

# EVA

AUTUMN 2020

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Sherwin-Williams, C&L Aviation and Andretti Autosport

## Perfect Colours, Quiet Escape

Painting Marco Andretti's Hawker 800XP

Modular Masterpiece – A220 VIP Cabin Concept

Reasoned Optimism – Avfuel on Coping with COVID, Sustainability & the Future

High Gloss, Less Cost – Phong Lai, Director of Sales & Marketing Aviation, Mankiewicz Coatings LLC



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# Editor's Comments

## “Businesses need to hang on tight”

It's a perennial problem for periodical publishers – just as you're ready to put the issue to bed, something happens that adds to a story. Except this time, lots happened. First off though, most people in the business and VIP aviation industry will be sighing in frustration, or relief, depending on their individual points of view, at the news from the Middle East & North Africa Business Aviation Association (MEBAA), announcing that the 2020 MEBAA Show, scheduled for December, at its established DWC, Airshow Site venue, has been postponed to February 2021. It's another blow for those whose business relies on face-to-face tradeshow meetings, and demonstrates the uncertainty COVID-19 is likely to generate for some time, even though there are plenty of real indications that the industry is gaining pace towards recovery. In the few days between *Fuel, Food & Kansas Winds*, our sustainability article, being completed and me sitting down to write this editorial however, there was cause for celebration as seriously positive news emerged about the industry's gradual adoption of sustainable aviation fuel (SAF). On 10 September, Avfuel, also featured in this Autumn 2020 edition, announced its first ever delivery of sustainable aviation fuel (SAF) to a corporate flight department. The recipient, Atlantic Aviation, received the historic assignment at its New Castle Airport (KILG) base in Wilmington, Delaware. Avfuel has supported a campaign of SAF demonstrations with FBOs, airports, OEMs and charter companies, and this new development is deeply significant. On 11 August, Avfuel had also delivered 7,300 US gallons of SAF to ACI Jet (KSNA) at Santa Ana, California, subsequently announcing the FBO network's intention to take a further 7,300 US gallons, split between its operation at San Luis Obispo (KSBP) and

Paso Robles (KPRB), California. In total, the deliveries will result in a 4-tonne reduction in CO2 emissions. Meanwhile, the OEMs are continuing their drive for sustainability, evidenced by Gulfstream's 14 September announcement that it has extended its SAF contract with World Fuel Services. Gulfstream signed an original, first-of-its-kind, multi-year purchase agreement in 2015 and has completed 650 flights with a SAF/Jet-A fuel blend since March 2016. The missions covered more than 1.3 million nautical miles with CO2 emissions reduced by approximately 1,700 tonnes. World Fuel Services produces the SAF at its refinery in Paramount, California, from a feedstock of agricultural waste, fats and oils. It's all very good news for an industry that appears to be resetting itself for the future. And, in that respect, Craig Sincock, Avfuel's President and CEO, offers some timely advice. "In the long-term, we know that business will return in a changed world... Those who anticipate the changes and adapt to them will thrive again. Businesses just need to hang on tight."



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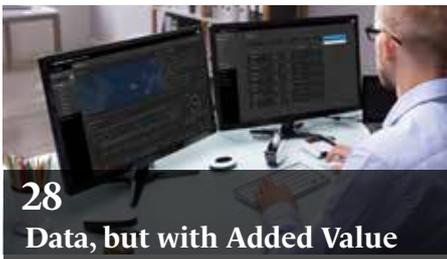
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# Modular Masterpiece

*Between them, Camber Aviation Management, Kestrel Aviation Management and Pierrejean Vision have created a unique modular cabin concept, taking the revolutionary Airbus A220 as the canvas for their initial masterpiece*

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Ultra-modern avionics, long range and great field performance made the A220's potential as a VIP aircraft obvious long before it became an Airbus product. Developed and delivered into airline service as the Bombardier CSeries, the aircraft became a truly serious commercial proposition under Airbus stewardship.

Now, a partnership of Camber Aviation Management, Kestrel Aviation Management and Pierrejean Vision has created a pioneering seven-zone modular A220 cabin concept, offering a tempting combination of the highest quality workmanship

and attractive pricing. Tom Chatfield, CEO at Camber Aviation Management, says the partners had previously worked together on Kestrel's BBJ 787, the type's first VVIP conversion, and decided to continue their cooperation on a new project. But why the A220, and why now?

Stephen Vella, CEO of Kestrel Aviation Management explains: "Our quest is to find platforms that are good baselines for cabin conversion. Many of the challenges are in adapting innovative designs to the technology of the aeroplane." The





## Stephen Vella

CEO, Kestrel Aviation Management

A veteran of almost 40 years in aviation, Stephen Vella began his career at British Caledonian Airways in 1976, with a degree in aeronautical engineering from Queen Mary College, London and an MSc in air transport engineering from the Cranfield Institute of Technology.

Later he became a general manager with Ansett Worldwide Aviation Services, then worked with IATA and as an advisor to Qatar Airways for more than a decade, also creating Aircraft Leasing and Management (ALM), from which he sold his stake in 2002 to establish Prime Aviation. He founded Kestrel Aviation in 2009, moving it to the US in 2014.

BBJ737 is based on an airframe originally developed in the 1960s, the ACJ320 series on a 1980s' design and, Vella reveals: "When we saw the emergence of the CSeries, in particular the -300, we realised the advanced nature of the aircraft.

"I was doing some work on the commercial airliner and during a deep dive into the technology I became more and more interested. So we invested in a project to see just how good a platform it would be for a corporate jet. Tom, Jacques Pierrejean and I got together at that juncture and began an interface with Bombardier, which was very supportive. We were invited to visit the production line and examine how the aircraft was built. We realised it was a 'peach' for adopting a bespoke cabin, not least because most of the wiring, ducting and plumbing was under the floor and there were readily useable structural attachment points. But, more importantly for maximising the perceived width and height of the cabin, we could push the linings all the way out to the structure."

Interestingly, Vella says the Azzo's long range is useful but not essential to the VIP market, particularly in the Middle East, where average ACJ and BBJ flights are 2.5 hours. "We wanted to create an aircraft more suitable to those cycles but also capable of the key missions – Middle East-Europe, US east coast-Europe and US coast-to-coast. Some of Asia's longer sector lengths present a challenge, but that's true for many of the current



Plan of the A220 VIP concept from Camber Aviation Management, Kestrel Aviation Management and Pierrejean Vision



corporate platforms. But the A220 is really light and has blistering field performance – you can take-off from a short runway and fly for six hours.” It’s performance that also translates into exceptional hot-and-high capability but, most of all, the A220 offers ‘proper’ living space.

Chatfield notes: “The A220 is slightly narrower than a 737 or A320, but much longer, so the floor space of a 737 MAX 7, ACJ319 and A220 are almost identical. The same is true of the cabin height. A combination of design and aircraft characteristics makes the cabin seem wider and taller, while its length means we can install an extra zone compared to its competitors. And that’s a big bonus for a client.”

#### Too Much, Too Long

In looking at the A220, the project’s primary aim was to address the common grumbles from the VIP and corporate customer base. Vella says he frequently hears: “Your green aircraft is putting too much risk on our [the owners’] shoulders, it takes too long, it costs too much. They often want something with lots of space, but more akin to the offering from a Global, with a preconfigured cabin and choices to be made on materials. We wanted to find an intermediate sweet spot between those two offerings, including finding a midpoint in terms of time taken and price.”

The result is a modular, plug-and-play concept, initially designed for the A220 but

obviously adaptable to any suitable platform. “The A220 was by far the easiest to cut our teeth on, but the concept could be adapted to the MAX and neo,” Vella notes. Customers will choose from a catalogue of module configurations, each of which will be customised to suit individual requirements and aesthetic choices.

As it applies to the A220, the concept arranges seven zones around three fixed areas. Those fixed zones are the entrance area, including crew lavatory, galley, wardrobe, forward buffet and emergency equipment stowage, and a generous mid-cabin VIP washroom, located just forward of the wing box where, Chatfield says, “the plumbing works wonderfully and it makes a nice visual demarcation point.

“We decided to put the private suite, the third fixed zone, at the back,” he continues, avoiding the need to waste space providing a corridor around it. The remaining four zones are variable. “Three are the same size, the fourth slightly larger. They enable the aircraft to be configured to customer wishes. In our concept we configured the first as a lounge area, but club seating or as many as 15 economy seats could also be installed. And, because it’s modular, the area can be reconfigured overnight.

“Traditionally, the largest, third section would be for dining or use as a conference room. Zone five might be an office, media lounge or children’s

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bedroom. Again, with the modularity, when the children are grown, the module can be swapped out for a pre-engineered replacement during a future heavy maintenance event.”

#### Concept to Reality

While Camber, Kestrel and Pierrejean are the headline stakeholders in the A220 concept, F/LIST and Flying Colours Corp are also involved. “As we got deeper into a design,” Vella says, “we went to places where they have capability that we don’t. Tom and I had worked with F/LIST on previous cabin innovations, and particularly well on Kestrel’s BBJ787. They are of the same mindset as us and with their very advanced technology we naturally brought them in to fabricate the cabin.

“For the integration and certification we wanted a partner that had strong experience with Bombardier. We looked at two possibilities and chose Flying Colours, based on their proximity to Bombardier and the vast amount of subcontract work they take on from the OEM.” On delivery, the green

A220 would go to Flying Colours’ Peterborough, Ontario facility for completion, using F/LIST cabin components manufactured in Austria.

“Our emphasis is on capability rather than brand, so Tom, Jacques and I would be the initial contact point for customers and I expect to see them working closely with Jacques on detailed aesthetic customisation – leathers, veneers and so on. That’s his forte. I’ve worked with him since 1998 on several large-cabin aircraft, introducing the ideas of minimalism, space and visual journey through design elements. The magic of Jacques has been in taking those concepts into a narrowbody. He’s ace at doing that and Tom and I are here to facilitate his creativity.”

#### Lifetime Aircraft

Given the unusual state of the market, neither Vella nor Chatfield would be drawn on whether their modular cabin will first see light of day in an A220 or with a customer refreshing



## Tom Chatfield

CEO, Camber Aviation Management

A licenced aircraft maintenance engineer by profession, Tom Chatfield trained in Canada before taking an MSc in Airline Transport Management at the UK's Cranfield University. He worked at de Havilland Canada from 1986, moving to Contact Air in 1992 and then DaimlerChrysler Aviation in 2000, as Maintenance Manager.

In 2004 he moved to Santos Dumont Aircraft Management and in 2009 went to Qatar Airways, working as VP Technical on its nascent business jet operation.

Returning home to Canada in 2013, Camber joined with a group of like-minded executives to establish Camber Aviation Management. He became CEO in January 2020.

an alternative narrowbody aircraft, but Vella was happy to reveal that dialogue was ongoing with both types of potential customer.

Between them, Camber, Kestrel and Pierrejean have developed a cabin concept that will last a lifetime. Its modular design lends it to cost-effective refreshment or complete replacement, either as a whole, or module by module. The potential for easy reworking promises to bolster used aircraft values, while the promise of easy conversion – between lounge space and regular airline-style seat rows, for example – adds a degree of hitherto unknown versatility.



# Perfect Colours, Quiet Escape

*When Andretti Herta Autosport NTT INDYCAR SERIES driver Marco Andretti needed his personal Hawker 800XP repainting, the choice of colour scheme and paint supplier – Sherwin-Williams – were remarkably straightforward*



**Marco Andretti, with the trophy awarded for his pole position at the 2020 Indianapolis 500.**

Spacesuit Media/Andretti Autosport





For his freshly repainted Hawker 800XP, Marco Andretti chose a design that reflects three generations of racing heritage and encapsulates the Andretti Autosport brand. “The red stripe began with my grandfather, Mario, who had it on his helmet many years ago. And then my dad carried it, adding a blue stripe and the American flag. I’ve taken those elements and incorporated them into my personal logo and company logo as well. The finished result on the Hawker 800 is a reflection of all those things and it turned out great!”

Sherwin-Williams has enjoyed a long relationship with Andretti Autosport and Marco says that made the decision to select from the company’s range of coatings easy. “Sherwin-Williams has been the go-to for years when it comes to painting the team’s race cars, so when I needed a new coating for the aircraft, they were a natural selection. I knew it would be a product I could count on for longevity, durability and great looks.”

The scheme uses Matterhorn White, Regiment Blue and Rumba Red straight out of Sherwin-Williams’ colour book, with the blue and red stripes painted in a complicated arrangement over the white base. Defining such a distinctive scheme requires lengthy discussion between the customer and scheme designer. Marco chose C&L Aviation



Marco Andretti's father Michael (left) and grandfather Mario. Business jets have been integral to the family's motorsport operation. Via Sherwin-Williams

Group, headquartered at Bangor, Maine, to perform the work, as Vice President of Sales - Corporate MRO, Ron Jennings, recalls.

