)

# Making progress

HondaJet heads for certification and first sales, by *Anthony Harrington*

The closing months of 2013 saw Honda achieving a number of significant milestones as its revolutionary new light jet heads towards achieving FAA type certification and the delivery of the first production aircraft to customers. Pre-orders already run to over 100 aircraft. As Honda Aircraft Company President and CEO Michimasa Fujino points out, not only did Honda's joint venture with GE on the aircraft's power plant, the HF120 turbofan, finally get awarded the US Federal Aviation Administration (FAA) Part 33 Certificate, the FAA also issued the first Type Inspection Authorisation (TIA) certificate for the jet and certified Honda Aircraft Company's customer service facility at Greensboro, North Carolina, as a Part 145 repair station.

All three of these milestones mark critical moments or phases in the jet's progress. The certification of the HF120 proved to be a bumpier ride than Honda might have wished. The 2,095lb-thrust, jointly designed Honda GE engine had trouble passing its ice ingestion tests and delayed things for a year but design changes solved things to the FAA's satisfaction in December 2013. Commenting on the engine's achievement, GE Honda president Terry Sharp told the press: "This is just the beginning for our team, which has worked tirelessly to demonstrate the technologies in our engine."

It was always hugely ambitious for Honda to seek to enter the light jet market with both a new aircraft design and a new engine. However, as

Fujino has pointed out time and time again, engines of all descriptions are part of Honda's DNA, so it was natural for the Group to wish to crown its entry into the aviation sector with a complete offering, comprising aircraft and engine. The importance of the TIA is quite simply that it marks the fact that HondaJet is now ready to begin the



Michimasa Fujino, President and CEO, Honda Aircraft Company

final stage of certification flight testing. It signifies that the jet meets type design requirements and clears the way for FAA pilots to prepare for onboard flight tests leading up to certification. Fujino emphasises that Honda Aircraft is now building the first jets for delivery to customers, and that the company fully expects to start deliveries just as soon as certification is granted.

Gaining FAA recognition as a Part 145 Repair Station is just as essential. It tells prospective customers and new owners waiting for aircraft deliveries that Honda is on track with its plans to build out a global service network. "Today we have five authorised HondaJet service centres in the US, one in Canada, three in Europe and one in Mexico," Fujino says. Honda Aircraft Company's dealer

network in the US and Europe covers 80% of the world's business jet market. This is a company that likes the 20-year view and builds its plans accordingly. Fujino probably has a spreadsheet somewhere that already anticipates the rise and rise of a light jets market across Asia. But there's no hurry. A company that can take 20 years to bring a new jet to market is well schooled in patience.

For now, the task is for Honda Aircraft to make the transition from a design and development company to a production company, and that transition is in full swing. We have more than 900 people working now at our world headquarters in Greensboro, NC, with all the functions, from engineering to sales and customer support. Everything is done in-house," he says. Honda knows that its major competitors will be Embraer and Cessna, but it can also expect plenty of competition from Beechcraft's King Air 350i twin engine turboprop, which, while it costs almost \$1 million more, can take nine passengers and a lot more baggage than the HondaJet, and offers a similar luxury business class interior. Another major competitor is bound to be the Pilatus 24, which is set to be almost double the price, at \$8.9 million, and seats 6-8 passengers in an executive configuration. At \$4.95 million, Nextant's 400XTi very light jet also comes into consideration, with its business executive interior.

According to Fujino, the target is to deliver four to five aircraft in the first quarter of 2015, as soon as certification is achieved, and to gradually ramp up quarterly production numbers from



The HondaJet has been cleared to begin the final stage of certification flight testing

there until Honda is producing up to 100 aircraft a year, assuming sales warrant that level of production. "HondaJet has a lot of advanced technology that exceeds that offered by current business jets, so my expectation is that the life of the jet will be much longer than is traditional in the light jet category. Plus we are committed to deploying continuous incremental improvements to the aircraft to maximise the attractiveness and lengthen the life span of this initial model."

So how big is the global light jet market? Fujino points out that there are a number of analyses which show that at current performance and fuel efficiencies the light jet market should generate around 300 new unit sales per year. His and Honda's hope is that by introducing a more attractive jet with a lower total cost operating life cycle, Honda will be able to accelerate demand and stimulate increased use of light jets by business executives. A huge percentage of the business aviation flights within North America, for example, are very well suited to the HondaJet's range and take-off and landing capabilities. "It seems clear to me that if we could drive down costs, and all the signs are that we can, then we will see an exponential increase in demand for the light jet sector," Fujino comments.

Clearly Honda and any light jet manufacturer would love to see the fortunes of air taxi services improve, since that would give them the option of selling larger numbers of their jets at a stroke, as it were. However, Fujino takes a very realistic attitude to this. "The economics of the model at present do

not particularly favour air taxi suppliers, which is why we have seen many start-ups struggle in this space. As more and more people become convinced of the virtues of the light jet and wake up to the benefits of business jet travel, then we will see the fortunes of air taxi services improving, and that will help the whole market," he comments.

**HondaJet has a lot of advanced technology that exceeds that offered by current business jets**

For the next few years, the strongest customer segments for HondaJet are going to be the pilot-enthusiast, probably someone who is upgrading from a turboprop aircraft, and owner-pilots with small to medium-sized businesses, who need to travel frequently to often far-flung destinations, many of which are not readily reachable by scheduled airline without additional lengthy car trips to and from mainstream airports that are a long drive away from the executive's target destination. The HondaJet can fly into 4,000-foot runways, which covers around 80% of US airports. On a 4,000-foot runway the pilot has about 67% more landing space at his/her disposal than the aircraft actually needs, Fujino notes.

Honda has worked closely with Garmin on

the avionics. "For the HondaJet, the primary goal for the cockpit design was to achieve a high degree of flight safety while utilising the design and production efficiencies gained by Honda over the years through its automotive design experience," Fujino says. The idea was to achieve a high degree of integration between cockpit functionality, human factors and interior aesthetics. When design started on the HondaJet back in the 1990s, cockpit and avionics systems on light jets were not very well integrated and relied heavily on conventional instruments. Honda Aircraft and Garmin pioneered the first generation Garmin 1000 for the proof-of-concept HondaJet. The company's FAA-conforming flight test fleet use the Garmin 3000 system with all the HondaJet control systems integrated into the avionics with easy touch screen display. Three 14-inch landscape format displays make up the flight deck, and all the information required by the pilot, from flight and engine instrumentation, to navigation, communication, terrain mapping, traffic and weather data are all presented via the dual PFDs and the single MFD. Owners will have an optional synthetic vision capability as well.

As Fujino notes, the transition from research and design to production and sales is a huge one for Honda to undertake, but things are going well. "We started with 30 to 40 engineers and we now have more than 900 people, but we are all united by a single vision and a common goal, to make HondaJet the market leader in its class," Fujino concludes. ●



# Smarty-paints!

Paint keeps getting smarter, by Anthony Harrington

Every owner of a business jet wants their aircraft to look wonderful. Even those few individuals who seek complete anonymity in their travels and who want their jet to be an inscrutable white with an appearance so bland that it provides zero clues as to the owner's identity, nevertheless want that white exterior to gleam. As for the vast majority of owners, they naturally view their aircraft as an extension of their brand and their personality – and turning that thought into a paint scheme can pose some interesting challenges.

Of course, regardless of what design is chosen, an aircraft exterior is a fierce challenge for paint manufacturers. Consider a jet standing

on the ramp at Dubai at midday, with the sun blasting the region with 45 degrees of heat. That same jet takes off and within 20 minutes the paint is being hit with -22 degrees Celsius, a 'thermal shock' of approximately 67 degrees. Try that on your glass ovenware and the dish will probably shatter in your hands. To this repeated heating and cooling of the aircraft's outer skin you need to factor in repeated contact with some really harsh detergents as FBO ground staff at each stop work to have the aircraft cleaned, buffed and gleaming for the owner's next flight. Then there are the myriad small impacts from insects and dust while the plane is at lower altitudes. Plus you have to remember that the jet is going to be putting in a considerable number

of miles at 160mph at ground level if you total up the number of landings and accelerations for take-off that happen between paint jobs – all of which equates to a great many high-impact bug splatters over time. Yuk.

