More Embraer Jets for Air Hamburg

Michael Amalfitano, the new president and CEO of Embraer Executive Jets, celebrates the order of three Legacy 650E jets, worth $77.7 million, with Air Hamburg partner Simon Ebert. The order takes the all-Embraer Air Hamburg fleet to 14 aircraft.

Bummed by Slump? Two More Years

That’s the word from JetnetIQ. But the consultancy says the market will improve from 2019 – and that the business jet recovery will be led by Europe.

—MORE ON PAGE 3

Cirrus Vision Jet Certified

Cirrus Aircraft has secured EASA validation for its SF50 Vision Jet, and is showing the first European-owned example of the single-engine personal jet at Static SD03. Both events were celebrated here yesterday.

Cirrus Aviation co-founder and CEO Dale Klapmeier, EASA high-performance and turboprop section manager Steven Higgins, and EASA product certification manager Ralph Mentel at the EBACE 2017 certification ceremony.
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Two More Years of Biz Jet Slump

Deliveries of new turbofan business aircraft will continue to be in a “lull” until 2019, according to the JetnetIQ forecast report created by aviation consultant Rolland Vincent. There is a glut of 21,817 business aircraft today that fly nearly the same 4.3 million missions per year as 11,000 turbofan airplanes flew in 2003, adds Jetnet sales VP Paul Cardarelli. Annual utilization per aircraft is just over 350 hr., about one-tenth that of commercial jetliners. Half of the fleet flies fewer than 300 hr. per year.

Among the 21,800 turbofan aircraft, Cardarelli and Vincent suspect many are parked because the owners don’t need them and they don’t want to put time on them. Operators say they’re reluctant to trade up because they don’t need more capable aircraft, the gap between new aircraft prices and residual values of their aircraft is too great, and they’re unsure about the economy.

They used to hold their aircraft for three to five years. Now it’s seven to nine years,” Vincent says. One-third of the fleet now is older than 20 years. Many operators are caught in the dilemma of having to meet FANS1/A requirements for transatlantic operations and the FAA’s ADS-B mandate by 2020 while not wanting to invest money in aircraft with lackluster resale values.

Europe, however, is likely to lead the market recovery in 2019 and beyond, according to Vincent’s “mood of the market” chart. European business aircraft operators are the most buoyant about the prospects for an economic recovery. Six of 10 European operators say the economy has passed its low point. European business aircraft operators are the most buoyant about the prospects for an economic recovery. Six of 10 European operators say the economy has passed its low point.

Vincent forecasts that nearly 7,500 new business jets will be delivered in the next decade, with a market value of $217 billion. His forecasts have been 99.5% accurate for the past three years.

—Fred George

Silvercrest on Track for 2018 Certification

The 11,000- to 12,000-lb.-thrust Safran Silvercrest turbofan is on track for spring 2018 certification, says Aymeric Plantier, product marketing director Safran Aircraft Engines. Infant teething problems are fading memories and the engine is well on its way to becoming a mature adult. The oil/fuel heat exchanger had to be modified to meet revised specifications, the engine case needed upgrading to hold dimensional tolerances with heat loads, and other changes were needed to optimize specific fuel consumption.

Development issues put a two-year delay in the program, resulting in a similar setback for the Falcon 5X, the launch platform for the new engine. Delays are not expected to have an impact on the Cessna Citation Hemisphere, slated for first flight in 2019.
PC-24 on Track; Beats Performance Figures

Extensive flight testing indicates that the twin-engine Pilatus PC-24 Super Versatile Jet will beat the performance figures originally announced by the Swiss manufacturer.

The third prototype, PO3, which conforms to production standard and is outfitted with a plush interior, is taking a break from certification tests to appear here at EBACE.

Pilatus chairman Oscar Schwenk professed himself pleased with the aircraft’s performance but said no details would be released until the PC-24 receives EASA certification in the fourth quarter of this year. “So far, so good,” he said. “We are still of the opinion it will meet that schedule” although some tests for certification have to be repeated on the conforming airplane as they were conducted earlier on the first two non-production-standard prototypes.

Plans call for delivery of the first aircraft to a customer just two weeks after certification.