“Marco Andretti’s aircraft is managed by a customer that has used us in the past for large projects on Hawkers. They approached us for a quote to paint the jet. Marco was in direct communication with our designer to express his thoughts on what the paint scheme and colours ought to be. Many revisions were made until the scheme and colours were to his satisfaction.” Interestingly, but typical of C&L

Aviation Group’s flexible approach, Jennings says the deal with Andretti was sealed entirely via text message and email, both options suiting the busy driver’s complex schedule better than lengthy conversations.

Predictably, C&L Aviation Group was already familiar with the Sherwin-Williams product Andretti chose. Noting that customer satisfaction is the company’s top priority, Jennings says: “If there is a certain brand of paint a customer would like to use, that’s what we’ll go with. In many cases, that means Sherwin-Williams. We have found they

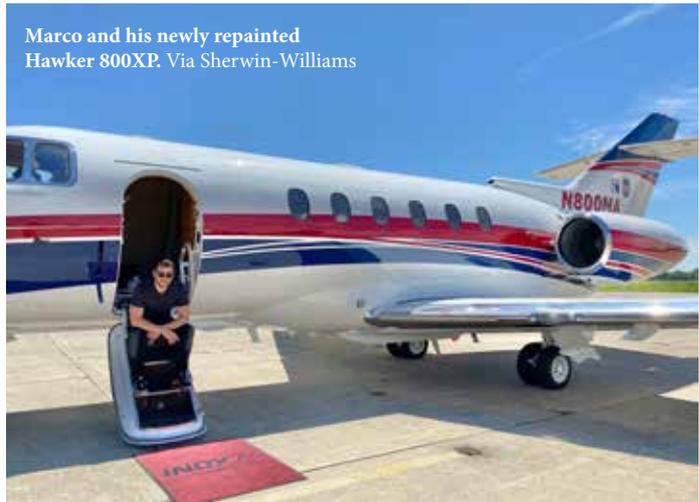
offer excellent customer service while also providing competitive pricing and lead times.”

Speaking for the paint manufacturer, Julie Voisin, Global Marketing Manager, Sherwin-Williams Aerospace Coatings, says only limited time was available for the Andretti job and Sherwin-Williams lived up to its reputation for fast, accurate delivery. She believes that with every paint scheme her people move closer to the customer, and Marco Andretti’s Hawker was typical in bringing C&L Aviation Group and Sherwin-Williams together as a team. “Aviation is very time and quality driven, and we have a reputation for delivering high quality, on time. If there is an issue, we’re there behind the customer to

help them resolve it. We just work really hard to offer layers of the very best service, whether it’s colour matching, delivering paint on time, or assigning a tech representative to deal with a particular question.”

**Painting Process**

With the scheme approved, work began in earnest. There are two quite different, fundamental stages to completing any bespoke aircraft paint



Marco and his newly repainted Hawker 800XP. Via Sherwin-Williams

scheme. First, there’s the definition of a design that meets customer requirements and the subsequent



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transfer of that design from computer screen to aircraft; second is the process of stripping, preparing and repainting.

Jennings says: “Ultimately, the customer chooses the paint design and colours before anything else is done. Often they receive several design examples based on the original vision for the aircraft. Only once the customer is entirely happy does the process of taking that 2D rendering and transferring it to a 3D aircraft begin. It takes a great deal of hand-eye coordination and experience to lay out the paint scheme on an aircraft. In the case of Marco’s Hawker, the entire design was done freehand by our skilled paint team, using reference points on the drawing and aircraft to scale out the design.

“The process of painting an aircraft begins with stripping all the existing paint. First, all composite, glass and otherwise sensitive areas of the aircraft are covered with an aluminium-barrier paper. Then a paint stripper is applied and left on for up to 12 hours. After this, the aircraft is scrubbed and washed, before another layer of stripper is applied. Another thorough washing is completed before sanding begins. Once the aircraft is completely sanded down, work starts on building up the new paint job.

“First, an anti-corrosion primer layer is applied, followed by two or three coats of high-build primer, and a guide coat.

This is sanded to a smooth finish ready for the base colour and then the stripe colours. Every aircraft is different and painting can take anywhere between two and four weeks depending on the design, number of colours, and size and condition of the aircraft.”

C&L completed its high-tech, 20,000sqft paint facility in 2014 and was therefore well equipped to manage the Andretti jet. Jennings reports enthusiastically on the shop’s heated floors and \$2.5-million air-handling system which, he says, “includes a variable frequency driven, high-efficiency exhaust ventilation and lower-explosive-limit monitored exhaust system interlock, allowing us to control air flow and drying times, and reduce the downtime required for aircraft painting.”

Yet the very best aircraft finishes are only achieved by skilled painters, a fact Jennings recognises. “Whenever I see our painters at work I feel they’re more artists and chemists than technicians; we give them a consistent environment so they have the very best conditions for the job. We’ve employed experienced paint technicians from all over the country, many of whom have OEM training. But we also have an on-site apprenticeship programme so that a new generation of aircraft painters can gain the experience necessary to become experts themselves.” All of which adds up to a high-quality

offering for all C&L’s private aviation customers. “We consider it a privilege anytime someone selects C&L Aviation Group to provide service for their aircraft,” Jennings says. “An aircraft’s exterior paint and cabin are a very visible way for an owner to express their personality and style, so we take great pride in helping them make their vision reality.

#### Marco’s Hawker

“We certainly enjoy having our craftsmanship viewed by a large audience, and serving someone like Marco Andretti, from a well-known family of famous drivers, certainly provides a larger audience and increases awareness of what we do. But we strive to provide a world-class product and experience for all our customers, while being cognisant that some want to keep a low profile. Of course, we hope Marco will share his experience and satisfaction with our product with others.”

For Marco, while the appearance of his jet is important to the Andretti brand, the aircraft is little more than an essential tool. “The Hawker has given me back so much valuable time to spend with loved ones. I’m able to get home at night after a race instead of having to stay away longer, dependent on commercial flight schedules. It also saves time in trips to the airport and with everything that goes along with commercial travel. And I can easily have my family – even our dogs – travel with us. After a long and busy weekend at the racetrack, the flight home is a quiet escape and an opportunity to wind down and relax before arriving. It’s an opportunity you don’t get with commercial travel.”

He’s effectively continuing a family aviation legacy proven through Ron Jennings’ own industry experience. A self-confessed non-follower of motorsport, Jennings remembers starting out in the industry as an aircraft fueller. “I refuelled Marco’s grandfather, Mario’s jet, I refuelled Michael, his father’s, jet, and now I’ve sold Marco himself a C&L Aviation Group service!”



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There are clear signs throughout the industry that a new kind of customer is considering private aircraft charter as a safe and efficient alternative to commercial airline travel. It's a trend obviously driven by the COVID-19 pandemic and clearly observed at on-demand business aircraft charter company Victor, which reported an upsurge in bookings and a significant increase in new customers during June 2020, at which time 75% of Europe's borders were open to travellers, albeit with restrictions.

The company saw a 100% increase in bookings in June compared to May and a 70% increase in customer requests. The data confirmed that experienced flyers were undoubtedly travelling again as restrictions lifted, but also revealed a significant increase in new clients: 15% more new clients used the company in June 2020 versus June 2019. In fact, more than 40% of Victor's June 2020 flights were booked by new customers.

Reinforcing the uptick in business jet travel bookings, Victor subsequently released data gathered in the run-up to the UK's late August bank holiday. It revealed little change in the most popular summer destinations. France, Spain and the regional UK took the top three slots, albeit with the first two swapping position compared to 2019, while a greater percentage of summer flights to the Balearics were to second homes than in previous years.

Most significantly, the information revealed a perhaps not unexpected, but nonetheless notable change in booking behaviour. Many more clients booked with shorter lead times; 88% of August 2020 UK departures coming less than one month after booking, compared to 73% in August 2019.

#### Management Buyout

Launched in 2011 and therefore relatively young compared to many industry players, Victor has relied on its high-technology approach to charter, huge charter fleet selection, superior customer service and strong leadership to weather

# Booking Trends & Management Moves

*Less than a decade old, on-demand charter specialist Victor is observing new booking behaviours while restructuring its senior executive team after a recent management buyout*



Victor's new Co-CEOs, Toby Edwards (left) and James Farley

the COVID-19 storm. Significantly, the leadership team has not only navigated the pandemic but also restructured, after a management buyout in March this year.

As a result, former CEO Clive Jackson is now Executive Chairman, while Toby Edwards and James Farley have taken Co-CEO positions. Both joined Victor in 2012, Edwards from a career in recruitment as the company's first Member Services Executive. He built and trained the UK sales, operations and flight management teams and helped assemble the US team when Victor launched in North America in 2015.

In 2018, Edwards was appointed Managing Director for the Europe, Asia-Pacific and Middle East & North



Bobby Perez, Victor's new Executive Vice President of North America



Africa regions, with responsibility for leading the UK-based sales, operations and flight management teams and the business development department, as well as working alongside the marketing team to establish commercial partnerships for the Alto loyalty programme.

With a background in corporate finance, James Farley was fundamental in securing Victor's early-stage financing in 2010. He joined the company as its first Head of Product, subsequently working as Head of Customer Relationship Management, Head of Data and Head of Strategy & Planning.

And, as if changes at the very top management level were not enough at this challenging time, Victor also appointed Bobby Perez as Executive Vice President of North America. Spearheading the company's growth in the US market, Perez came to Victor after it acquired California-based YoungJets, before expanding into the US during 2015. With 14 years' experience, he was previously Victor's Director of Operations and, most recently, Vice President of Operations.



Having successfully worked through its own restructuring, Victor is ideally positioned to benefit from the COVID-driven changes in charter buying. But, most importantly, it is already geared for the sustainable reset the industry must also surely undergo.

Since 1 July 2019, the company has enforced a mandatory 200% carbon offset on every flight, at no extra cost to the customer. In the 12 months to the

beginning of September 2020, Victor offset more than 48,000 tonnes of CO<sub>2</sub> emissions through UN-accredited carbon sequestration programmes. Its long-standing aim of becoming the world's most environmentally responsible private aviation company remains a cornerstone of policy for the new CEO team, with the promise that the option of using sustainable fuel will be offered as soon as it becomes available on a sufficiently large scale.

# Reasoned Optimism

*After EVA posed a bunch of difficult questions about coping through the pandemic, sustainability and the future of business aviation, a team of senior Avfuel executives stepped forward in response*

The aviation industry has taken a hard knock from COVID-19, yet it seems Avfuel has continued forging ahead, unveiling newly branded FBOs, signing supply deals and expanding its loyalty schemes. What has the company's philosophy been during these peculiar times?

Industry veteran, Avfuel President and CEO Craig Sincock, replies: "As always, we've remained focused on our customers, listening to their needs and adapting to the ever-changing marketplace as quickly and efficiently as possible. At Avfuel we value the human approach and in all we do we consider what's best for our internal and external customers.

"We understand it's been a challenging time for many of our customers and we diverted resources to support them wherever and whenever possible, while also encouraging forward-thinking initiatives.

"As operations return, we're ready to support them, rising to the re-start challenge and adapting to post-pandemic operational changes as efficiently as possible. We believe challenging times are built for leaders. Although no one knows the exact outcome of the test we're facing, we've been working with customers on how to survive for the short term by identifying and empowering natural leaders, and making sure they collaborate and remain flexible to adapt to the volatility of the situation; then we suggest identifying the subsequent generation of leaders who will see the organisation through the next emergency, always thinking about succession. In the long-term, we know that business will return in a changed world; it's important to build up the



organisation to suit the new, evolving environment, and not just rebuild the old one. Those who anticipate the changes and adapt to them will thrive again. Businesses just need to hang on tight.”

Executive Vice-President CR Sincock explains: “Early on we adapted our operations to maintain business continuity while ensuring the health

and safety of our employees, their families and our communities, transitioning the majority of our staff to alternative work locations. As restrictions lift, we’re implementing a staged return-to-office plan that allows for fluidity as the situation changes. But through it all, we’ve been able to – and will continue to always– provide seamless support to our customers.