One more thing. As anyone who has carried a can of paint can attest, paint is a heavy liquid and the more coats of paint you put on an aircraft, the heavier it gets. Weight detracts from range and adds to fuel burn, both of which annoy owners and operators. So the odds are somewhat stacked against paint manufacturers and aircraft paint shops. Fortunately, as Mark Cancilla, Global Platform Director, Aerospace Coatings at PPG Aerospace notes, the industry has risen to the challenge. The aerospace coatings industry

**New technologies that control the film thickness or the density of the coating film are significant areas of focus for all coatings suppliers**

**Mark Cancilla**

Picture courtesy of Sherwin-Williams; photo credit by Paul Kipping

is highly innovative and is constantly developing new technologies, he points out.

"These new technologies are focused on improving the application efficiencies of coating systems, providing for more environmentally friendly technologies and for improving the overall performance of the aircraft upon which the coatings are applied. These new technologies include basecoat/clearcoat systems designed to improve the application efficiency of the coating system while providing for extended service life with outstanding appearance characteristics," he comments.

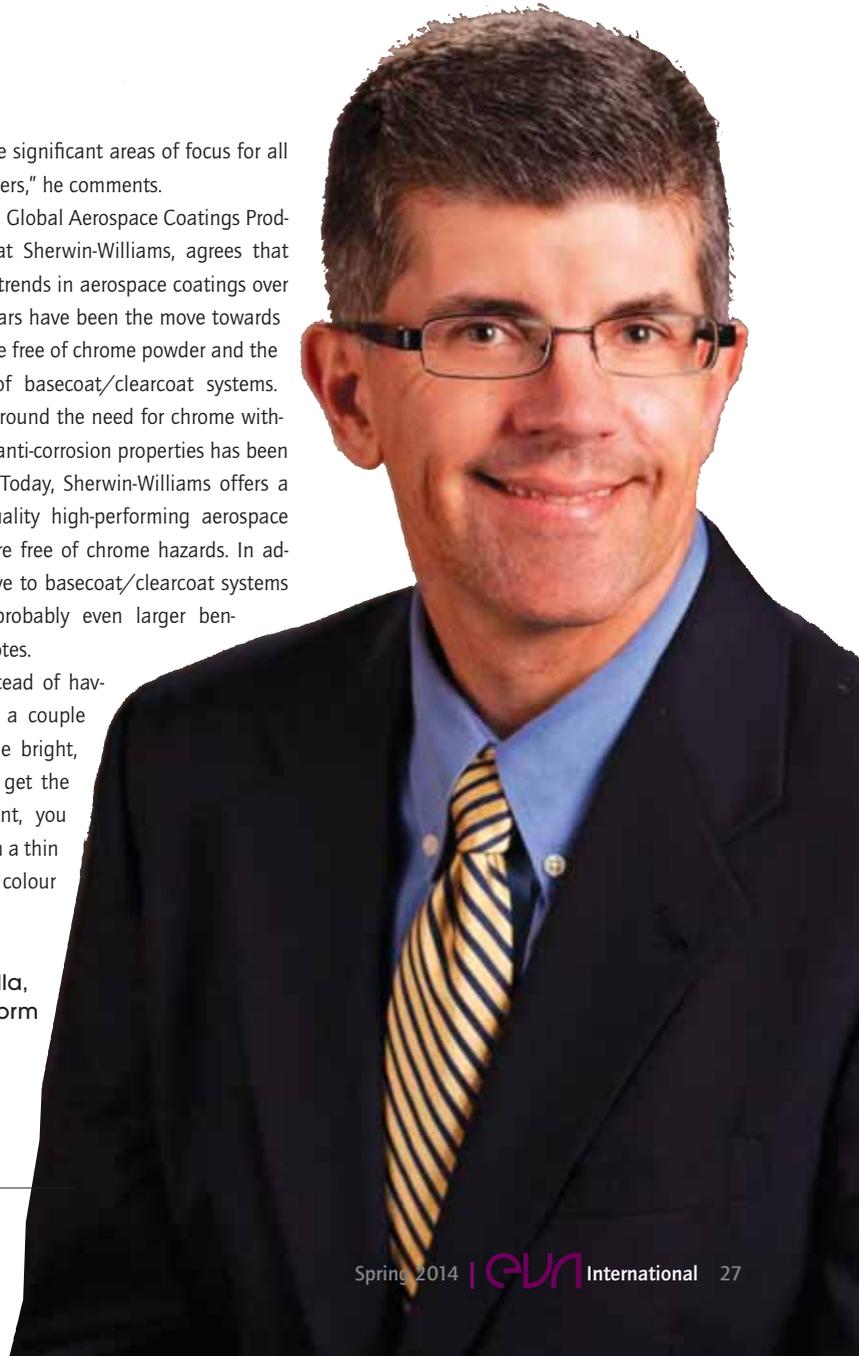
Perhaps the major environmental thrust for all the key suppliers to the sector is the development of primer and surface treatment systems that do away with chrome. PPG has launched its non-chromated Aerocron electrodeposition coating product. The treatment has been extensively adopted by the automotive and industrial coatings industries and provides proven corrosion inhibiting capabilities without the need for chrome additives. As far as weight is concerned, Cancilla points out that electrodeposition systems provide a much more uniform and thinner coating by comparison with traditional spray systems. "The aviation industry is incredibly sensitive to weight. Even the saving of 10lb on an aircraft can make a difference, and the entire coating system, including primers and topcoats, can weigh hundreds of pounds. So new technologies that control the film thickness or the density of the

coating film are significant areas of focus for all coatings suppliers," he comments.

Julia Voisin, Global Aerospace Coatings Product Manager at Sherwin-Williams, agrees that the two major trends in aerospace coatings over the last five years have been the move towards primers that are free of chrome powder and the development of basecoat/clearcoat systems. 'Engineering' around the need for chrome without losing the anti-corrosion properties has been a good thing. Today, Sherwin-Williams offers a full line of quality high-performing aerospace primers that are free of chrome hazards. In addition, the move to basecoat/clearcoat systems has brought probably even larger benefits," Voisin notes.

"Today, instead of having to put on a couple of layers of the bright, colour coat to get the effect you want, you can now put on a thin layer of the colour

**Mark Cancilla,  
Global Platform  
Director,  
Aerospace  
Coatings,  
at PPG  
Aerospace**





coat and follow it with the clearcoat. This makes painting the aircraft a lot faster and the clear coat finish is very easy to repair if it gets chipped or scratched in use. It is also very easy to buff up, so owners like it because it keeps the aircraft looking smart," she says. Even if what is required is a metallic effect, the clearcoat works just as well and is put on after the metallic effect coating, giving it a high gloss appearance.

"The really heavy part of paint lies in the pigment. White is one of the heavier pigments and, of course, white is hugely popular with business jet owners and operators," she adds. Sherwin-Williams' SKYscapes basecoat/clearcoat system can handle having Skydrol hydraulic fluid – a pervasive product in the aerospace sector – spilt on it without degrading. "Hydraulic fluid too, is pretty nasty but it can be on the bodywork for a number of days without eating through SKYscapes' finish," Voisin notes. She points out, however, that there is only so much the paint supplier can do. Much is also down to the skill of the paint shop doing the application.

Vincent van der Laan, Global Marketing Specialist at AkzoNobel, points out that the pressure on every business to 'green up' and reduce its environmental footprint means that paint shops, operators and owners all want to be comfortable that the products they are using contain as little solvent as possible. As part of AkzoNobel's environmentally progressive paint system solutions a chrome-free, water-based pre-treatment was introduced under the Metaflex SP 1050 brand. The water-based pre-treatment reduces VOC emis-



**The really heavy part of paint lies in the pigment. White is one of the heavier pigments and, of course, white is hugely popular with business jet owners and operators**

**Julia Voisin**

sions by as much as 75% and simplifies the aircraft re-painting process. Paint shops also want to maximise productivity by improving drying speeds without sacrificing quality. "By considerably reducing the existing paint process time, AkzoNobel Aerospace Coatings can give the clients faster job completion times," he comments.

The modern base coat approach uses a higher loading of pigments that have improved hiding characteristics. "Where you had to apply three coats of white paint before, to obtain full hiding, now you need only apply a single coat. If you wanted to add, say, a red stripe to the white coat, you had to leave the first coat to dry for ten hours. Now you can over-paint with a new colour in two hours. This means that complex designs can now be produced in the base coat without recourse to

decal and without building up a punitive time cost. The clear coat is buffable, which allows you to 'flat and polish' out imperfections very easily, saving time and labour costs," he notes.

Van der Laan points out that AkzoNobel works closely with designers and has many years of experience in the development and application of colours and special effects. His team recently worked very closely with Happy Design and Ruag to realise a complicated but stunning livery for a Bombardier Global 5000. This design included five colours: white, grey sienna, beige and yellow ochre, applied in shades on a white background by two specialist German paintwork artists, Walter Maurer and Martin Dippel.