Amid much fanfare, Pilatus opened and closed the order book for the PC-24 at EBACE 2014, notching up 84 sales, or three years’ production. “We will open it up again after certification,” said Schwenk, “with proven performance figures.” Already a long line of potential customers is showing strong interest, even though production is sold out through the beginning of 2020.

While developing the airplane, Pilatus has also been expanding its factories and preparing to ramp up for production. A new factory in Colorado will install all interiors for the U.S. market, while new production facilities and tools in Stanz, Switzerland, will be gearing up. Manufacture of airplane parts has already begun.

Schwenk estimates that Pilatus has invested some $500 million in the PC-24 program, and another $300 million on production facilities. This has all been funded internally, he said.

One last piece in bringing the PC-24 into service is training pilots to fly them. Pilatus has appointed FlightSafety to provide simulators first in the U.S., then Stanz, and lastly, Australia.

—John Morris

Valcora for Far Better Fueling

A NEW SWISS company, Valcora (Booth K57), is planning a quick rise to the top. The firm believes its founders’ quarter-century of experience in aviation fuel, and bespoke ordering software, will help it take a leading place in the private-aviation sector.

The company has created an automated quotation and ordering system that checks and removes errors in orders and invoices, while offering users help with the complicated calculations that arise around fuel taxation and VAT.

“We have a great system that we developed ourselves by using our knowledge of what the market needs,” says Valcora CEO Daniel Coetzer, a former managing director for Europe and Asia with Colt International.

“We have used the latest technology to deliver an extremely user-friendly interface that, in three simple steps, enables customers to order fuel. It gives our customers the confidence that they are buying fuel in the most cost-efficient way possible and helps them comply with the fiscal rules and regulations.”

Valcora’s fuel card can be used with an “extensive network” of different fuel suppliers and airports, the company says. Valcora is based in Geneva, has an office in Dublin too, and, according to Coetzer, aims “to be a clear leader in the field within the next few years.” —Angus Batey

Valcora CEO Daniel Coetzer and GM Valerie Bouthiaux launched the new fuel-specialized company here at EBACE 2017.

Pilatus Will Be Ready When Denali Arrives

“Yes, there is competition coming for the PC-12,” says Pilatus chairman Oscar Schwenk, referring to Textron Aviation’s under-development Denali, a PC-12 look-alike that Cessna promises will have better figures all round than the Pilatus heavy-hauler. “And we will have an answer ready when the Denali arrives.”

Schwenk remained tight-lipped beyond that, declining to discuss the possibility that the PC-12 might be re-engined for increased power.

“It’s easy to say if you have a paper airplane that you can beat Pilatus,” he says, adding that the old school of airplane development would advise against testing a brand-new engine and a brand-new airplane design at the same time, as Cessna will be doing.

One figure that the Denali is unlikely to beat for a very long time is Pilatus’ imminent delivery of the 1,500th PC-12. That aircraft will go to Australia’s Royal Flying Doctors, which was the first customer for the PC-12 some 24 years ago.

The PC-12 was the only turbo-prop that sold more aircraft in 2016 (a total of 91) than the year before, according to figures from GAMA. “And we have a good order book for this year,” he says.

—Angus Batey
From Moscow to Los Angeles, Beijing to New York, the right business jet can make the difference between stunning achievement and missed opportunity. The highly flexible, ultra-long range Falcon 8X is the ideal choice. With its ability to access airports others cannot, its superior efficiency, and unique blend of whisper-quiet comfort and high speed connectivity, the 8X is more than transportation. It is your platform for success. 

Fly farther. Achieve more.

Falcon 8X
BOMBARDIER HAS established five new maintenance stations in Europe, all supporting Learjet, Challenger and Global business aircraft.

The new locations are Linz, Austria; Nice and Cannes in France; and Milan and Olbia, in Italy. They are connected to Bombardier's 24/7 customer response center, and to the manufacturer's 17 customer support team units. They offer scheduled line maintenance along with unscheduled and AOG maintenance support.

“As a part of our commitment to offering an exceptional customer experience,” he said, “we are delighted to continue to offer our customers expanded support, more resources and increased flexibility closer to their base of operations.”

The new line maintenance stations complement the tip-to-tail heavy maintenance services provided by Bombardier’s service and support network in the region and worldwide.