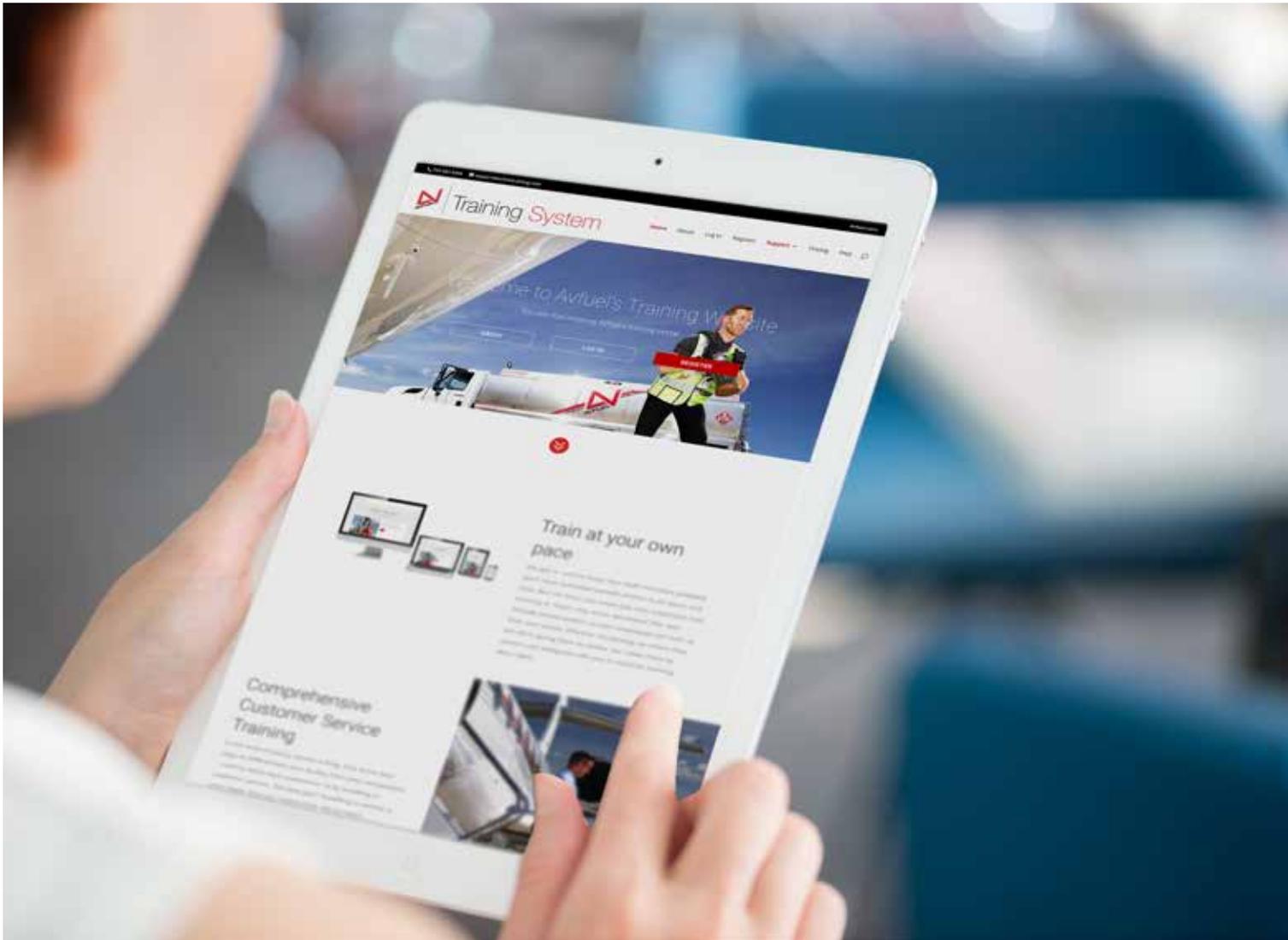
“I think most people in the company would agree that we haven’t experienced a ‘downtime’, but rather a shift in priorities. Marketing turned to educational efforts. Sales spent less time on the road and more time connecting virtually. Quality assurance collaborated with industry organisations on releasing guidelines on critical measures, including actions for reduced operations and decommissioning fuel equipment owing to coronavirus. Credit worked one-on-one with customers on receivables based on their individual situations. And all of this is in addition to our work on sustainability, securing the supply of SAF [sustainable alternative fuel], offering carbon credits to offset carbon emissions, and incorporating a book and claim programme as a new, efficient way to purchase SAF.”

**Several industry commentators have suggested that post-COVID recovery presents aviation as a whole with an unprecedented opportunity to ‘reset’, especially with regard to sustainability. SAF is an important component in Avfuel’s future strategy, but remains very far from being the primary fuel used by the business aviation community. Why is that? When can we expect to see SAF as the only fuel available for business aircraft?**

Keith Sawyer, Avfuel’s Manager of Alternative Fuels is candid in his response. “Quite simply, the biggest hurdle to full adoption of SAF is the development of the manufacturing and supply chain infrastructure. Avfuel is working diligently to source, blend, test and transport SAF for special demonstrations and events within the business aviation community, in the hope that raising awareness will inspire commitments and demand to further encourage SAF production.

“Business aviation also has the challenge of competing for limited supply with commercial airlines; while that commercial demand is down because of the pandemic and associated economic factors, we can expect it to recover at some point.





“Avfuel predicts that within 10 years, SAF will represent 15 to 25% of the world’s Jet A supply. Demand is rising and we are planning to have the infrastructure in place to move, store and deliver it to our customers. Great strides have been made, but it will be many years yet until SAF is the only fuel available for business aircraft. In the interim, carbon offset programmes like ours are an efficient, cost-effective means to attain sustainability goals and reduce carbon emissions, in addition to book and claim modelling that can grant access to SAF for customers despite proximity to availability.”

**Can you share some details of recent FBO signings and explain how these happen?**

Responding with enthusiasm on 24 August, Craig Sincock said: “Avfuel is proud to have added 22 new branded FBOs to its network so far in 2020, including DFW Airport, Avflight Grand Rapids (KGRR), ProJet Aviation (KJYO) and MRB Aviation (KMRB).

“The branding process differs for every partnership – each operation is unique and we treat them as such. Avfuel employs a dedicated, talented team of sales personnel, and the staff to support their efforts, from marketing and logistics to taxes and credit, to connect with customers and prospects, develop relationships, identify needs and find solutions to support them. Often, a new or renewed partnership occurs through relationship development. With consideration for the pandemic, that

relationship development looked a little different, but we got creative with ways to connect, including video calls and webinars; we’ve since begun visiting customers again, with the utmost consideration for safety.”

**Your AVTRIP loyalty programme has more than 47,000 members. What are the latest AVTRIP developments?**

Marci Ammerman, VP Marketing, explains: “Out of appreciation for our customers and in reaction to the COVID-19 pandemic’s effect on flight activity, Avfuel is preserving the tiers of its AVTRIP members who earned a gold or platinum status for 2020 through 2021.

“This allows members to receive the benefits they earned until they’re back

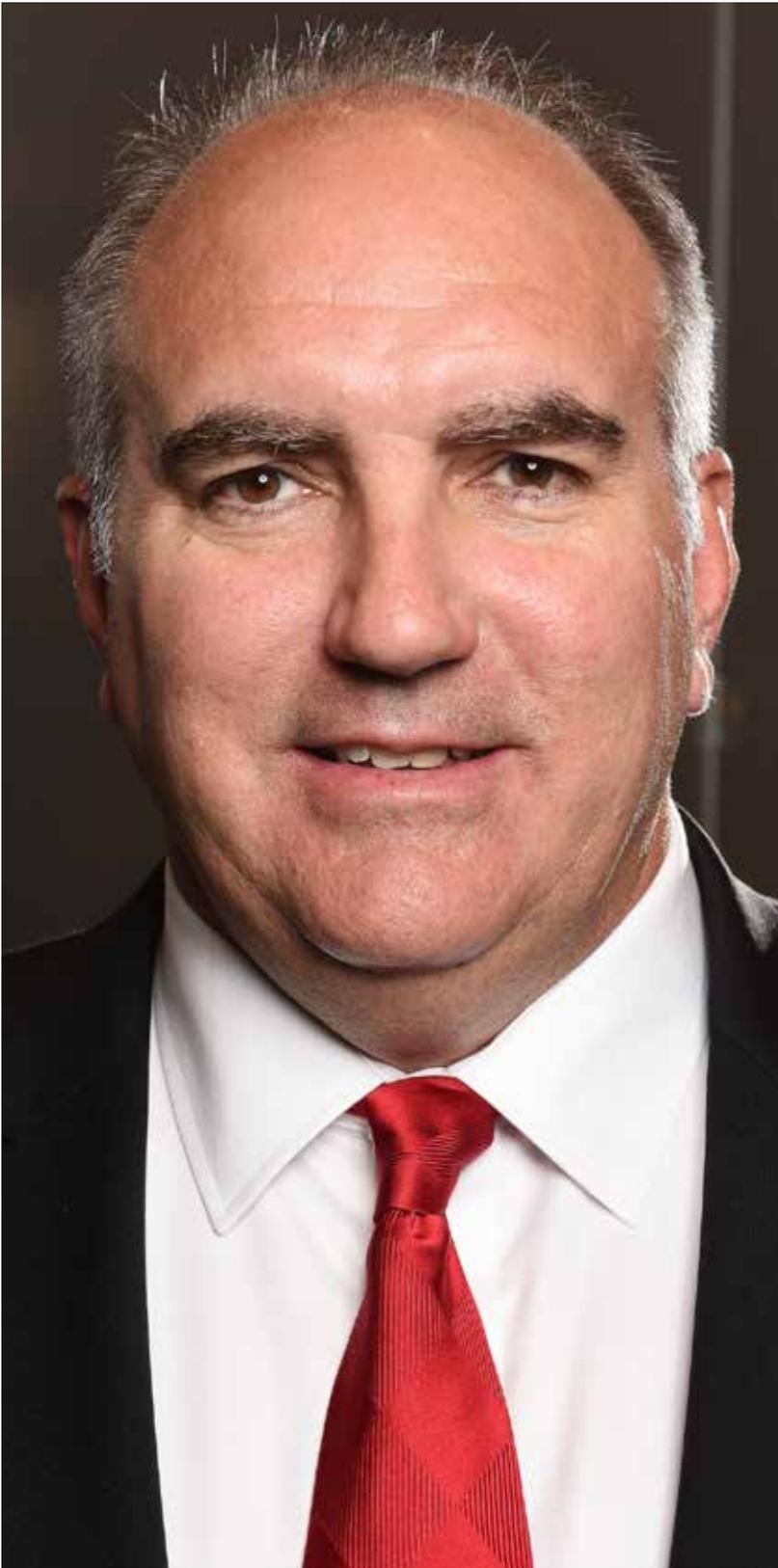
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**Joel Hirst**  
Vice President of Sales

in the sky. However, members who fly and fuel enough in 2020 to step up tiers for 2021, will still be able to do so. As always, AVTRIP members are also assured that their points have never, and will never, expire. Those that do not accumulate 5,000 points by the end of the year (redeemable for a reward) will roll over into 2021. And while FBOs start to see enhanced traffic as restrictions begin to lift, we have a number of branded locations offering bonus AVTRIP Points.

“Furthermore, we’ve been providing more ways than ever to earn bonus points, in addition to our partnership with Go Rentals and Sporty’s, whereby pilots can earn points for their car rentals and membership, respectively. Toward the end of August, for National Aviation Day, pilots had the opportunity to win 5,000 AVTRIP Points for engaging with a social media post. We’ve been busy thinking of ways to reward our members with points, even if they find themselves grounded.”

**Avfuel has worked tirelessly to help its customers but, in common with many aviation companies, its efforts in the fight against COVID-19 haven’t stopped there. What have you been able to do?**

“We’ve been working diligently to support our customers and community with resources and other means to navigate COVID-19 and sustain business continuity,” CR Sincock reports. “Along with maintaining 24/7/365 support, our special initiatives have included collaborating with industry organisations on critical measures, like educating customers on actions for reduced operations and decommissioning fuel equipment. We’ve also been assisting with local PPE shortages; the Avfuel team created face mask ear hooks and face shield headbands for frontline workers.

“We waived fees for Avfuel customers using our online FAA-approved Part 139 Fuel Safety training to soften training expenses and encourage new and recurrent training while face-to-face training is unavailable. We released our 2020 scholarship applications early for more flexibility. Meanwhile Avplan, our flight planning and support division, maintains complimentary consultations and trip feasibility assistance 24/7/365.

“We began the Avfuel Virtual Meetup webinar series, helping us stay connected with our branded locations and providing helpful insights. Furthermore, we’ve supplied our customers with a constant flow of communication through resources gleaned from our in-house team, our

FBO network and the industry at large, to make certain they didn't miss critical operational best practices or accessible relief. The resources in these communications are compiled at [Avfuel.com/COVID19](http://Avfuel.com/COVID19).”

**How has COVID-19 so far influenced your future plans?**

It's a tough question to which Joel Hirst, Vice President of Sales, responds: “In a very short time frame, the aviation industry experienced an unprecedented shock from coronavirus. Like all its counterparts, Avfuel felt the effects of the pandemic with a reduction in airline fuel sales, flight hours, FBO requirements,

crude oil prices and inventory movements. In reaction, we closely monitor sales trends to predict what will happen in the coming year, three years, five years, etc. We then adapt our focus and strategies accordingly.