Marshall Aviation Services, part of the Marshall Aerospace and Defence Group, has a two-



# HIGH ACHIEVER

Superior achievement in aircraft aesthetics, performance and environmental benefits from PPG.

Our new high-solids, chromate-free DESOTHANE® HD basecoat/clearcoat coatings system keeps aircraft looking good today and for years to come. Our basecoat color is applied in one coat instead of the typical two to three, saving material, weight and application time. Our clearcoat provides extended service life with improved color and gloss retention, better buffability and a smoother surface that is easier to clean. PPG also offers vibrant new color options in livery design with ANDARO® special-effect pigments, which reflect nearly 90 percent of visible light. And AEROCRON™ chrome-free electrocoat primer features superior corrosion protection and reduces primer weight for enhanced aircraft fuel economy.

Visit [www.bringinginnovation.com/aerospace.aspx](http://www.bringinginnovation.com/aerospace.aspx) to learn more about our industry-leading aerospace transparencies, coatings, sealants, packaging and chemical management services.



**PPG Aerospace**

Bringing innovation to the surface.™

TRANSPARENCIES - SEALANTS - COATINGS - SURFACE SOLUTIONS - PACKAGING - CHEMICAL MANAGEMENT

bay, purpose-built paint facility at Broughton, North Wales, which opened in January 2009. John Mitchell, Operations Manager at Marshall Aviation Services, explains that the facility uses two different applications systems. One involves a pot system with compressed air, where the applicators apply the coatings using spray guns. The other system uses electrodeposition, where a static charge is put on the aircraft and paint is applied by spray guns. "The benefit of the electrostatic system is that you get more paint on the aircraft and less in the atmosphere. The fact that our paint shop has only recently been built means that it is state of the art," he says. One wall of the facility contains a suction system that pulls paint drops and dust out of the atmosphere and prevents excess paint building up on flatter surfaces.

"Any excess on the wings, for example, will stick out like a sore thumb and any unevenness has to be polished out to get the right finish," he says. "There is a lot of elbow power involved in a good paint job. This is an art form and a good aircraft painter is a highly skilled individual. There is nowhere to hide when you are painting a business jet. It has to be absolutely exact," he adds. The facility can deal with aircraft with a wingspan of up to 20 metres, a length of 25 metres



and a height of 8 metres, and has the capacity to deal with around 30 medium-sized business jets a year.

According to Mitchell, the typical turnaround time for a complete new paint job on a business jet is about 25 days and will take between 1,000 and 1,250 man hours, with most of the time being taken up in the initial full stripping of the

old paint. The cost of a total repaint will average out at between £60,000 and £70,000 for a mid-sized jet. Because owners have discretion over when they elect to have their jets repainted, many owners, along with operators acting on the owner's behalf, delayed their repaint decisions for year after year following the 2008 crash. This led to a real backlog of jets needing to be 're-



Picture courtesy of Shawn-Williams; photograph by Paul Rippling

**There is a lot of elbow power involved in a good paint job. This is an art form and a good aircraft painter is a highly skilled individual**  
**John Mitchell**

freshed'. Now that there appears to be a bit more growth in advanced markets, momentum is building up and paint shops are finding themselves getting booked up months in advance. "We are beginning to see noticeably more enquiries and we are having considerably more success in getting contracts approved by customers, so we are very upbeat. At the moment we are fully booked up ten to 12 weeks in advance and we are working on two aircraft at a time, and sometimes three," he comments.

Marshall has a preferred supplier agreement with Isle of Wight-based manufacturer, Britten-Norman, to undertake exterior paint work on up to 15 of its Islander and Defender aircraft. The year-long agreement which was ratified on December 1st, 2013 represents an important and substantial win for Marshall. Britten-Norman is the UK's sole remaining privately owned civil aircraft manufacturer and selected Marshall Aviation Services following the company's outstanding paint work on a Britten-Norman Islander in August. Work on the first newly painted Islander commenced in January.

Guy Amico, CEO of Global Jet Paintings, runs a mobile paint operation which sees him and his team of painters going all over the world. The major advantage of a mobile operation, he points out, is that the owner can have his or her jet repainted or touched up while it is on the ground for a scheduled maintenance stop, or in for repairs. Amico's work is only about a third VIP jets, with the rest being commissions from commercial airlines and from the military. He does a great deal of work at Stambaugh Aviation, in Brunswick, Georgia, which is where his team painted both John Travolta's 707 and Donald Trump's 757.

"Donald Trump has a long-standing design and he wanted the same paint scheme on his

new 757, including having the name 'Trump' worked in gold leaf. However, we suggested that we could get a better effect with a gold mica paint. We pointed out that it would have more of a shimmer and would be easier to maintain, and he went with our suggestion." Travolta has long opted for a vintage Qantas look. In the 1960s this was a bare metal body, but Amico pointed out that a much better – and aerodynamically sounder – effect could be obtained by painting the body with silver metallic paint

instead. "We did another plane, owned by the Canadian fashion designer, Peter Nygard. He wanted to mirror the interior design of the jet, which had white leather and a lot of blue and glass, so the exterior of his jet had three different shades of blue and his logos were done in a chrome rendering. We worked with him on a daily basis on the phone to try to capture exactly what he wanted. Working with owners on VIP aircraft is very exciting. In our business, it doesn't get any better than that," he concludes. ●

# THE BRILLIANCE YOU DEMAND.






**ASK ABOUT BRILLIANT AEROSPACE COLORS THAT REALLY LAST.**

Aircraft manufacturers and MROs expect their commercial and business aircraft coatings to be eye-catching and incredibly durable; especially under the most extreme conditions.

As a result, they need an aerospace coatings supplier that really delivers:

- AMS-3095 certified systems
- Incredibly durable finishes
- Outstanding appearance, gloss and DOI
- Infinite color palette
- Easy maintenance and repairability
- Global service and distribution



paintservices.com  
 info@paintservices.com  
 +44 (0) 1428 651246



**SHERWIN-WILLIAMS.**  
 Aerospace Coatings

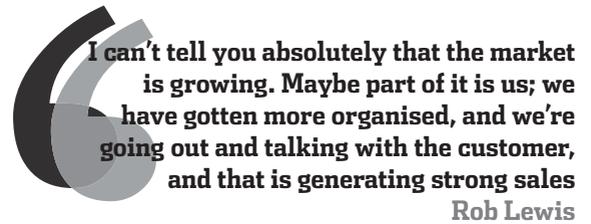
**swaerospace.com**  
 ph. 1.888.888.5593 (USA)  
 ph. +1.316.733.7576 (International)



Training houses  
continue  
**cockpit**  
growth

By Rick Adams

CAE 5000 Series 1



**T**he irony of an apparent pickup in business aircraft flight activity is that, for the moment, pilots are too busy flying to have time to train. "Business aviation flying activity is up the last six months, the first sustained upswing we've seen since 2008," comments Rob Lewis, CAE's lead for the global business aviation and civil helicopter training segment. However, more flying means that the training side of the market is lagging somewhat.

Inevitably there is going to have to be a 'catch-up' period on the training front. Lewis predicts the company's simulators will soon be "jammed." At least part of the reason for the build-up of postponed training, he points out, is the difficulty that operators have in finding replacement pilots in order to give their primary crews time to train. "It's hard to find replacement pilots and it's even harder to find instructors," he notes.

Flightsafety International's Steve Phillips, VP Communications, says that the bizav training market leader has seen a strong increase in demand for training among operators of large, current-production business jets. The bigger jet segments have been holding up particularly well through what has been a soft market for some time and should do even better as activity picks up.

The confidence expressed by training companies in the resilience of the top of the business aviation pyramid is supported by ARGUS TRAPak data for North America, which shows all large cabin segments posting a double-digit gain year-over-year, including a 15.9% spike in December. WINGX Advance shows a utilisation cycle growth in 2013 of more than 17% in North

America and nearly 15% in Europe for ultra long range jets. Results for the rest of the business aviation fleet are more or less stagnant with slight increases in some categories in North America and varying single-digit declines in Europe.

"There is certainly some continued softness in the market," CAE's Nick Leontidis admits. Leontidis is Group President of the Montreal, Canada training company's civil aviation businesses. "The large-cabin market category is pretty robust. We continue to invest in footprint, particularly for new platforms."