The company boasts some 1,000 dedicated technicians who have completed some 45,000 maintenance events to date. Bombardier customers also have access to a broad network of nearly 50 authorized service facilities worldwide.

Bombardier Business Aircraft is at Booth Z110 and Static SD15.
WELCOME TO OUR WORLD

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INSTRUMENTS FOR PROFESSIONALS™
Dry ice and holograms were deployed in Palexpo yesterday as Airbus introduced Airbus Corporate Helicopters as a comprehensive vertical lift solution for high-net-worth individuals, corporations or business aviation operators.

“We want to provide customers with an ownership experience that raises the bar,” Frederic Lemos, head of Airbus Helicopters’ private and business aviation division - and, from yesterday, the boss of ACH - told ShowNews. “We want to provide them with the highest level of proposals from end to end: from getting in contact with us, negotiating a helicopter, getting delivery, being supported, even in the re-sale of the aircraft after the time of ownership.”

As the number of billionaires around the world increases, Lemos says, the demand for high-specification, bespoke configuration private helicopters is increasing. But as the market grows, so do the demands of the customers. “These customers are used to having five-star service in all they do in life,” he says. “We wanted a specific environment for this specific clientele.”

The ACH concept pulls together various teams and capabilities that already existed within Airbus Helicopters but organizes them in a way that is intended to optimize their relevance to the private helicopter owner.

“We have built up a multifunctional team called the ‘Dreamcatchers,’” Lemos said. “The word is self-explanatory. This team is composed of engineering, design and programs: They don’t engage with customers - they build the specification and the perceived quality. The design and perceived-quality team are working to create a quality gap between us and the competition.”

The ACH brand also includes a development of the established HCare support package, called HCare First. The combination of design, marketing and after-sales focus on the sector will, Lemos believes, result in happier customers - and increased sales. —Angus Batey

Airbus Corporate Jets (Booth Z58) has done in teaming with Italian hypercar manufacturer Atelier Pagani Automobili to produce a new cabin design for the ACJ-319neo, called Infinito.

Pagani’s team created the initial design, including its look and feel, while ACJ’s staff contributed their experience in aircraft design and compatibility.

“Art and science can walk together hand in hand: This is the Pagani philosophy. The combination of state-of-the-art composite materials never used before in an aircraft, such as CarboTitanium, with the typical design language of Pagani Automobili, has always represented our signature.

“Applying our Renaissance touch into the wider spaces of Airbus corporate jet cabins is the beginning of an exciting new venture for us,” says Horacio Pagani, founder and chief designer of Pagani Automobili SpA.

Offering the widest and tallest business jet cabin, the ACJ320 family gives Pagani latitude for innovation. “In bringing together the best of the supercar and business jet worlds, we enable an elegant and seamless link for customers of both, while bringing a fresh approach to cabin design and satisfying very demanding standards,” adds Airbus Corporate Jets Managing Director Benoit Deforge.

A novel feature of the Infinito cabin is its ‘sky ceiling’ display, which can bring a live view of the heavens above the aircraft into the cabin – or other images – creating a feeling of airiness and space. Infinity, in fact.

—Paul Jackson
Comlux is offering its unique 767BBJ for sale. This aircraft features one of the most unique VVIP cabins in the industry, dedicated to Heads of State, royal families, and business leaders. Suitable for up to 63 passengers, the spacious cabin allows the principal and his constituents to travel in ultra comfort and luxury. There is a private area in the forward section of the aircraft and the aft end offers space for an entourage or delegation. The modern cabin is equipped with Swift Broadband Wifi internet, GSM communications and a humidification system. With a range of 15 hours non stop, the 767BBJ allows intercontinental range without compromising on baggage space. In a VVIP configuration from day one, the aircraft has accumulated 4300 flight hours and has exceptional maintenance records with no damage history. The 767BBJ is operated by Fly Comlux and is available for charter today.

Introducing Comlux 767BBJ For Sale

For further information, please come to visit Comlux Transactions on our booth V96 at EBACE

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In March of this year, AMAC Aerospace Group COO Bernd Schramm noted that the Basel-based company’s four hangars were operating at full capacity with maintenance work packages on aircraft including three Airbus ACJ340s and a VIP Boeing 777.