“Looking ahead, we'll continue growing the Avfuel Network with new branded agreements; continue to make strides in sustainability by sourcing, blending, testing, storing and distributing SAF, as well as facilitating carbon offsets, and exploring book and claim modelling; and continue developing new solutions for customers as an all-round aviation services facilitator. With these initiatives in focus and our customers

always first in mind, we're in a prime position to achieve our 2021 objectives and goals.”

**And what about the wider industry? What are Avfuel's predictions there?**

It's another fitting question for Craig Sincock, who says: “Avfuel supports every aviation sector; having a broad portfolio makes for a stronger company and a stronger network. From the initial shock of the pandemic, fuel demand from airlines took a sharp decline – as of late August they are running at a 40–50% level year-over-year, and I predict their recovery will take two to three years.

“In the same time period, we saw large cargo operators, those that handle trips across the Pacific and Atlantic Oceans, have an almost immediate increase in demand and that part of our business increased significantly. Military business is actually trending slightly up year-over-year too.

“And, of course, business jets had an initial drop, but quickly came back. Operations seem to be at 80–85% compared to 2019 levels. Our forecast is that all these segments will remain approximately at the level they're currently running throughout the end of the year. The industry may move up a step when vaccines are developed and there are more therapeutics for the virus, but to get back to 2019 levels, the final step will be a global economic recovery – it may take a year or two to get the entire industry there, but it's difficult to say exactly how long.

“It's important to emphasise that in aviation we have reason for optimism. Our industry is one of the world's biggest infrastructures. Its necessity is beyond refute and, as such, we can be confident business will return. The military, law enforcement, hospitals and medical operations, the coast guard, commerce, business and personal connectivity, education, agriculture, search and rescue, cargo and freight, and government, all rely on flight.”



**JMarci Ammerman**  
Vice President of Marketing

As an organisation, Avfuel has a family feel, albeit a family spread around the world. How has it kept its people safe while continuing to serve customers?

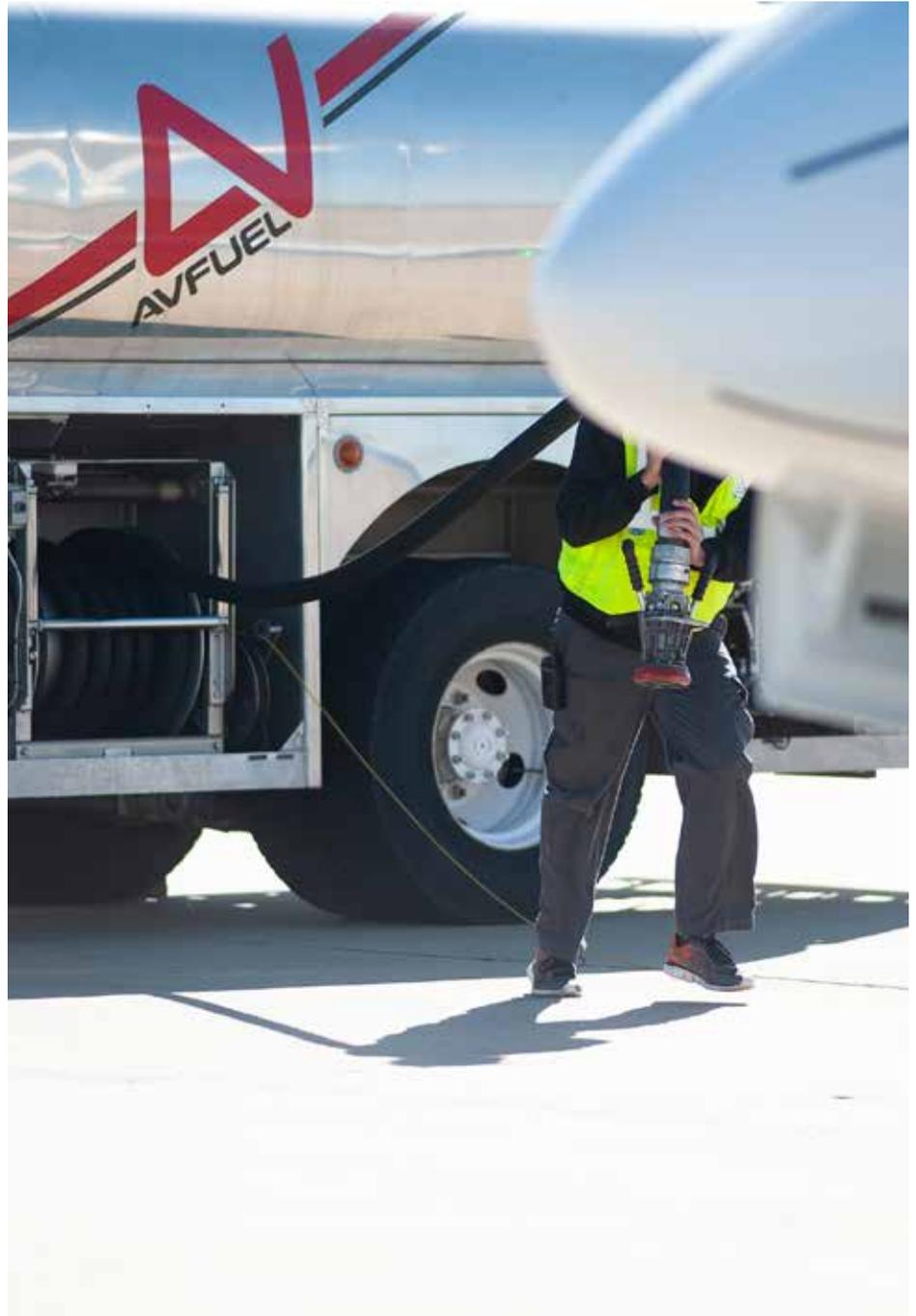
“The safety of our employees, their families and our communities has been the top priority and concern throughout this pandemic,” CR Sincock says. “Our IT team worked at lightning speed to set staff up for remote working, enabling the teams that needed to be in the office to spread throughout our buildings at distances far exceeding health safety guidelines.

“As guidance and direction came out of our leadership team, our HR staff quickly compiled protocols and a myriad of health resources to support employees; these resources were all made easily accessible on our existing internal website, so the entire Avfuel family could remain on the same page and maintain safe operations.

“Many of our sales team worked out of their homes to begin with, but one of the harder aspects has been not seeing customers on a regular basis. To facilitate connections while remaining socially distant, we got creative with webinars, Zoom calls, virtual meet-ups and happy hours; and while we’ve begun to implement some face-to-face meetings when needed, we miss our more frequent face-to-face opportunities.”

**The message from Avfuel’s executive team is one of coping well during the crisis, but your staff, customers and industry partners have all played important roles in that success. What message would you pass on to them?**

“A resounding thank you,” Craig Sincock states. “Thank you to our Avfuel family for their flexibility, dedication, ingenuity and collaboration as we worked around the clock to keep operations running smoothly and efficiently during a challenge the like of which we’d never faced before. Their focus on the customer experience through it all has made the biggest difference. Their adaptability as focuses and



responsibilities have shifted has ensured our longevity through the pandemic.

“To our business aviation customers, thank you for your continued loyalty and support. Your feedback has and will continue to inspire solutions as we look ahead to a bright future.

“To our industry, thank you for staying the course and supporting one another through thoughtful collaboration. Despite all the hardships aviation has endured over the past months, I am

inspired by the resolve and dedication of industry leaders as we continue to look forward.

“The value of aviation for a globalised world is indisputable and each of us plays an indispensable role in keeping the world connected. At Avfuel, we like to say we’re not in the business of selling fuel, we’re in the business of connecting people, businesses, governments and cultures. And as borders open and distances close, we’re ready to help facilitate those connections.”



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# Classic Jets, Personal Service

*My Corporate Jet offers an unusual combination of flying experience and personal service. Marketing & Sales Coordinator Erica Lorenzo explains its unique offer*

Family-owned My Corporate Jet has carved an unusual niche in the business aviation market, operating a three-aircraft fleet of late-production Sabreliner 65 jets across the Americas and into the Caribbean. Headquartered in Greenville, South Carolina, the company owns all three aircraft, which Marketing & Sales Coordinator Erica Lorenzo says, "...is a huge advantage to the client, because no owner approval is required". My Corporate Jet also offers aircraft management services.

Aviation enthusiasts will want to fly My Corporate Jet simply because it operates the classic Sabreliner. The type's heritage goes all the way back to the North American F-86 Sabre, the machine that introduced high-performance, swept-wing jet technology to the US Air Force, although My Corporate Jet's executive aircraft were among the last off the Sabreliner line, feature fuel-efficient TFE731 turbofan engines and, thanks to constant upgrade, the latest in avionics and safety systems.

My Corporate Jet performs its own maintenance and Lorenzo reports that no major issues have been encountered with avionics or cockpit systems. As well as installing the latest avionics as they become available, Lorenzo says the company has 'a pretty good stockpile of parts', which are overhauled and repaired as required. With the Sabreliner relatively rare in service, could other operators benefit from My Corporate Jet's expertise with the type? "We don't maintain Sabreliners for other operators," Lorenzo confirms, "but we could."

## Ramp Presence

On the ramp, the Sabreliner likely looks a little different to even the most disinterested passenger, which makes it an intriguing choice. Lorenzo explains: "We choose to operate the Sabreliner 65 because of its safety features and reliability." And, although it may look a little quirky on the outside, there's no doubting the passenger experience on the inside. "We refurbish our interiors regularly to ensure clients travel in the highest level of comfort and luxury possible on every flight. Our passengers range from corporate clients to families going on vacation. We've had the occasional celebrity too, but that's not our typical clientele."

My Corporate Jet gained its Air Operator's Certificate in 2014, starting out primarily as a provider of medical evacuation (medevac) flights, but Lorenzo reckons the business has been 50/50 charter and medevac in recent years. Two of the Sabreliners are equipped to take stretchers, with medical care and equipment provided by an FAA- and State-licensed air ambulance operator. The conversion between all-passenger and medevac cabin is rapid.

Unusually, My Corporate Jet also makes good use of the Sabreliners' useful cargo payload. The aircraft door is too small for a pallet but, Lorenzo says: "The Sabreliner can hold quite a bit and although the door doesn't really allow for large cargo, we do load medium and small boxes. Our rapid cargo service is mostly for AOG flights."



And if the opportunity to fly a classic bizjet isn't enough, Lorenzo says the most important qualities My Corporate Jet has to offer are enhanced customer service and flight safety. "We offer extreme flexibility on scheduling, we are pet friendly and include light catering on all flights." And the service is personal too. "When someone calls they always deal with me directly, so they can be sure that all their needs will be met."

Carrying four passengers and their luggage, the Sabreliner 65 can fly about 2,000 nautical miles, ensconcing its customers in the comfort of a regularly updated cabin as it does so. Alongside My Corporate Jet's superior, personal service, it makes for an enticing offer, but Lorenzo says there are further hidden depths to the company's charter business.

"The Sabreliners are very reliable, efficient aircraft and because we own three of them, the odds of us cancelling a flight owing to a mechanical issue are extremely slim. The most we've ever needed to do is switch tails, but even that has only happened a couple of times. Plus, all of our captains are highly



The My Corporate Jet fleet includes Sabreliner 65s N799MW and N651MK, both powered by TFE731 turboprops. The aircraft are equipped to the latest avionics standards and their cabins, which benefit from regular refurbishment, are also easily converted for medical flights

experienced pilots, with thousands of flight hours behind them.”

Finally, the obvious question for all charter operators: How has the COVID-19 crisis affected business? Lorenzo is refreshingly candid. “April and May were difficult, but business started to pick up in June and it’s been pretty steady since.

Most of our work during the pandemic has been passenger charters. We’ve had lots of repatriation flights, both for US citizens and foreign nationals wanting to go home. Now, corporate trips seem to be up as do family vacations although, to be honest, we don’t really ask why people are chartering the flight.” It’s further evidence, as if needed, of My Corporate

Jet’s unusual, discrete, customer-orientated approach, combining classic flying with personal service.



“We refurbish our interiors regularly to ensure clients travel at the highest level of comfort and luxury possible on every flight.”