"The business aviation market needs training providers such as ourselves and FlightSafety. Operators do not buy simulators, so there is no internal solution," notes Leontidis.

#### Dallas Shoot-Out

Both FlightSafety and challenger CAE continue to deploy new business aircraft simulators, though at a slower pace than a few years ago, reflective of the current reality of new aircraft deliveries.

In the past year, CAE has added Gulfstream G450/550 training at China Eastern Airline's training centre in Shanghai, in February at their flagship CAE SimuFlite megaplex at the Dallas/Fort Worth airport in Texas in the US, and with another 450/550 due to be delivered this spring to the UK at their Burgess Hill facility south of Gatwick airport. They have also announced the addition of a fourth Dassault Falcon 7X simulator for 2015 at an undisclosed location; a second Bombardier Global 5000/6000 with Vision flight deck, headed for CAE's joint venture training centre with Emirates in Dubai (the first 5000/6000 Vision

device is now in Amsterdam); and another Challenger 605 simulator for 2015 deployment.

CAE had been focusing largely on its international training footprint in recent years, especially since the aftermath of 9-11 made it much more difficult for non-American pilots to gain timely entry into the US for flight training. In the face of these obstacles, some overseas clients have vowed that they will never again send pilots to train in the US unless it is the only option for their aircraft type. In addition to the UK, the Netherlands, the UAE, and Asia, CAE also has training capabilities in Brazil in partnership with Embraer on the Phenom 100 and 300 very light jets.

Growth in Latin American training is "double digit, year over year", according to Lewis. However, he cautions that the training increase CAE is seeing does not necessarily mean that the Latin American market is surging. "I can't tell you absolutely that the market is growing. Maybe part of it is us; we have gotten more organised, and we're going out and talking with the customer, and that is generating strong sales," he comments.

Sources tell us that CAE is also expanding in Dallas with a second facility. (The flagship centre is filled to capacity with 36 full-flight simulators, 29 owned by CAE, the other seven by Bombardier in the south wing.) One of the training programmes which may land at CAE's new Dallas East annex in a former Delta Airlines warehouse is a Learjet 40/45 sim that had originally been positioned in Toluca, Mexico, where it generated insufficient customer activity. A King Air 350, which apparently suffered a similar fate in Sydney, Australia, is also being repositioned to



FlightSafety classroom training

Texas. The second facility would increase CAE's capacity to 44 total simulators in Texas, which is ostensibly the flight simulator capital of the universe when combining CAE, FlightSafety, SimCom, American Airlines, Southwest Airlines, and other operators.

FlightSafety has been on its own Dallas expansion binge. It recently added four simulator bays near its main centre on the southeast side of the airport perimeter after a previous 100,000-square-foot expansion. FlightSafety now has a total of 28 sim bays at DFW.



Falcon 2000EX EASY-aspen flightdeck simulator

A Pilatus PC-24 jet simulator is destined for one of the two currently vacant bays at FlightSafety Dallas. Last year, they announced a master agreement to provide factory-authorized training for the Swiss aircraft manufacturer. FlightSafety currently offers training for the Pilatus PC-12NG in Texas and plans training for the Pilatus PC-12-47 (Series 10) aircraft in mid-2014.

FlightSafety's third Gulfstream G650 full flight simulator will be installed in Long Beach, California, in Q3 2014. Other new capabilities recently announced include a Bombardier Challenger 350 and 605 in Columbus, Ohio later this year; Cessna Citation CJ2+ for San Antonio,

Texas; a Cessna Caravan with Garmin G600 avionics suite to be positioned in Wichita, Kansas; and a combination King Air 350/B200 with Garmin G1000 suite, also for Wichita, by the end of 2014. FlightSafety broke ground on an expansion of their Teterboro, New Jersey, learning centre, which will increase to eight simulator bays, as well as a pool for flight crew emergency training.

The third major player in business aviation training, SimCom, has a 10-simulator, 30,000-square-foot facility northeast of DFW airport in Grapevine, Texas, an expansion of its 2011 acquisition of PrestoSIM. Orlando, Florida-based SimCom has traditionally focused on owner-operator and light corporate aircraft types, including piston and turboprop-powered models. It is a factory-authorized training provider for the Pilatus PC-12, Socata TBM, Piper Meridian, Matrix, Seneca and Saratoga, Mitsubishi MU-2, and the once-orphaned Eclipse 500 VLJ.

Over the years, it has also purchased what SimCom calls 'legacy' simulators from CAE and FlightSafety. Three years ago, for example, it acquired 14 FlightSafety devices, among them trainers for the Beechcraft Baron, Cessna 210, King Air 90 and 200, Piper Navajo, Saab 2000 and Twin Commander. In recent years it has also increased its participation in the light and mid-size jet market which now includes a fleet of 16 full-flight simulators.

Overall, Berkshire Hathaway (Warren Buffett)-owned FlightSafety, which first opened its doors in 1951, continues to outpace the pack with 168 fixed-wing full-flight simulators at 20 learning centres. CAE (founded circa 1984 when the

Singer company launched SimuFlite) offers bizav training on more than 80 different aircraft platforms with over 60 full-flight simulators in its eight locations. SimCom has come on strongly in recent years and now boasts a fleet of nearly 60 simulators in Orlando, Dallas, and Arizona (Glendale and Scottsdale). Launched in 1989, SimCom was acquired 15 years ago by JW Childs Associates, a Boston, Massachusetts investment firm.

**Elusive Asia**

Over the past couple of years, the most talked-about bizav training market has been China, which perpetually seems on the verge of exponential growth based on the rising number of high-net-worth businessmen. FlightSafety was first to market in Asia with a G450/550 simulator housed in the Cathay Pacific Airlines complex on Lantau Island, Hong Kong. "We are pleased with the amount of training we provide for Gulfstream aircraft at our Hong Kong Learning Centre," says FlightSafety's Phillips.

CAE's Shanghai sim received Level D certification from the Civil Aviation Administration of China (CAAC) in early 2013. The device is in leased space at the Shanghai Eastern Flight



Gulfstream G550 flightdeck simulator

Training Centre (SEFTC) in the Shanghai Pudong Waigaoqiao free trade zone.

With about 100 G450/550 aircraft in the region, the two flight simulators are about as many as the market can handle for now, based on a rough ratio of 40-50 aircraft to fully support one sim. The 60 or so Bombardier Global aircraft might justify a simulator. CAE had announced at the ABACE 2012 conference its intent to deploy Bombardier Global and Dassault Falcon 7X training in Asia, but market conditions have not yet warranted the expense.

Despite ambitious growth projections for the next decade or two, the business aircraft fleet base in China and greater Asia is still relatively small. And lack of bizav infrastructure, together with highly restricted airspace, has led to low utilisation of the current fleet - on the order of 100 hours per year for many aircraft. "Every month, it seems, there are minor easings of restrictions," observes CAE's Lewis, "but I don't see gearing up until it's easier to get around."

**SimCom has come on strongly in recent years and now boasts a fleet of nearly 60 simulators in Orlando, Dallas, and Arizona**



If and when bizav growth spurts in China, Lewis says CAE "has crossed that bridge" of in-country CAAC certification. "Mainland China does use a different process. Training materials are provided in both English and Mandarin Chinese. And instructors must be current pilots with at least 100 hours in type. We've navigated all these unique hurdles, so we have the infrastructure in place."

But about those nouveau riche Chinese who are potential buyers of business aircraft - wealth research firm Hurun reports that one-

third of China's super rich have already left the country and fully 64% of millionaires have either emigrated or plan to emigrate, taking their fortunes with them. Favourite destination: the United States. So perhaps America is the right target for FlightSafety-CAE-SimCom expansion after all. ●

Rick Adams is Chief Perspectives Officer of AeroPerspectives, an aviation communications consultancy based in the south of France. He has been writing about technology and training for 30 years.