# Data, but with Added Value

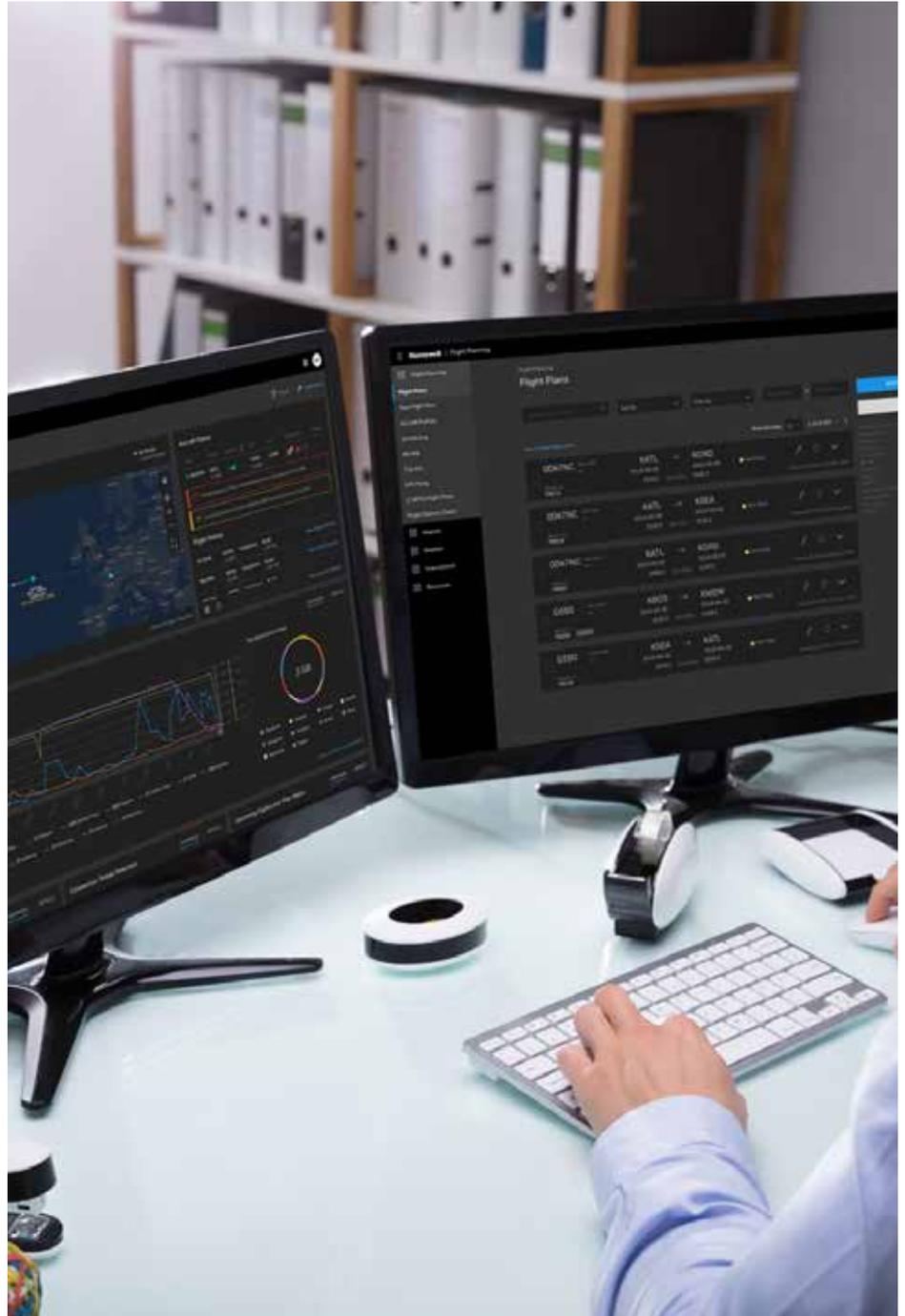
*Building on more than a century of data collection, Honeywell Aerospace has introduced its Forge platform, already proven in the airline industry, to business and VIP aviation*

Early on in our discussion, Raghd Talih, Aerospace Leader at Honeywell Aerospace, Middle East, exclaimed: “In just 12 flight hours a twin-engined jet can generate up to 844 terabytes of data. That’s almost 27,000 32-gigabyte iPhones!”

It is therefore no surprise that data has become a driving force in aviation. With high-speed connectivity now a reliable reality, the process of gathering data has morphed into one of transmitting data off the aircraft, to flight and maintenance departments, manufacturers and navigation providers. Indeed, ‘fatter’ connectivity ‘pipes’ mean more bandwidth for data, leading to expanded data collection, requiring ‘fatter’ pipes, and so the one has come to lead the other in a sometimes blurred relationship.

An OEM – an engine manufacturer, for example – wants as much data as possible from its equipment. Even data downloaded directly into storage might yield future information about why a component failed earlier than anticipated, how a simple design tweak might save a little fuel, or why one owner’s engines perform so much better than another’s. But for operators and maintenance departments, big data is less valuable. What they really need is data-derived products; think data, but with added value.

Without a product, there’s a risk of collecting data for data’s sake, or falling into the trap of allowing the desire to collect data to overwhelm its usefulness. And it’s important to remember that





Raghd Talih,  
Aerospace Leader at  
Honeywell Aerospace,  
Middle East

data in aviation is nothing new. On 17 December 1903, Orville Wright completed the world’s first successful, controlled and powered flight. It lasted 12 seconds, during which he employed real-time data, gathered via a stopwatch and anemometer. What has changed over the subsequent 117 years is the quantity of data we gather and how we use it.

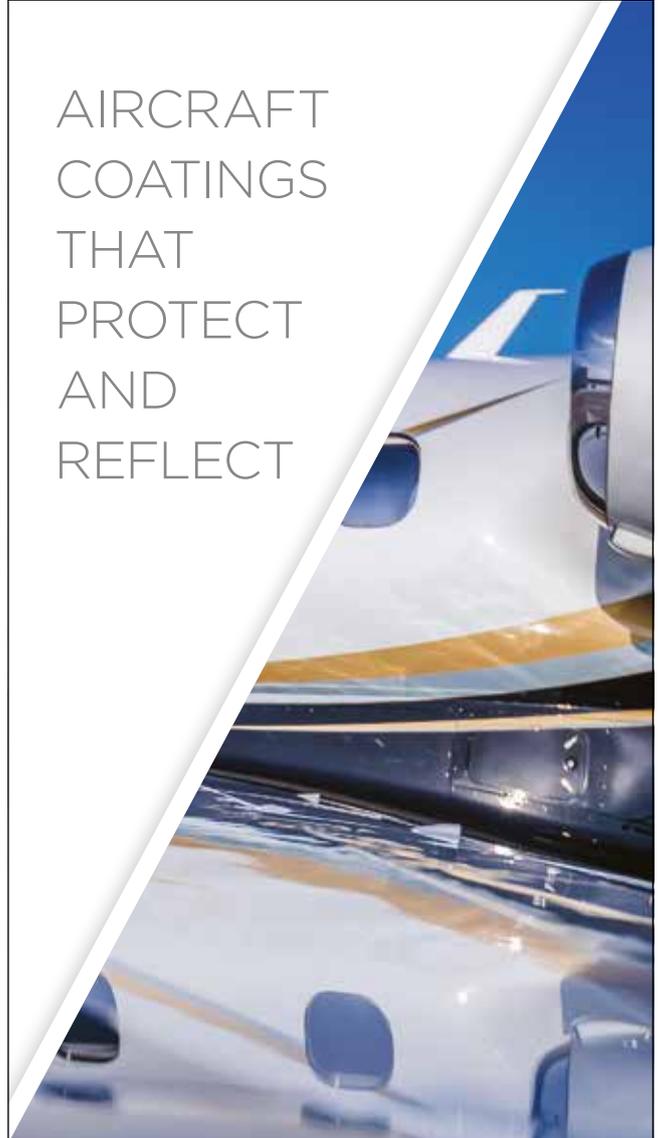
#### Honeywell Forge

Through merger and acquisition, the history of Honeywell Aerospace reaches back to 1914. The company therefore began generating and using aviation data little more than a decade after Orville Wright realised its first proper application. Honeywell thus has a long and proud aviation data legacy, as Raghd Talih well knows.

“Honeywell has long had the means to collect data from the aircraft. We’ve always been a leader in providing satellite connectivity hardware and services. Our avionics are on many platforms, we’ve provided safety service for cockpits, internet and Wi-Fi for the cabin; it’s a long history of being close to data and data collection.”

Now the company has taken the next step in data exploitation for business and VIP aircraft owners and operators, rebranding its GoDirect product as Honeywell Forge, a system Talih expects to see offering more and more capability as it expands and matures. “The rebranding is in line with what we’re doing on the airline side and overall, across all Honeywell business.

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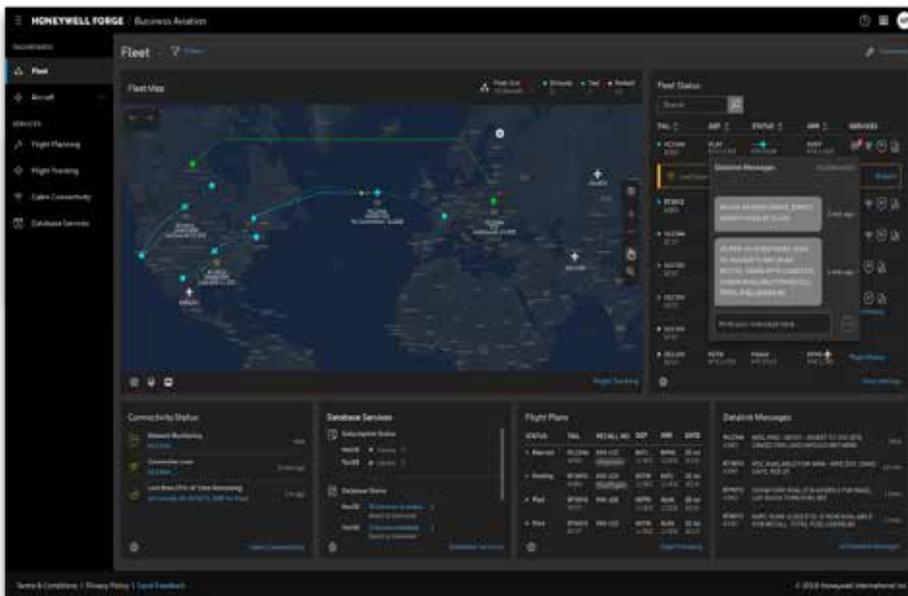
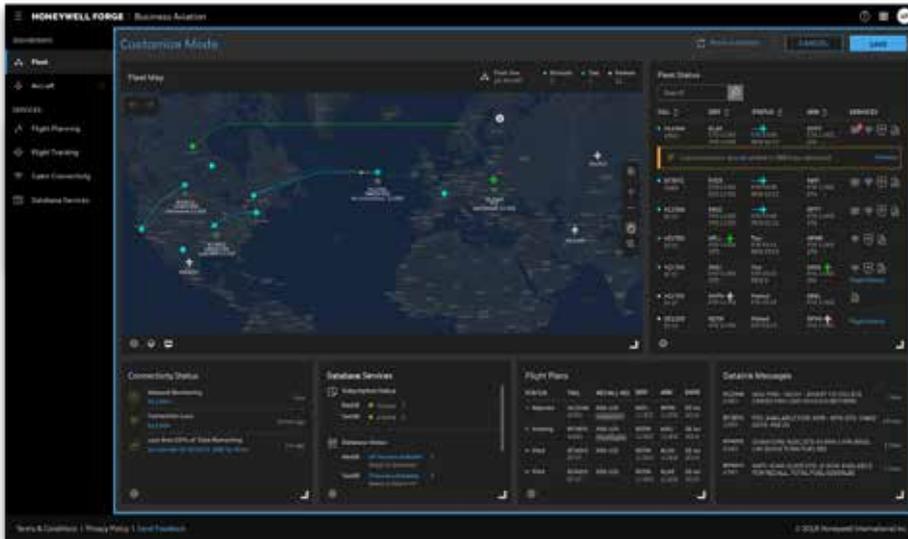
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“We’re a hardware provider, a software provider and a services provider, and Forge is the umbrella under which we bring those aspects of the business together.”

“Forge is essentially an analytic engine. It’s an intelligent, data-driven platform, designed to provide a solution that generates improved aircraft availability and higher profits. In business aviation, Forge connects through airtime and data services and we’ve been providing those since 2015, when we acquired Satcom1, which subsequently became GoDirect. We also deliver datalink services, through our global data centre, a service we’ve been providing for almost 35 years, and we have a security infrastructure and ground services network, enabling secure end-to-end data transmission between the aircraft and operator.”

Talih says Forge is already highly

evolved in its airline application. “We have modules including Forge Flight Planning, Forge Flight Efficiency and Forge Ramp. Customers don’t have to buy into the whole offering, they choose the modules most relevant to their business model. We’re in the early stages of taking some of this functionality from the airlines to business aviation.”

In effect, Forge gathers big data and, via its modules, turns it into useful products. As Honeywell develops and optimises it for business aviation, so operators will see the benefits their airline brethren are already enjoying in reduced fuel consumption, predictive maintenance, flight planning and more.

But what happens to the data that Forge doesn’t need? And what about all the data that indicates a system is functioning just fine and therefore has no relevance now, but may become important when the system fails in a year’s time?

“Modern aircraft have hundreds of sensors gathering data. We’re very good at analysing the data and using it to improve operations, especially for predictive maintenance, and that’s all in Forge.

“But we agree with our customers that although we work with their data, they retain ownership. It’s a big deal and not true of all players in the field; there’s a

lot to be learned from it and ultimately it can be sold as information. We don't do that. Any data that isn't immediately used is saved and remains under the customer's ownership."

The relationship actually begins sometime before a Forge customer places the software into service. "Our experts might spend months with the operator, initially introducing data gateways where they don't already exist, some of which might require hardware upgrade on the aircraft. Then it's a case of working with the operator to design and implement the data collection and

integration system before starting to work with it."

#### Controlled Connectivity

Faster connectivity means more data off the aircraft, but also more options for passengers, and Forge helps optimise their experience too. "Imagine two VIPs, both heavy internet users, flying on the same bizjet. Assuming the operator is a Honeywell connectivity customer, the ground ops team can manage streaming and data sharing on that individual aircraft through Forge, ensuring that everyone on board has a great experience. It's an extremely

sophisticated system that we call Data Control Options. As well as ensuring optimum service, it also avoids operators exceeding their data limits."

Forge is very much the way ahead for Honeywell's business and VIP aircraft connectivity and data offering. "We're continuously developing it and adding value. We're a hardware provider, a software provider and a services provider, and Forge is the umbrella under which we bring those aspects of the business together. It places Honeywell Aerospace in a unique position," Talih declares.

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# Fuel, Food & Kansas Winds



*The aviation industry has committed to carbon-neutral growth, and sustainability is fast becoming a buzzword of post-pandemic reset. But how is sustainability really achieved?*

The drum of sustainability has sounded unashamedly throughout this edition of *EVA*, most often carrying the message for sustainable alternative fuel (SAF) and carbon offset. In business and VIP aviation, as in every industry, there is more to sustainability than fuel alone, but the importance of producing fossil fuel alternatives is the single most important factor in the equation.

## **Fuelling the Future**

The aviation industry, including business aviation, has committed to carbon neutral growth from 2020 and halving total carbon emissions by 2050, relative to 2005 levels. Popular media reports might have us believe a new generation of electric airliner is just around the corner, but the reality is that for now, all-electric power is only for lightplanes and even then with the important caveat that the electricity used to charge their

batteries ought to be produced by sustainable means.

Realistically, we are decades away from realising an electrically-powered aircraft that might replace a 737 or A320. The same is true of a machine that could equal the performance of a business jet, so the immediate route to sustainable flight, at least from the fuelling perspective, is through SAF and carbon offset. But the process is taking time, despite the best efforts of proactive fuel companies, among them Air bp, which has so far supplied SAF at 16 locations in six countries across three continents.

Tom Parsons, Commercial Development Manager Low Carbon at Air bp, explains: “The higher cost of SAF compared to regular fuel is preventing wider uptake, limiting production. The increased cost is down to a combination of the current

availability of sustainable feedstocks and the continuing development of new production technologies. As the technology matures it will become more efficient and so the expectation is that SAF will become less costly for customers. Air bp is working on helping create more demand in the short-term, which will lead to more production and, hopefully, lower costs. We expect significant growth in demand and have recently agreed a deal with SAF producers Neste that will enable us to offer a five-fold increase in volume of SAF to our customers in Europe in 2020 and 2021, compared with 2019.”

Thankfully, Air bp is not alone in the quest for widescale SAF availability. Encouraging news emerged from the US on 12 August, when Phillips 66 announced plans to reconfigure its San Francisco Refinery in Rodeo, California, to produce



Solar-powered S4GA lighting supporting PC-12 operations in the Ivory Coast. S4GA

renewable fuels. Rather than crude oil, the expectation is that the facility will refine used cooking oil, fats, greases and soybean oils. A company spokesperson confirmed that pollutants, including sulphur oxides and other greenhouse gas emissions, will be reduced by more than 50%.

Known as Rodeo Renewed, the project aims to produce 680 million US gallons of renewable diesel and gasoline, and sustainable jet fuel, annually. Combined with the production of renewable fuels from another project in development, the plant would produce more than 800 million US gallons of renewable fuel per year, making it the world's largest facility of its kind.

Nonetheless, over its lifecycle – including the full process from collection of used feedstock through to combustion on the aircraft – SAF releases up to 80%

less carbon than the traditional jet fuel it replaces. Currently, up to 50% SAF is blended into traditional jet fuel to achieve certification, however. Taking these two elements into account, even if an aircraft were using as much SAF as it could on every flight, there would still be residual carbon emissions, a fact recognised by Air bp's Target Neutral offsetting programme and similar schemes.

The company's Tom Parsons notes: "Even when the carbon emissions associated with flying are reduced by using SAF and through the benefits of other initiatives, including more efficient aircraft and engine designs, there is still a residual carbon footprint. Voluntary offsetting programmes, like those offered through bp Target Neutral, can offset those emissions."

It's also essential to think beyond flying and the emissions associated with the

aviation fuel supply chain. Parsons says Air bp understands the role it can play. "In February, Bernard Looney, bp's new CEO, delivered a landmark speech outlining a new ambition for the whole organisation to become a net zero company by 2050 or sooner, and to help the world get to net zero. In 2016, Air bp became the first aviation fuel provider to become carbon neutral globally, across our 250 operated sites, and achieved independent PAS 2060 certification.

"We created a reduction plan to tackle direct and indirect emissions, which includes introducing fuel efficient and electric vehicles, as well as innovative stop-start technology on aviation fuel hydrant dispensers. Residual carbon emissions are offset through Target Neutral."

#### Beyond Electric Dreams

All-electric airliners may still be the stuff of technologist's dreams, but the clever, careful use of alternatively-generated electricity and solar systems is already reaping benefits at airports. Poland's S4GA produces a range of innovative solar-powered airfield lighting solutions and while Marketing Manager Olga Ziniuk admits the sun is a little too shy in northern Europe to make solar power a practical year-round solution, she emphasises that S4GA supplies complete airfield lighting solutions for all types and sizes of airport, from small domestic airstrips to international hubs.

The company's solar units are designed as an alternative to diesel generators for airports where laying electric cables is impossible or undesirable, or where local electricity supplies are unreliable, but have obvious potential for reducing emissions. Ziniuk cites Dhaalu Airport, a regional airfield on Dhaalu Atoll in the Maldives, as a prime user of S4GA solar airfield lighting. "The airport was unable to install conventional wired lighting, leaving them to choose between diesel generators and solar power. They chose our equipment, which requires neither an electrical grid nor back-up power source."



The Phillips 66 refinery in Rodeo, California, is to undergo a sustainable transformation. Phillips 66

The company also offers complete, portable sets of lights that may be erected and taken down as required. They open up the possibility of landing at a remote strip by daylight, offloading and setting up a runway lighting system, and leaving it to operate without any noise pollution or emissions. The same principle is applied to helipads and, Ziniuk notes, “We supply temporary helipad lighting kits in transportable cases. They are used by police forces, the military and private operators on several continents. The lights can be installed on yachts too – our helipad lights use batteries that are recharged via chargers, but they may also be equipped with small solar panels, to become fully autonomous solar-powered lights.”

Speaking to *EVA* on a hot August afternoon in the UK, Miles Thomas, Head of Sustainability and Planning at Farnborough Airport, mentioned the welcome

**Tom Parsons, Commercial Development Manager Low Carbon, Air bp**

“Air bp is working on helping create more demand in the short-term, which will lead to more production and, hopefully, lower costs.”

cool of his air conditioned office compared to the uncomfortable temperature out on the ramp. A passing comment, it immediately raised the question of how an airport terminal is air conditioned, the answer to which demonstrates the complexity of true sustainability.

“Farnborough is a carbon neutral airport but it’s fair to say that there are very few

businesses that don’t use gas and electricity and we’re no exception. We use gas to heat our buildings, but we do it smartly. And we use electricity. For the past 18 months or so on a REGO [Renewable Energy Guarantees of Origin] contract.

“Specifically looking at air conditioning, there are two aspects to consider when it comes to carbon footprint. Obviously,

it uses electricity, but we also have to account for any gas leakage that occurs from the system. Our carbon calculating process is extremely varied and accurate and we assign our emissions into three ‘silos’, known as ‘scopes’. Scope 1 relates primarily to the fuel we use on the airport [not fuel used by aircraft] and also includes releases from air conditioning. Scope 2 is carbon we create indirectly – through the electricity we purchase and which powers the air conditioning, for example. Scope 3, including emissions from the cars our staff drive to work, taxis serving the airport and so on, generally isn’t offset against because although we hope to guide and influence it, we can’t actually control it.”

Air conditioning and the detailed reporting and mandatory maintenance schedules needed to record its carbon emissions and offset them accurately, are entirely indicative of the effort required to create, run and maintain a carbon neutral airport. Other examples are vehicle fuels, which are dispensed onsite via metered, traceable pumps, while the airfield is required to demonstrate not only the robustness of its emissions measuring capability, but also its repeatability.

**Food for Thought**

A truly sustainable industry will only be achieved through changing mindsets, among them our attitudes to food, including waste, packaging and the emissions associated with production and delivery. Carol Swan, Business Development Manager at On Air Dining, reveals the company’s quest for recyclable packaging.

“It has been a major push for us over the past four years. It was very challenging finding recyclable or biodegradable packaging that works in the aircraft environment, but a few great products have become available. That said, we’ve still done our own rigorous food safety, reheating and transportability testing. We needed to ensure the packaging met temperature and hygiene standards, could be used in ovens and microwaves up to 220°, and



Solar-powered S4GA runway lights. S4GA



Farnborough Airport is carbon neutral. Farnborough Airport

neither leaked nor deteriorated in our vans or on board the aircraft.

“The large majority of our packaging is now compostable, sustainable or recyclable. We can also provide bamboo cutlery, while many of our small pots and bags look like plastic but are actually compostable sugarcane. We are also in the final stages of testing of a 95% paper/compostable container that is oven/microwave safe and we’ve moved away from polystyrene to a natural, sustainable, food-safe insulate.”

Swan alludes to the vital importance of On Air’s vehicle fleet, an area where a specialist fine caterer also needs to

examine the sustainability of something as mundane as its refrigerated vans. “It is difficult to reduce carbon emissions on the delivery side of the business,” she says, “but our goal is to have a green fleet in five years. The refrigeration requirement on our delivery vans poses a big challenge for more eco-friendly vehicles, but we are very hopeful these types of vehicles will join our fleet in the not too distant future.

“In the meantime, we have tracking hardware and software that analyses driver performance to ensure they are driving economically. We constantly review fuel consumption, train our drivers and make every effort to

transport multiple orders on one van, as well as creating efficiencies on shopping runs.”

Food waste is another major concern and one the business and VIP aviation industry is guilty of, even if unwittingly. Swan agrees, noting: “It’s concerning to see so much wastage, and terrible that unused/untouched food that has been safely stored must be thrown away due to health safety concerns and regulatory requirements. We do our best to guide crews on portion size and offer a variety of sizes of platter and meals to accommodate any requirement.

“On a very positive note, operators are starting to pay closer attention to this and we’ve found they are very willing to work with us on reducing wastage. There has certainly been a mental shift in environmental impact and a lot of progressive businesses are looking to do their part any way they can; it’s both environmentally and fiscally responsible.”

### Kansas Winds

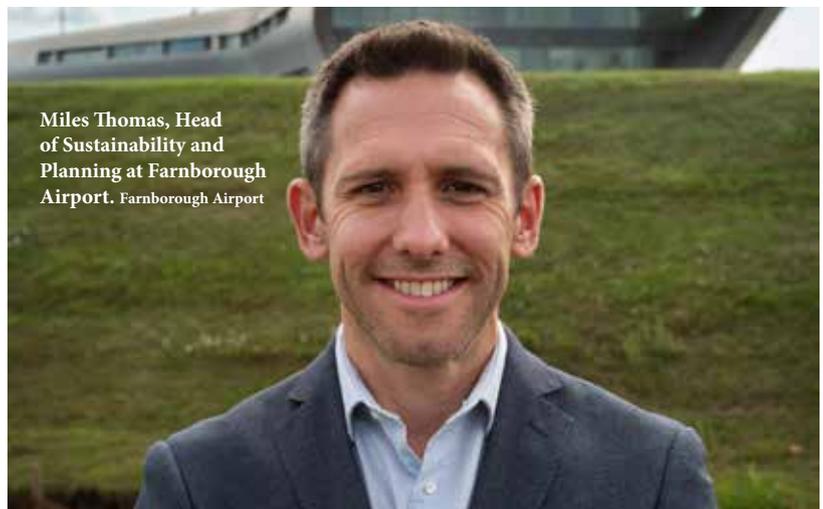
Meanwhile, Textron Aviation is taking a refreshingly sensible view of electric powerplant technology, a spokesperson telling *EVA*: “Many advancements have been made, but we believe the technology has a way to go before it’s a viable application that can be widely used in general aviation. The power density of batteries is not quite there yet compared to 100 low lead or Jet-A fuel. From what we’ve seen so far, a hybrid technology option probably has the best chance of getting there soonest and we believe this technology has great potential.”