# Stunning selection!

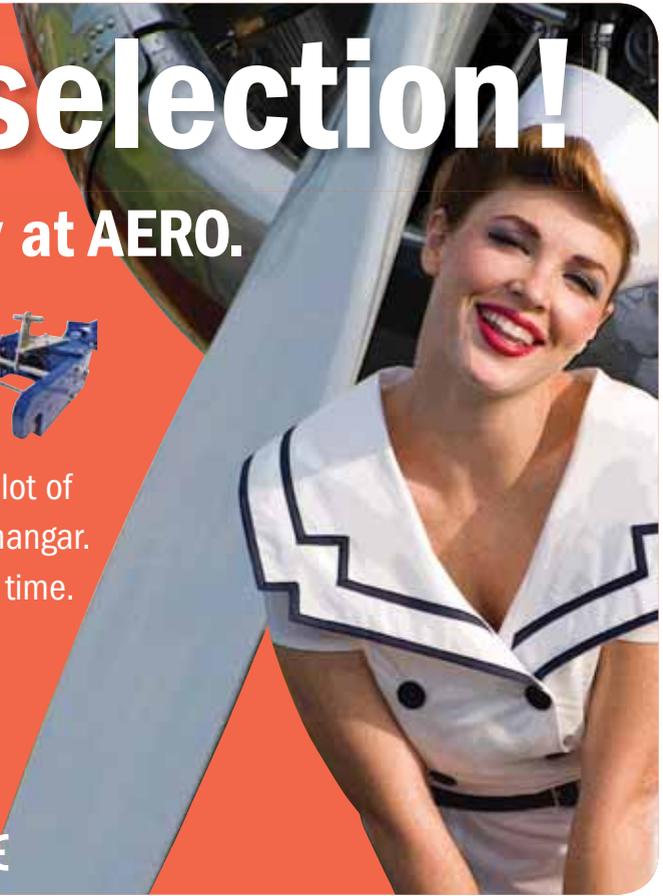
Single-source GSE, only at AERO.



If you need it, we have it! AERO has a whole lot of great-looking equipment for your ramp and hangar. Make it easy on yourself and call us the first time.



+1 208-378-9888 | [www.aerospecialties.com](http://www.aerospecialties.com) 





**Q&A**  
EVA talks to IDAIR CEO  
**Andrew Muirhead**

Established in April 2011, IDAIR is a joint venture between Lufthansa Technik and Panasonic Avionics Corporation, with the aim of developing and manufacturing in-flight entertainment (IFE), communications and cabin management systems (CMS) for both VIP aircraft and commercial airlines.

**Q:** How did the joint venture with Panasonic come about?

**A:** On the Lufthansa Technik side we have a well-established CMS and IFE operation for business jet and VIP aircraft. We are a supplier to Bombardier for the Lear and the Challenger programmes and we deliver a ship set for Bombardier on average every three to five working days. In 2009 we reviewed extending our scope in the VIP aircraft space, where the aircraft is a kind of a hybrid between a commercial airline cabin and an executive jet. We began talking to our friends at Panasonic, who also wanted to develop product for this space. They were looking for some components that we had, and they obviously had excellent CMS and IFE products that are a good match for the needs of a hybrid aircraft. As it became clear that we had very complementary sets of equipment and the skill set to access the VIP jet market, the JV was a natural end point of our discussions.

**Q:** There is quite a gap in time between 2009 and when the venture started in April 2011; why did things take so long?



**A:** The negotiations between ourselves and Panasonic went forward very rapidly. But when two big companies want to start a JV you have to get permission from the competition authorities. That takes time. However, we got the clearance that we sought. I now have two jobs following the JV. I run the CMS/IFE side of Lufthansa Technik's operation and I am the CEO of IDAIR. My counterpart from Panasonic, Craig Depner, is President and CTO of IDAIR as well as holding

responsibility for systems integration and PAC, where they look after IFE systems for commercial airlines. The JV focuses on aircraft the size of the Boeing 737 BBJ, Airbus Corporate Jets and the larger aircraft such as the 747-8. We have a few under contract at the moment as this is becoming quite a popular VIP aircraft.

**Q:** What are the major challenges when it comes to specifying and installing IFE and CMS systems in VIP aircraft?

**A:** Some of the companies who have set out their stalls to provide IFE systems to business jet owners are under the impression that they can take equipment from the consumer market and install it on an aircraft. Setting aside the fact that an aircraft is a very harsh environment for equipment such as hi-fi, blu-ray disk players and so on, what you have to realise is that the kit you see in the consumer market is mostly out of date six to 12 months later. The owner or operator of a VIP jet is probably looking at holding onto the aircraft for ten or more years. The world of audiovisual entertainment moves at a considerable pace,

# WHERE THE MINDS OF ASIAN BUSINESS AVIATION MEET



**ABACE**  
SHANGHAI, CHINA  
APRIL 15, 16, 17, 2014



If your profession involves business aviation or if you're looking for a tool to help your business grow, you won't want to miss the Asian Business Aviation Conference & Exhibition (ABACE), returning to Shanghai Hongqiao International Airport and the Shanghai Hawker Pacific Business Aviation Service Centre in Shanghai, China April 15, 16, 17, 2014.

- EXHIBITS
- STATIC DISPLAY OF AIRCRAFT
- EDUCATION SESSIONS
- ALL MAJOR AIRCRAFT MANUFACTURERS

[WWW.ABACE.AERO](http://WWW.ABACE.AERO)



Airbus Corporate jet interior

so whatever system you put into the aircraft has to be capable of being upgraded whenever it is convenient for the owner, without ripping out panels and breaking into highly expensive interior work. If the form factor of the device changes you do not want to have modify the cabinetry to install a replacement!

Next, look at the airframe of a VIP jet. It is a high-vibration, high-shock environment and devices built for the consumer market are not designed to take that kind of treatment. When a device is attached to the airframe, it takes the full brunt of whatever affects the frame. Also, the electromagnetic interference (EMI) characteristics of a consumer device are not suited to the certification process that an IFE system has to go through. You do not want the device emitting electrical noise that can disturb aircraft communications, for example. Every element of the IFE system we provide goes through a rigorous testing procedure and the entire system is built by us from the ground up. This is what differentiates us from the competition. Our systems are built for the aviation environment and for long-term support.

**Q:** The server side of things will also be very demanding I imagine?

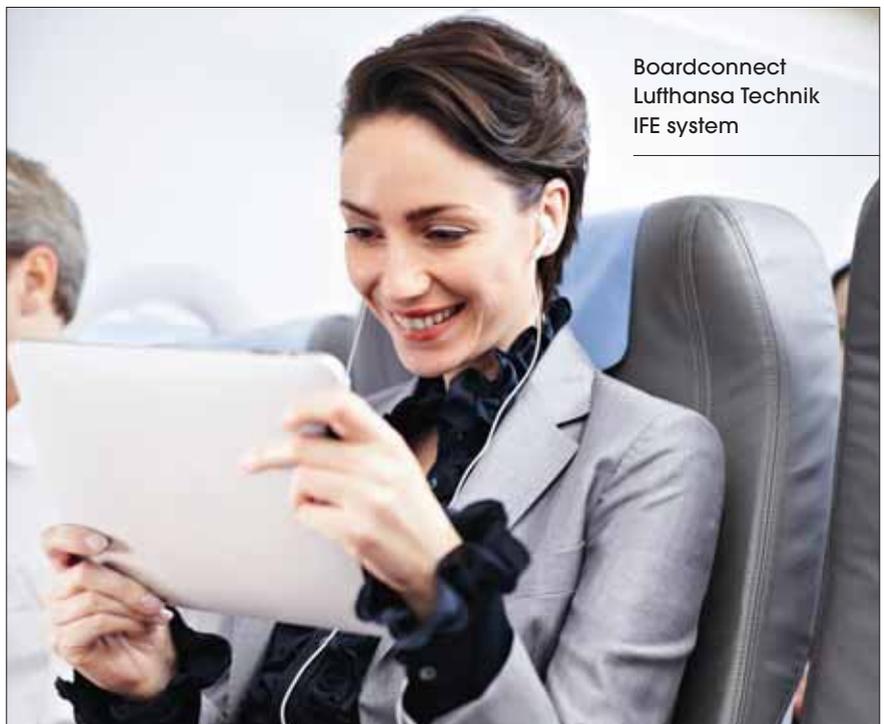
**A:** These days everything is digitised when it comes to content, so you need powerful servers

to provide a rich range of content for users. Now rotating hard drives do not like humidity and vibration, and the challenge is to ensure that the servers you use with the IFE system are going to work reliably for a long time. Plus they have to be able to close down gracefully if the pilot decides to shut down the IFE system. All of this is stand-

ard with our systems. Usability and reliability are what end users and owners want. The IFE system cannot be allowed to become an embarrassment on the aircraft during a flight. If the owner invites his or her friends on board and they can't watch their chosen movie, the owner will not be satisfied with the system.