While Textron Aviation is supporting organisations including the General Aviation Manufacturers Association, National Business Aviation Association and European Business Aviation Association in their work to improve access to and the affordability of SAF, and promote awareness of its benefits among operators, it also acknowledges its environmental responsibilities beyond fuel.

According to the spokesperson, Kansas offers the possibility of ‘abundant, affordable wind energy’, and it is harnessing the state’s winds through a 20-year wind energy agreement with Evergy. Delivering 55 megawatts of energy from a 300MW facility being constructed near Manhattan, Kansas, the Soldier Creek Wind Farm should be online by the end of 2020. It will meet almost all the company’s electricity needs at its Wichita and Independence plants and is also expected to reduce the company’s energy costs by almost 22% – fiscal savings could be in excess of \$3 million over each five-year period of the agreement.



Air bp’s fuelling operations are carbon neutral across all 250 of its global operated sites. Air bp



Miles Thomas, Head of Sustainability and Planning at Farnborough Airport. Farnborough Airport

Textron Aviation also treats wastewater from its industrial processes, including the manufacture of aircraft parts, aircraft assembly and painting, in its own industrial wastewater treatment plants (IWTP). The chemical processing lines and paint facilities are the major producers of wastewater in need of treatment and all three of Textron Aviation’s major manufacturing facilities in Wichita have IWTPs.

### Sustainable Ethos

Achieving carbon neutrality across the aviation industry is about more than SAF. A realistic approach to every stage of the process, and a pragmatic appraisal of the technology likely to mature in the next five years, rather than the next five decades, is essential. There is also a change of thinking to embrace.

Miles Thomas, Farnborough Airport’s Head of Sustainability and Planning, says: “Entire businesses need to embrace the sustainable ethos. If you don’t have that, you have just one small department trying to push the agenda. It has to be played out across companies, from the CEO and senior management where the policies are created, to the frontline people out there on the ramp using the equipment. Then you’re in a pretty good place and the new challenge is to keep people motivated and interested in the long term.”



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# High Gloss, Less Cost

*Mankiewicz is making a bold entry into the general aviation aircraft exterior paints and coatings market. Phong Lai, Director of Sales & Marketing Aviation at Mankiewicz Coatings LLC, explains the ambition*

Mankiewicz is well known and respected among the airlines and commercial aircraft OEMs for its high-quality exterior paints and coatings. It also offers a fascinating range of durable, attractive, haptically interesting interior coatings, and a variety of materials used to treat aircraft structural components beneath the skin.

Within business and VIP aviation, however, although Mankiewicz has long been a supplier of coatings for the cabin and cockpit, its exterior paint ranges have traditionally been less popular. Now, as Mankiewicz Coatings US Director of Sales & Marketing Phong Lai explains,

the company is making a serious effort to change that. There is no doubting the quality of its product, but if Mankiewicz is to elevate its business and general aviation offering to the point where scheme designers and painters think of its name as readily as they do those of the market's established brands, then there is much to do; it's a challenge Lai apparently relishes. "We're launching a complete exterior product line for the general aviation industry. It's a very different market to commercial aviation, which we know very well, but we're applying the strengths we've nurtured there to business and general aviation. And we'll

have a colour catalogue based on trials we already completed with smaller colour collections last year."

## Diverse Market

Producing a colour catalogue is no small undertaking. It requires considerable investment in time and money, but speaking from Mankiewicz Coatings' Charleston base, Lai believes he's ideally positioned to help Mankiewicz break into the world's premier general aviation market place – the US. "It's incredibly diverse," he notes. "We could be working with a small, single-propeller airplane bought for a few hundred



Mankiewicz is well-known in the general aviation industry for its interior coatings, here in a G650 cockpit

Private aviation owners are generally looking for a high-gloss finish on their aircraft



thousand dollars, right up to a high-end, multi-million dollar Falcon, Gulfstream or Global.

“But even at the lower end of general aviation, where owners may have less money to spend, their aircraft still represents an expensive piece of equipment and customers expect very high gloss and unique colour schemes. Generally, these aircraft are finished to a much higher standard than a commercial aircraft, with mirror-like gloss and so smooth there are no rivets showing – you might see hundreds on an airliner.

“We’re launching a new product line, based on our proven commercial aviation technologies and high-quality finishes, but that’s much easier to apply and has some special features for general aviation aircraft owners in regard to gloss and smoothness.”

Regardless of type and budget, Lai says labour usually accounts for the greatest expense when an aircraft is painted and there are savings to be had through using easily applied systems that nonetheless guarantee great results. “For airplane owners, the Mankiewicz system means they get a beautiful, long-lasting high-gloss shine and brilliant colours, yet it is far more forgiving from the painters’ point of view. We benchmarked against the incumbent systems in different environments and showed that our system outperforms them when the application environment is less than ideal.

“We tested in a paintshop that didn’t have state-of-the-art humidity and temperature control; in fact, it was little more than an oversize auto paint booth. The conditions in such a facility expose a product’s chemistry to drier or more humid air, and varying temperature, day to day, causing paint to behave differently. We’ve developed our system to be more tolerant of changing conditions, making it easier for the painter and less costly to set up and run a paint facility.”

Mirror-like finish, achieved using Mankiewicz coatings





Mankiewicz is offering a complete exterior coating system

### Mankiewicz Advantage

The system comprises primers, surfacers and top coats. Mankiewicz has paid careful attention even to the unseen layers in the process, employing the same chemistry in its primers and surfacers and therefore enabling ‘wet-on-wet’ application.

“This means the painters don’t have to wait for the anti-corrosion primer to dry before applying the surfacer, saving a minimum of two hours. Once the surfacer is dry, they can begin sanding straight away,” Lai explains, further noting that some general aviation OEMs are already using the system.

“SEEVENAX Surfacer,” he enthuses, “is a particular highlight of the series.

It reliably covers rivets in a single work stage and clearly highlights to the painter directly where an irregularity requires more of the coating during painting. Other products on the market reveal uneven areas only after drying, then sanding surfacer has to be applied again and again, in a time-consuming process.”

Overall, Mankiewicz is taking an unusual approach to market penetration, offering the possibility of high-end results from less well-equipped facilities and, therefore, potential savings for the more cost conscious owner or operator. Yet there is more to exterior paint in general aviation than cost and gloss. The story of the customer who wanted

“We’re launching a complete exterior product line for the general aviation industry.”

her aircraft painted to match a favourite pair of shoes may be apocryphal, but nonetheless demonstrates the individuality desired by even cost-sensitive bizjet owners.

Lai expects to publish the Mankiewicz general aviation catalogue in October or November, with the caveat that COVID-19 could always cause a delay. For paint scheme designers, the 'colour book' is often a useful tool for helping owners home in on exactly the colour for their individual stripe or flourish, but Lai is cognisant that some will only be satisfied by a unique shade. "We're ready to produce any custom colour too," he says.

Every unique colour is stored digitally so that it can be recreated should the customer wish to use it again or a repair be needed. In either case, paint might be delivered direct from the

distributor, via an intermix system, or the manufacturer.

Lai and the Mankiewicz team are working hard to gain recognition for the company's uniquely performing general aviation paint system. He says the paint catalogue is a great tool for helping nudge the company's name into the collective conscience of the industry's scheme designers, painters and distributors, while Mankiewicz's reputation in commercial aviation precedes it.

Notwithstanding the uncertainties of COVID-19, Phong Lai has serious ambition for Mankiewicz's general aviation offer. "Our competitors have been serving general aviation for maybe 40 years, but I believe we have the technology and products to break into the market. We have to focus our effort and investment, but now is definitely the right time."

**"We have to focus our effort and investment, but now is definitely the right time."**



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# Talking, Parking & Selling

*In the conclusion of his two-article series, Arc & Co's Director of Aviation Finance, Gary Crichlow examines the options for aircraft ownership when liquidity is tight*

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Established in 2008, Arc & Co is an award-winning boutique debt advisory firm, specialising in the areas of real estate, marine and aviation assets. The company's Director of Aviation Finance, Gary Crichlow has important advice for owners struggling to finance their aircraft – advice that has seldom been more relevant than it is in today's unprecedented market.

Not using your aircraft may seem an obvious way to conserve cash when liquidity is tight, but leaving an aircraft to sit unattended on the ramp is only storing up trouble for later. Aircraft left sitting on the ground deteriorate: batteries drain, paint peels, corrosion sets in – and birds nest in the unlikeliest of places! To combat this, manufacturers mandate specific upkeep procedures for aircraft out of active service beyond a certain period of time. Failure to carry these out – and properly document them – can have serious consequences when it comes to restoring the aircraft into service, from replacing flat tyres all the way up to having to prematurely remove engines for a full overhaul to restart the maintenance clock.

Nick Houseman, co-owner and board member of operator Elit'avia has advice on how best to look after an aircraft that isn't going to fly regularly: "It really depends on what your intent is – do you plan to sell it as soon as possible? Or keep it until the situation improves? If you're selling, the best option is probably to move the aircraft to a facility where potential buyers can view it easily and maintenance can be kept up to date. If the intent is to wait it out, then a long-term storage programme should be a consideration to reduce ongoing maintenance costs."

Colin Brickman, Managing Partner at Switzerland-based aviation technical advisory firm CAMO4jets, comments: "If you can't afford to fly the aircraft regularly, you need to work with someone who can design a minimum care and



storage programme in accordance with the maintenance manual – your operator if they have the necessary technical capabilities, or a competent technical adviser. Keeping the aircraft flight-ready is the best option in most cases but, if you need to, there are other options to preserve the asset for short or extended periods. A good technical adviser can also help find cost-effective parking."

## **Talk to Your Financier**

With the contractual ability to repossess written into their financing documents, clients in difficulty understandably tend to approach their financier last. It used to be the case that the financier would be left blissfully ignorant while the operator and hourly cost maintenance programme (HCMP) provider bore the brunt of the financial strain. Nowadays it is standard practice for all three parties to work very closely together, so the financier is much more likely to be made aware of financial difficulty early on.

While this may be disconcerting, the reality is that the financier is often the best party to turn to first for help



when cash is tight, since it will become infinitely easier to work with the operator and maintenance coverage provider to find a solution if they know the one with the deepest pockets is on board. Furthermore, financiers are not in the business of selling aircraft – it is a major headache for them to do so, and they tend to declare a default or repossess an aircraft only as an absolute last resort. Their response thus far to customers in difficulty due to the COVID-19 pandemic bears this out: they have overwhelmingly taken a pragmatic approach, preferring wherever possible to work out a solution that continues the relationship without acrimony and avoids flooding the market with aircraft for sale.

Engaging the financier early on builds goodwill and engenders the trust that is crucial in any successful restructuring process. It may lead to some creative

solutions as well. For example, if maintenance is upcoming, bankrolling the project, in exchange for a share of the sales proceeds, may be a better option for the financier than fire-selling the aircraft, as long as the costs are carefully controlled. There is a limit to how flexible financiers can be though, which is why it is almost always better to start the conversation as soon as possible.

#### Talk to Your Operator

A quality operator is your best ally when it comes to directly controlling or reducing your outlay. This could be achieved by tailoring use to at least bring the variable costs down to manageable levels, or exploring ways to offset fixed costs.

Houseman advises: “In order to cut costs you’ll need to either reduce your flying or stop entirely. An option definitely worth considering is

chartering your aircraft out, since it generates revenue that will contribute to covering fixed costs.” However, he cautions: “You cannot get your fixed costs to zero because there will still be programme costs to pay, insurance, hangar or parking fees, and calendar maintenance.”

#### Talk to Your HCMP Provider

Scheduled maintenance is a significant source of expense, particularly around engines. Hourly cost maintenance programmes smooth out these periodic spikes in cash outflow. Resist the temptation of allowing coverage to temporarily lapse to conserve cash, and engage your service provider early on. Like financiers, HCMP providers have overwhelmingly been pragmatic with regard to supporting customers in difficulty during this period. Even if your aircraft is not due for expensive scheduled maintenance in the near term, unscheduled events can and do occur, and can leave you exposed to a much bigger bill should you decide to stop funding your HCMP coverage.

Lou Seno, Chairman Emeritus and Special Advisor at Jet Support Services Inc (JSSI) agrees: “Your HCMP provider is crucial to protecting the aircraft’s value and transferability; it is imperative that this coverage does not lapse. Talk with your HCMP representative and get your financier involved, because it’s also in their best interest to make sure their collateral security in the aircraft is maintained.”

Thus, upfront, transparent communication between the various parties pays off. By coordinating a strategy that treats your creditors as partners, you’re much more likely to achieve a solution that allows you to manage on restricted cash flow, while ensuring the aircraft is maintained, insured and protected.

#### But...

... even the best-laid plans can fail. If a crisis point has been reached and there



are no palatable options, the only solution may be to sell the aircraft under duress, although doing so may leave you further exposed to claims should there be a shortfall between your debt obligations and the selling price.

And that's if you can sell the aircraft at all. The first thing a hangar or maintenance provider does if there are unpaid bills, is impose a lien. "Liens can be a tremendous stumbling block to any deal closing and it's best to keep even the hint of unpaid bills far, far away from a sale," says Côme Charron, European Sales Director at aircraft broker Guardian Jet. "Simply put, you won't sell the aircraft with a lien attached unless it's readily explainable. A mortgage over the aircraft that the lender has stated will be discharged on sale closing? Fine. A lien due to an outstanding maintenance bill or a deficit in the aircraft's hourly cost maintenance programme? Not fine. Even if you as the seller have agreed with a creditor that an outstanding bill will be paid on closing out of the sales proceeds in escrow, to the buyer it will only raise suspicions that there may be other encumbrances lurking undetected. That perceived risk will make it much less likely that they will want to proceed."

Moreover, if you allow the aircraft to sit neglected or fail to document its upkeep, it progressively falls out of its maintenance and upkeep regime and becomes exponentially more expensive to bring back into currency; the stigma of even a short period of ambiguity over the aircraft's care is anathema to most buyers.

It is always better to avoid an extreme situation like this in the first place. The name of the game at this point is loss minimisation rather than getting out whole. However, if things have deteriorated to this stage, there are certain must-dos in order to get out with as little collateral damage as possible.

### Clear Unpaid Bills

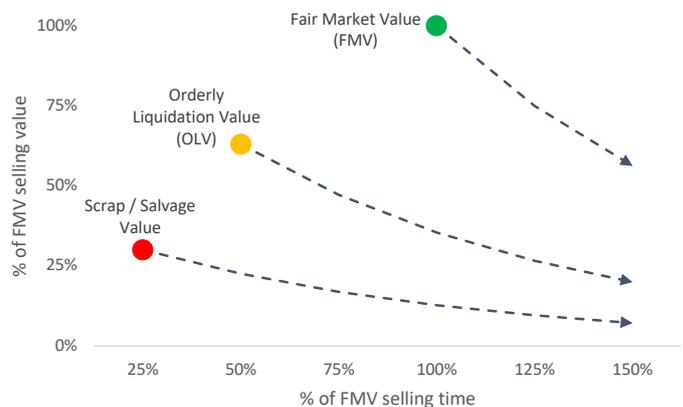
Don't leave your operator, financier, HCMP or insurer unpaid while you go incommunicado. Negotiate and clear their outstanding bills, keep them on-side and avail yourself of their expertise to deal with other potential sources of liens. They can help you access the necessary technical expertise: to look over maintenance labour hours expended and parts and materials ordered, for example, making sure you only pay what you are obliged to.

Pay your airfield's landing and fuel charges and make sure you have no outstanding air navigation fees. The powers accorded to airfields and air navigation service providers, Eurocontrol for example, are wide-ranging and not to be taken lightly.

### Don't Scrimp on Insurance & Certification

The need for upkeep on insurance is hopefully self-evident. Talk to your insurer – you may be able to downgrade your policy to cheaper 'ground-only' coverage to save costs.

Keeping on top of the aircraft's certification, including organisation of its records, is also crucial. It's especially key if you're trying to sell quickly and all the more reason to keep your operator on-side. Retaining technical advice to ensure this is done is a wise investment.



### Price the Aircraft to Sell

Elit'Avia's Houseman says: "The aim is never to get to the point where you have no other choice but to sell the aircraft, since you may need to part with it at an undesirable price. But should you find yourself in that predicament, consider making the decision as early as possible to reduce sale cost, because longer sale timeframes add fixed costs and increase the likelihood of maintenance inputs being required. Such costs will inevitably play a big part in negotiating a sale price."

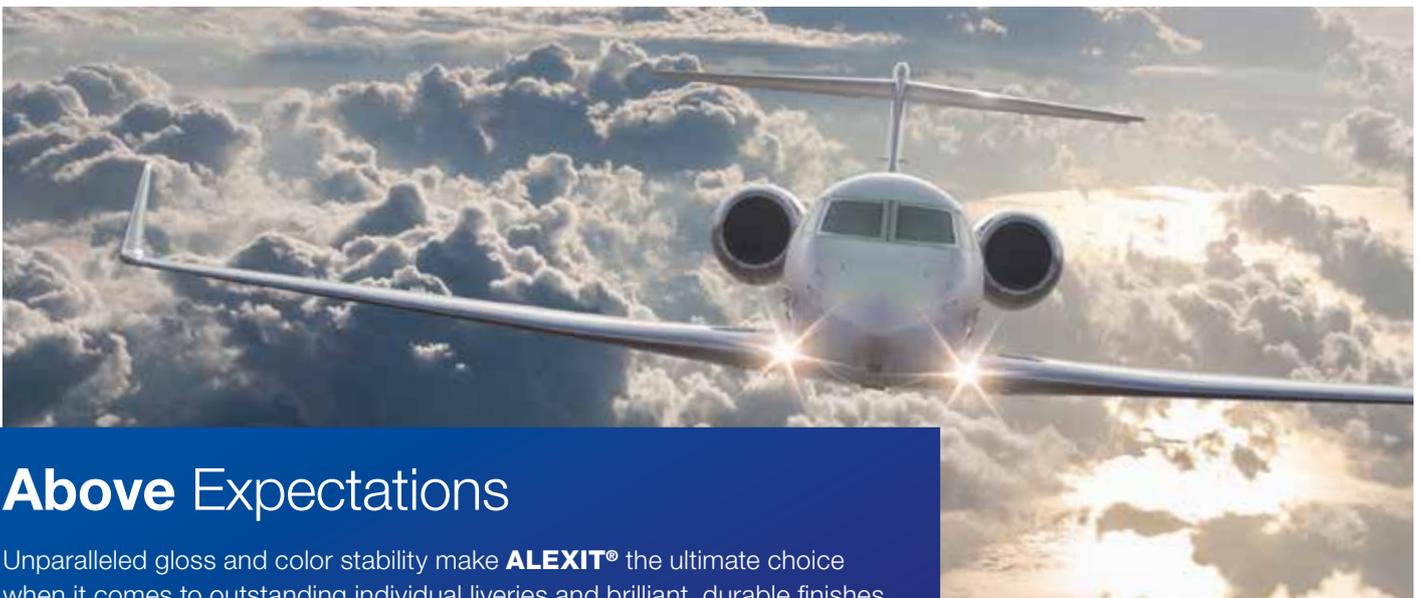
In value terms, Houseman is referring to the hierarchy of selling prices that an aircraft can achieve. A Fair Market Value (FMV) is generally only achievable in a non-distressed situation where the aircraft is not subject to constraints in its upkeep, and you are not under duress to complete the sale, allowing time for the aircraft to be marketed and for a price to be negotiated. Worst-case scenario is a Scrap or Salvage Value, where the aircraft is no longer worth selling as a flyable asset. In between these two is an Orderly Liquidation Value (OLV), which captures the reality that you're under compunction to sell quickly, but are aiming to do so in an orderly way.

Achieving each value has a different timeframe, but in all cases holding out rarely results in better pricing. You can't realistically expect to achieve FMV where there's extreme time pressure and sales duress, which is why it is always better to decide to sell before the crisis is on top of you. If you're under compunction to sell, then OLV is generally your best hope; holding out for a higher price is almost always unrealistic. In all cases, time is against you. The longer the aircraft sits, the more it will depreciate, and the more mounting maintenance and upkeep will eat into the sales proceeds from whatever value you're looking to achieve. So engage a reputable broker, invest in a competent technical representative, price the aircraft decisively for your circumstances, and sell.



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# Murphy's Cabin Magic

Looking to elevate its already unusual charter offering even higher, AirX contracted aircraft cleaning and detailing specialist Up & Away in 2018. James Collins, Head of Marketing and Communications at AirX, explained: "We're a very busy operator and our aircraft needed lots of regular attention to keep them looking at their best. We realised there was only one company that could deliver the service we wanted, to the standard we required."

A contract was signed and Collins said Up & Away was already exceeding expectations when COVID-19 hit. "They immediately stepped up with solutions to problems we'd

never faced before, recommending Bacoban products and specialist techniques for cabin disinfection." Collins admitted that Up & Away had already made a 'remarkable difference' to the AirX product, 'performing miracles' in the cabin, while the COVID response was just a natural continuation of the ongoing programme.

In terms of its specialist cleaning and detailing offer to private aviation customers, Up & Away is among the largest, if not the largest company of its type in the world, with 80 staff serving private aviation in the UK alone. Founder and Managing Director Stefan Murphy believes this size suits Up & Away



*Charter specialist AirX has entrusted its cabin standards and aircraft appearance to Up & Away. James Collins and Up & Away's Stefan Murphy explain the relationship at a time when cabin hygiene is more important than ever*

ideally to the AirX model. "They operate a diverse fleet, from Citation X up to an A340, and we can provide service at both ends of that spectrum. In between, since they are a charter operator and don't know where their aircraft will be next, or when they'll be flying, they need a cleaning service built around their business.

"We deliver the service they need between flights, whether the aircraft is available to us for two hours or two weeks. We're always ready to deliver whenever they need us and wherever the aircraft is. We have teams based at eight UK locations, including six people at Stansted, where AirX bases its A340. In a case

where only two days are available to turn the aircraft around, we'd need ten people on the job and our flexibility means four can come in from other locations. We also offer support within a 100-mile radius of any of our bases, and we'll travel anywhere by prior arrangement."

Up & Away works with AirX through a fixed-price deal offering a menu of services for each aircraft in the fleet. "Within that, we do what it takes to manage the aircrafts' appearance," Murphy says. "If we've been booked to do an internal event and notice the aircraft exterior is dirty, we'll just carry on and clean that too. Equally, if the carpet's dirty





**James Collins** | Head of Marketing and Communications, AirX

**“We give Up & Away very little instruction and they’ve just elevated our cabin standard and kept it that way.”**

but hasn’t been booked, we’ll clean it. The arrangement avoids multiple bookings, each with a separate charge, and because AirX trusts us to get on with the work, there’s never any question about who’s responsible for booking events.”

#### **Raising Standards**

Listening to Murphy describe his business, it’s quickly obvious that common sense and a willingness to listen to and work closely with clients are key factors in its success. “It’s how we’re able to work a fixed-price contract with AirX, but at the same time serve a private A109 owner who parks the helicopter on their lawn.”

In effect, AirX has transferred responsibility for how its fleet is presented entirely to Up & Away. And that goes deeper than cleaning alone. “Over a period of six to eight months, we also raised the standard of their cabins,” Murphy

says. “We noticed leather seats with ink marks on them, or tears in upholstery, and had the experts we work with fix them. Once that process is complete, it’s just a case of maintaining the standard. And, when our team is there, looking in detail at the aircraft, they’ll also pick up on misaligned panels, minor damage, low-pressure tyres and the like, and report it as a matter of course.”

“We’ll never have the bandwidth to cover that type of detail in the cabin,” Collins admitted. “We give Up & Away very little instruction and they’ve just elevated our cabin standard and kept it that way. They often appear like magic – we say we’ve got an aircraft available overnight, for a day or two, and they appear, not as one or two people, but as a swarm! They properly work the aircraft, doing the brightwork outside and on the inside. It’s been a very solid investment for us.”

#### **Timely Response**

Once upon a time, cabin disinfection was something operators requested occasionally; now it’s a prerequisite between flights. AirX’s James Collins said that when COVID-19 hit, clients were asking how AirX was going to react. He candidly recalled that it was a case of ‘hang on, we need to work it out’. At which point, Up & Away’s Stefan Murphy called.

He’d secured a supply of quality disinfection and PPE products in advance of the crisis, having read the signs of an emerging pandemic. “While we kept an eye on EASA bulletins, we also put together some universal precaution kits to satisfy operator requirements in the aircraft – we made more than 700 before they became too expensive to be sustainable.

“Then we offered the items crews needed to disinfect down-route, until they could get back for us to fog the aircraft. I had a pallet of ‘foggers’ in stock before they became scarce and a supply of Bacoban, our preferred disinfection product. And thank goodness I did, because our business changed overnight from carpet cleaning, brightwork and removing pen marks from seats, to disinfecting pre- and post-trip as a priority. We’ve done almost 4,500 cabin disinfections since late February and we continue with between eight and ten every day in the UK, on top of the regular cleaning, because there’s no point disinfecting a dirty aeroplane.”

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