**Q:** What is the orders pipeline like?

**A:** We have in excess of ten projects going on at any one time and we are doing installations at completion centres around the world. We set up the system in our lab to test it and then we deliver the equipment to the completion centres and they fit it onto the aircraft. Panasonic has the equipment and skills to do distributed IFE across a large-scale aircraft, plus the in-seat equipment for the denser seating areas, such as the staff seating area on a BBJ. What LHT brings is the VIP room-based IFE and the means to control and drive all the applications and the surround sound. The good thing about the JV is that IDAIR benefits from the normal activities of both parent companies. Panasonic focuses on the commercial airlines while at Lufthansa Technik we are developing systems for business jets. IDAIR sits in the middle and cherry picks the best of both worlds for our VIP offering! ●



Boardconnect  
Lufthansa Technik  
IFE system



# Growth

without compromising quality

## A conversation with Metrojet CEO Björn Näf

**T**he Asia market has been hyped to the skies for years now, but companies like Metrojet that base themselves wholly in the region, and who are in it for the long haul, have learned to keep their feet solidly on the ground. It is hard work and attention to detail, along with the sharpest possible customer-centric service ethos, not miracles or windfalls, that build success in what is already a highly competitive market, and one that is not without its challenges. Business aviation in Asia in general and across China in particular, is still grappling with some crippling constraints in both infrastructure and skills.

"It is not that we are not growing. 2013 was a wonderful year for Metrojet, but then I am an eternal optimist and every year is a wonderful year for me," says Metrojet CEO Björn Näf. The company, part of the Kadoorie group, enjoys solid support from the Kadoorie family and adopts the same 6-star service standard as its sister company, Peninsula Hotels. This is probably worth a note in its own right to make clear what Näf is talking about when he speaks of top quality customer service. The Peninsula Hotels group was



Björn Näf, CEO, Metrojet

founded in 1928 and operates prestige luxury properties in nine major cities, including the flagship Peninsula Hong Kong, plus Shanghai, Tokyo, Beijing, New York, Chicago, Beverley Hills, Bangkok and Manila, with a new Peninsula in Paris currently under construction.

Metrojet sends its cabin staff to the Peninsula training academy and has the former Director of Rooms at Peninsula, Andrew Chau developing the company's customer services philosophy. "I know the general manager of the Peninsula Hong Kong very well, so we talk together and we work to achieve a proper cross-fertilisation of skills between our two operations. We use Peninsula in our promotional films and they use Metrojet. We look to finesse our joint service excellence on how we deal with high net worth customers in the charter and the aircraft management business," Näf says. Metrojet currently operates in four locations, Hong Kong, Mainland China, the Philippines and India.

Early in 2013 Metrojet started a joint venture with Taj Air, part of the Tata Group, called TajAir Metrojet Aviation, in Mumbai, India. According to Näf, that venture has gone very well. "Going into a joint venture was an absolute blessing. India is a very complex country with many of the same infrastructure issues that China is grappling with as far as business jets are concerned. But it is a highly attractive market and one that is set to grow strongly over the next decade. For us to be effective in India and to leverage our expertise and our brand, we absolutely had to have a partner with a deep understanding of the very different culture and environment in India. From Taj Air's point of view, they are delighted to be able to draw on the 16 years of experience in MRO that we bring to the table. We were the first company to start an MRO operation specifically for business aviation in Greater China and we enjoy the support of the major engine and aircraft manufacturers," he comments. TajAir Metrojet Aviation is positioned as a boutique operator charging premium rates for a 6-star MRO service, which is entirely in keeping with Näf's philosophy.

"Speaking not of India, but of the Asia market generally, it is full of mom-and-pop shops, small operations that think there is a fortune to be made from all the hype about the potential growth of business aviation in the region. Then

they find that things are far more complex than they thought, that their overheads are higher and business is slower, and they either go under or go away," he comments. There are no short cuts to building a solid, customer-centric operation that plans to be around for the long term. "You need to be looking six to seven years out all the time, but to be doing the right thing by your customers and your business from day one, every day. So that sets the bar high, which is great for us," Näf notes.



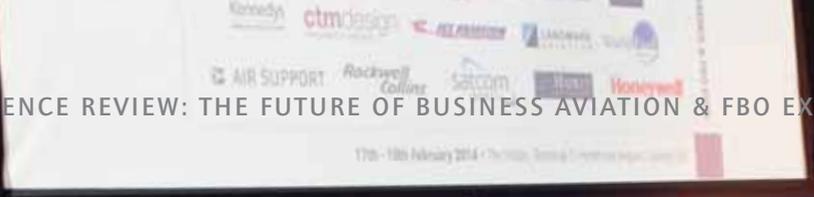
**It is not that we are not growing. 2013 was a wonderful year for Metrojet, but then I am an eternal optimist and every year is a wonderful year for me**

The charter market in Asia is not without its difficulties, and charter represents no more than around 5% of Metrojet's total turnover, but Näf thinks that it is a worthwhile arena to stick with. "Within five hours we have half the world's population within reach. That is 3.5 billion people, by some counts. So within that, you will find a lot of people who are interested in charter. We see, for example, companies with a regional headquarters in Hong Kong. The group CEO turns up and the regional CEO wants to fly him/her around all the

group companies and key customers in the region. That is an ideal charter mission and it is typical of what we get. Or you have high net worth individuals looking to travel for leisure across a number of destinations," he comments. Metrojet's charter fleet includes a GV, a 605 and a Cessna Sovereign. Again, pricing is premium rather than cut price. "We have internationally trained pilots and highly professional crew and support staff. There is plenty of cut price chartering but we offer a premium service at a premium price," he observes.

That said, Näf believes that China is still many years away from a US style charter market. For a start, with all the available airports at major city airports there is tremendous competition from the first class service and first class airport lounges of the mainstream quality carriers like Cathay Pacific. They can't compete with the complete privacy and control that private jet travel gives the customer, but they do overlap and charter operators in China do not have the options that come from the 5,000 or so business aviation airports the US can offer. Using private aviation to get close to the customer if the customer is not in a major metropolitan centre is still an issue.

Managed aircraft services are at the heart of Metrojet's business model and the company now manages 34 aircraft. "We have a very good service model based around the asset management of the aircraft, which we liken to the private business banking approach," he comments. ●



# the FUTURE... now!

Inaugural Future of Business Aviation Conference charts the way ahead, by *Anthony Harrington*

**A**fter all the anxieties and the hard work, it was tremendous for everyone involved to feel the buzz and the excitement that characterised EVA and the industry's inaugural Future of Business Aviation Conference and FBO Expo, held at the Heathrow Hilton on 17th and 18th February. It couldn't have been done without our sponsors, or without the support of the many leaders in the sector who gave up their time to be presenters. Any event being held for the first time faces an uphill struggle to convince the industry as a whole that it is sufficiently different and relevant to be worth its place on an already crowded calendar. Yet it was always obvious, too, that if we genuinely managed to get presenters who addressed not their own marketing

and sales objectives, but issues of moment and importance to large sections of the industry, we would succeed in getting a 'thought fest' launched that could be expected to garner more and more momentum from year to year.

This first event, it is now safe to say, did this in spades! Our presenters did themselves, the organisers, and most of all, the delegates, proud. As our charismatic Chairman, the CEO of Wheels Up, Kenny Dichter, noted, the industry now has a forum where it can come together each year to really explore the issues and challenges that are defining what can be achieved in business aviation. Yes, we know EBACE and NBAA, and ABACE and LABACE all think they do this, but those big events are primarily

showcase events and launch platforms. This conference was absolutely not an event that set out to be a platform for product announcements, but one where people genuinely thought about, and reflected on, the future of our industry.

In this article I hope to highlight a fair cross section of some of the great points made, with the aim of sharing at least some of the best ideas and comments of the conference with the widest possible audience. It won't be comprehensive since squeezing 19 presentations into under 3,000 words is beyond the wit of man, but it will give anyone who wasn't there a clear enough sense of what they missed, and will remind the 270 delegates who were there in the hall of



## A BIG THANK YOU TO ALL OUR SPONSORS & EXHIBITORS





some of the great ideas and points that emerged over the two days.

We were fortunate to have Zang Peng, Senior Vice President of Deer Jet, the biggest operator in Asia opening the session with a presentation on 'The Rise and Rise of Asia'. Peng's presentation was rich in factual detail and very solidly constructed. With China's economy expected to grow by 6.7% in 2014, slightly outstripping the 2013 growth rate of 6.6%, and with policy changes moving in favour of business aviation, the stage is set for the number of jets in the Far East to rise. There are still barriers and obstacles to be overcome, including infrastructure gaps, and cultural factors that work against the rapid expansion of the charter market, but already impressive gains have been made,

he said. For example, the number of jets in the Far East jumped from 396 in 2002 to 753 in 2012, an increase of 90%. In China, while it is easy to generate extravagantly high percentage numbers from a very low base, the percentage increase over that period was 568%. Hong Kong and Malaysia are not far behind mainland China, with percentage increases in their respective business aircraft fleets totalling 104% and 103% respectively.

Turning to the constraints on growth in the sector, Peng pointed to the limits of general aviation infrastructure in the area, with few MROs or FBOs and the limits placed by regulatory structures. The real crunch, however, lies in the chronic shortage of pilots and technicians required for any rapid expansion of the Far East business aviation fleet. China itself has some 96 managed business aircraft and a charter fleet of 91 aircraft. Each year there are around 53 applications for AOCs, but only 12 are issued. There are FBOs in

Beijing, Shanghai, Shenzhen, Haikou and Sanya, with an FBO currently being built in Changsha. Many more will be required in the decade ahead.

Among the OEMs, Gulfstream is king, with the G550 and G450 being the most popular models, though we can expect the G650 and the G280 to both make a significant impact in 2014. Bombardier and Dassault have the lion's share of what remains, but Cessna's joint venture should see its numbers picking up. Most importantly, over the next 20 years the Far East Business Aviation Market will grow dramatically, with China expected to account for some 2,420 sales and the market as a whole totalling some 3,350 sales of business jets.

Michael Sattler, Vice President of Business Aviation at Ruag, and Christopher Mbanefo, Founder and CEO of YASAVA Solutions, focused on the irony that business jets, which are taken as the epitome of luxury, generally have seating that makes any distance trip a highly uncomfortable experience. "Experienced long-haul travellers on business jets will tell you that your best bet for a comfortable night's sleep is to spread a blanket on the floor," Mbanefo told delegates. YASAVA has put a lot of effort into rethinking a truly comfortable chair, the Astral, that is fully electrically driven and that reclines into a bed that is actually conducive to sleep. Ruag and YASAVA have a joint venture that will look to retrofit the Astral into a totally redesigned cabin.

"Why is it that the interiors of so many business jets still follow the same internal layout that you would have seen in the 1960s?" Sattler asked. Mbanefo pointed out that from an engineer's and an architect's standpoint there



are two questions that define the constraints on a business jet interior: 'How many guests does the Principal wish to cater for?' and 'How many support staff are required?' If you are redesigning your interior with Astral seating, expect to pay an additional one or two million dollars for the privilege. But as Mbanefo notes, the seat is where the owner and the aircraft make prolonged contact, and if the seat isn't comfortable, pretty much nothing else matters. All the aircraft's other advantages quickly fade to zero.

Delegates were treated to a polite clash of views when Nextant President Sean McGeough and Beechcraft VP of sales for EMEA Scott Plumb were on the platform together addressing the future of light flight in the light jet and turbo-prop markets. Nextant is excited about applying its 'reimagined, rebuilt, reborn' philosophy to the Beechcraft C90 (see the interview with McGeough in this issue). Beechcraft, for its part, is anything but excited by the suggestion that its aircraft require 'reimagining'. Things got a little frosty when delegates pressed Plumb as

to whether Beechcraft would stand behind Nextant's 400XT and G90XT models as the OEM in the frame.

"We know what we do, we don't know what



Nextant does, so no, that's down to Nextant," Plumb said. However, McGeough and Plumb know each other from way back, and both companies are looking at bright futures. Beechcraft is enjoying a spate of orders for its King Air 350i (not least from our conference Chairman, Kenny

Dichter's order for 105 King Air 350i's for his Wheels Up venture) while Nextant is seeing international demand for the 400XT and has a new proposition for the turbo market to come in the shape of the G90XT.

Thomas Mullarkey, Director, Cabin Systems Marketing for EMEA at Rockwell Collins, addressed the way cockpit avionics have been transformed in recent years and are now en route to providing pilots with synthetic vision that combines the best of visible spectrum optics with short-wave and long-wave infra red, and detailed computer-driven terrain mapping. Better and sharper real-time situational awareness in the cockpit can only raise the bar in aviation safety and every step forward will be welcomed by the whole industry. After his presentation it was clear to all why pilots who have flown with a HUD (heads up display) never want to be without one.

Allied World Senior VP for Aviation, Olivier Marre, achieved what few of the delegates were expecting by making a presentation on aircraft



 Innovative Advantage

Don't look back

**4K** UltraHD  
3840 x 2160P

1080P, 3D, 4K and Gigabit Ethernet over fiber

See it, Hear it - Deliver it.

300+ AVDS Aircraft and Counting

[www.in-advantage.com](http://www.in-advantage.com) 

**Aircraft** interiors **EXPO**<sup>®</sup>  
8-10 APRIL 2014  
HAMBURG MESSE | GERMANY



**THE DESTINATION  
FOR THE AIRCRAFT  
INTERIORS INDUSTRY.**

**Aircraft Interiors Expo 2014  
8-10 April 2014, Hamburg Messe, Germany**

The world's largest event for the aircraft interiors industry. Aircraft Interiors Expo is the launch pad for tomorrow's designs, innovations and products for cabin interiors, inflight entertainment and passenger comfort.

**REGISTER TO ATTEND**

[www.aircraftinteriorexpo.com/execvipspring](http://www.aircraftinteriorexpo.com/execvipspring)

Co-located with:

**World Travel Catering  
& Onboard Services**  
EXPO 8 - 10 April 2014  
Hamburg Messe, Germany

Organised by:

 Reed Exhibitions

In co-operation with:

 Hamburg  
Messe

**Download the free event App**

App Sponsored by

 aviationgate.com



[www.aircraftinteriorexpo.com/mobileapp](http://www.aircraftinteriorexpo.com/mobileapp)

insurance both richly entertaining and highly informative. Clearly nothing flies in our industry without insurance, which, Marre suggested, puts insurance on a par with mothers-in-law. "You never want to deal with them but you eventually have to. They always get involved when you would like them to stay away. They are never there when you really need them and they will never change," he joked. Marre sketched out the scale of the bet that the insurance industry takes backing the average 13,800 business aviation aircraft that are in the air in any 30-minute period. At a probable maximum loss of \$375 million per aircraft, that adds up to a total at-risk of \$5.2 trillion. In return the insurance industry gets the equivalent of \$85,600 in premiums. Marre took delegates briefly (very briefly - this was an immediate post-lunch session and most delegates were not feeling up to heavy math) through the way statistics work in order to enable this apparently asymmetrical bet to be sustainable. EVA will be running an interview with Marre in our next edition so if you missed his talk, don't miss our EBACE edition!

Hypermach CEO Richard Lugg's presentation on the progress being made by his company towards hypersonic flight was undoubtedly one of the star turns of the conference. EVA featured an interview with Lugg in its Summer 2013 edition (available online) but for those who hadn't heard the Hypermach story before, the presentation was an engineer's dream. By taking the drive shaft out of the turbine, Lugg and his team have removed what he calls "the central weakness" of the turbo design and created space for 80 super-conducting coils which enable his revolutionary engine to generate around 9 million watts, as much electricity as a small sub-station.

The engine Hypermach has chosen to transform is the GEJ-79-8C, which powered the Phantom during the Vietnam war. Lugg's target is London to New York in one hour and five min-



utes. Moreover the new engine will tick all the green boxes. "At present we waste about 75% of fuel energy in heat and emissions - we are working towards a zero emissions aircraft," he told delegates.

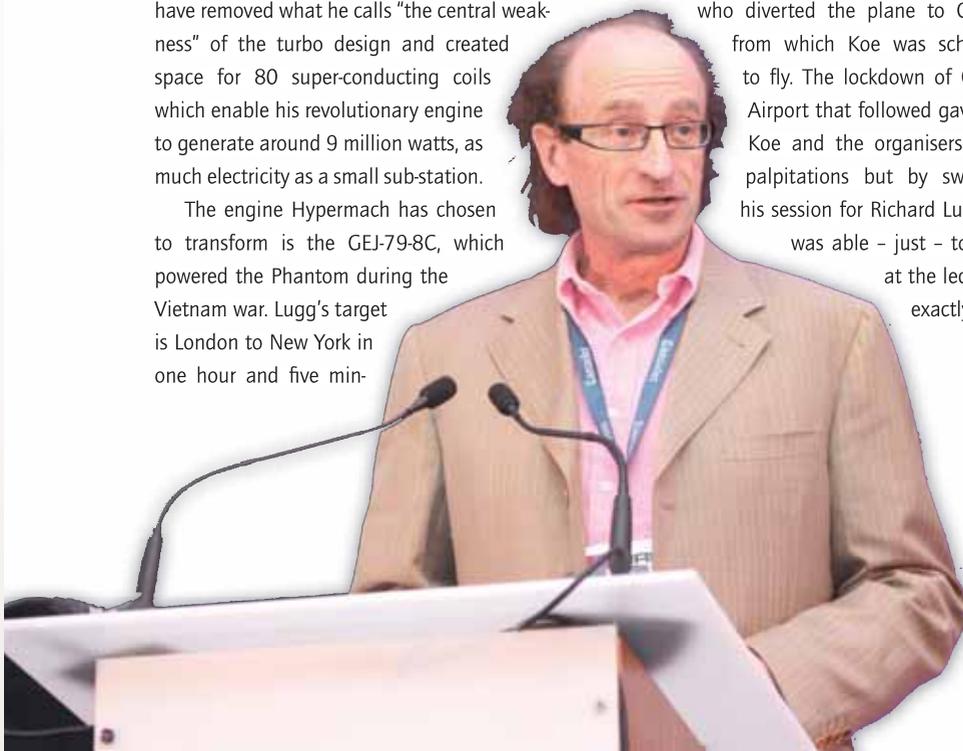
WingX CEO Richard Koe nearly missed the conference, since he was caught up in the bizarre hi-jacking of an Ethiopian airliner by its co-pilot, who diverted the plane to Geneva, from which Koe was scheduled to fly. The lockdown of Geneva Airport that followed gave both Koe and the organisers a few palpitations but by swapping his session for Richard Lugg's he was able - just - to stand at the lectern at exactly the

right moment. Koe highlighted the relative opportunity for light jets in emerging markets but acknowledged the continuing predominant preference for large aircraft. Several case studies were explored, including Turkey, Nigeria, China and South East Asia. He concluded with analysis of the US market, which WingX claims to be the most interesting re-emerging market, with the influential come-back of very light jets set to provide the benchmark for future light aircraft business models worldwide.

Day One ended with the Gala Dinner and entertainment, sponsored by Rani Awad, CEO of Atlantic FuelEx. The event was a blast and the networking that took place around the bar afterwards confirmed the creative and entrepreneurial juices that the day had set bubbling. With the downstairs bar at the Hilton only emptying around 2.30 we slightly fudged the start of Day Two to give a number of bleary-eyed delegates a chance to take their seats. However, our excellent event Moderator, Clint Cloutre, took things along at a cracking pace and we were soon back on schedule with a full auditorium.

Space precludes dealing with Day Two even as briefly as I have romped through Day One, so what follows is a real summary of the highlights. After another rousing introductory speech by Chairman Dichter, the day opened with a session on the future flying office, with Satcom Direct's International VP Chris Moore and Steve Sivitz, Business Development Lead at ViaSat, looking at the way business aviation is handling the data tsunami. Sivitz pointed out that we are still years away from satellites providing the kinds of speeds that users around the world are now enjoying on their mobile devices with the likes of the 80Mb provided by 4G, but as Moore explained, a lot can be done with smart caching of information to provide in-flight users with very acceptable quality.

Chris Miller, CEO of aircraft financing specialists Guggenheim Partners and Diego Garrigues, a partner with Kennedys Law, who kindly sponsored the cocktail reception that preceded the Gala dinner, gave delegates a rapid overview of the options and complexities involved in buying and flying business jets. I'm mulling over their presentations, which were detailed and deep, for future features, so watch this space! That took us up to the refreshment break, which, as on Day One, was





held in the FBO Expo, giving delegates a chance to get together with our FBO Expo exhibitors. There was always a good showing of top quality executives through the FBO Expo hall during the breaks and pre the start of each day's session, but next year we could definitely use a bigger footfall through the Expo when the Conference is in full swing. One for us and the industry to work on...

After refreshments the pace really picked up. Oliver King, Managing Director of Avinode, Alex Berry, Global Sales and Marketing Director at Chapman Freeborn and Martin Lener, CEO of Tyrolean Jet Services talked about the future of charter. For me, Alex Berry said it all when he made a passionate plea for business aviation to realise that what it is selling, above all, is not luxury jets or private travel, but time – or rather, the ability to conserve time. When it's gone, it's gone, and business jets get you to so many destinations faster, more directly and with less fuss than any other form of travel. For people who value time, business jets are the answer – and if the hypersonic and supersonic options being worked on in the industry come to pass, the transformation will be eye popping. (We have a full interview with Martin Lener scheduled for our EBACE edition. He is, in my view, one of the deeper thinkers in the industry, with a solid grip on commercial reality, so that should be good!)

The future of flight support was tackled by AeroEx CEO Joel Hencks and Dustin Wilden, Area Manager for Air Support. Hencks has a great deal of experience in talking to legislators at the European level. His and the business aviation industry's main battle is to make legislators see that producing one unitary code of practice that sweeps business aviation in together with commercial transport aviation, is a nonsense.

The kinds of edicts you would want to make for commercial transport on issues such as pilot rostering and pilot hours just do not map to any corresponding reality in business aviation, he pointed out. This fight clearly still has a long way to go, but delegates were given much to ponder with respect to compliance and with respect to the gap between the industry and the regulators.

Session 12, 'The Future of Fuel', saw Tonya Donaldson, Global GA and Military Marketing Development Manager with Shell Aviation (our silver sponsor) telling delegates both about the value add that Shell seeks to bring to fuel services and about the new generation of bio-fuels the oil major is researching. Here, Shell is focusing on sugar as the feedstock for its biofuel, and is looking to ensure that whatever solution it comes up with has zero impact on world food supplies and definitely produces a positive energy return over the production and lifecycle costs. The difficulty is not in original research, which is largely done, but in solving issues relating to the commercially viable ramp up in supplies. (Again, EVA is planning an interview with Shell shortly on the theme of biofuels, so watch this space.)

Then came what was clearly the second star turn of the conference, Chairman Dichter's account (delivered without notes or any assistance from the near-ubiquitous PowerPoint) of Wheels Up, his new membership-based venture which aims to more than double the broad base of the business aviation industry. With an initiation (ie joining) fee of \$15,750, followed 12 months later by the first annual fee of \$7,250 and a per-flight-hour fee of \$3,950 Dichter told delegates that he is confident of signing up between 1,200 and 1,400 delegates in the first year and raising that number to 10,000 inside



five years. Having been responsible for generating more than \$1.4 billion of sales in confirmed flight hours in his previous venture, Marquis Jet, if anyone can do it, Kenny can. For sheer entrepreneurial flair and gung-ho, a Dichter presentation has no equal! You come out of it feeling like you have just knocked back a brimming glass of his Avion Tequila (another highly successful Dichter venture).

Day Two closed with two presentations, one from Robin Dunlop, the Owner of CTM-Design, providing an architect/designer's eye view of the completions task and one by Glen Heaven, Managing Director of the consultancy Synergy Aviation. Heaven is a noted raconteur and was able to ride easily over the minor speed bump in his path occasioned by the unavoidable absence of his designated co-presenter in the final session, Segun Demuren, Managing Director of Evergreen Apple Nigeria. Demuren was unexpectedly caught up in a whirl caused by the sudden departure from office of the Nigerian Minister for Transport. Instead of departing for London Heathrow and the conference, he was called on to be part of a small, select group to look at the suitability of replacement candidates for the role! Next year, Segun! Heaven filled the gap in masterly fashion and took delegates on a rapid but thoughtful tour of the future of our industry in the Middle East, Asia and Russia.

For an inaugural event, I think we can be justifiably proud of what was achieved and of the level of support provided by the industry. A number of major players said that they were sufficiently impressed by this first event to want to be a solid part of Year Two. You can bet we'll be looking to hold them to that! Until next year, more power to you! ●

**AFTER A SUCCESSFUL LAUNCH  
WE ARE PLEASED TO ANNOUNCE**

**FUTURE**  
OF **BUSINESS**  
**AVIATION**  
C O N F E R E N C E

**COMING IN 2015**

**FBO** EXPO  
FIXED - BASED OPERATOR EXPO

**THE FUTURE IS COMING**

[www.evaint.com](http://www.evaint.com)

**HONDA**



**Idea.**

**Realization.**



**OTWEM** A design so breakthrough we built a jet around it.  
Experience the Over-The-Wing Engine Mount at [hondajet.com/OTWEM](http://hondajet.com/OTWEM).

*H*  
**HondaJet**