At the same time, he announced a new ACJ330-200 maintenance contract signing that included a C-check, landing gear overhaul and major cabin refurbishment, and said that a BBJ 747-8i was expected to arrive for maintenance later in 2017. The head-of-state BBJ 747-8i, as promised, rolled into an AMAC hangar in late April to undergo a 24-month inspection, and a corporate ACJ320 owned by a Middle East client has recently arrived at AMAC (Booth K121) for a 4C inspection and full cabin renovation.

The company’s efforts to gain MRO market traction in the smaller business jet market has also brought in numerous contracts. As of early April, the Gulfstream team at AMAC was performing annual checks on four privately owned jets.

Demand for maintenance work has “increased significantly” over the last 10 years, Schramm said, leading AMAC to expand its approval list for maintenance work, including recent approvals from the Swiss Federal Office of Civil Aviation to provide line and base maintenance on Boeing 757 and 767 jets. “AMAC,” he said, “has become the MRO of choice.” AMAC is at Booth K121. — Kirby Harrison

Aeria Celebrates New Facilities

Aeria Luxury Interiors comes to EBACE fresh from the opening of a new sales, marketing and design building at its headquarters in San Antonio, Texas.

The new building, which is adjacent to the Aeria hangar, features executive offices, a boardroom, design showroom, materials room, large conference room, galley/kitchenette and assorted office spaces. There is also a second floor for future expansion.

The showroom includes bespoke pieces, fabric and veneer displays, china and crystal place settings, enlargements of interior renderings and cutaway aircraft models displaying intricate interiors.

The new addition, said Ron Soret, VP and general manager of completions, “dramatically enhances the customer experience and Aeria Luxury Interiors’ ability to showcase its services.”

According to Soret, a wide-body completion currently in progress remains on schedule and “We continue to have numerous maintenance projects.”

At EBACE, the Aeria exhibit (Booth K46) will feature a montage of concept interior animations on the main booth screen. Soret, along with sales representatives and members of the design department, will be attending.

Aeria Luxury Interiors is a division of VT San Antonio Aerospace, which is itself a subsidiary of ST Engineering of Singapore.

Sierra Completions headquarters in Colorado Springs. The company is bidding to install its custom interiors in both Airbus and Boeing aircraft.

Sierra Completions Is Ready for a Business Jet Recovery

SIERRA COMPLETIONS IS at Booth NB66 with a fresh FAA Repair Station license and expectations of an economic and industry recovery that will spell success for the newest subsidiary of Sierra Nevada.

The company has a 32,000-sq.-ft. hangar in Colorado Springs, Colorado, where it is putting up steel for a 62,000-sq.-ft. hangar capable of accommodating VIP aircraft. Completion of the hangar is expected in August.

Sales VP Rob Tomenendal admits that it wasn’t the best of times for a startup and that recovery has taken longer than expected. On the other hand, he says, “We have a number of bids out for major cabin refurbishment projects and with the new Airbus and Boeing VIP aircraft to begin arriving in completion centers in the spring of 2018, inquiries are starting to grow.”

At this point, Boeing has orders for more than a dozen new BBJ Max twinjets and Airbus has orders for a mix of seven new ACJ319neos and ACJ320neos.

Sierra Completions is also in the bidding for a couple of next-generation Boeing 737s soon to be available.

The center is also working for MRO approval from the FAA, Tomenendal says: “It’s a growth area and definitely one of our near-term goals.”
The Phenom 300 — the best-selling business jet in the world — is a clean-sheet-design light aircraft that delivers best-in-class speed, climb and field performance, next-generation avionics, a spacious cabin and a largest-in-class baggage compartment. Its comfortable, highly intuitive cockpit, with large displays and state-of-the-art avionics, enhances situational awareness. Delivering superior comfort and style, the OvalLite™ cabin provides ample leg and head room and the largest galley and windows in its class, for abundant natural light. Up to 11 occupants also enjoy the best cabin altitude in the category. Contributing to its enviable presence on the ramp, the signature air stair leads to the largest entrance door in its class. The Phenom 300’s superior overall performance, combined with class-leading fuel efficiency, reinforce its breakthrough status and strong acceptance in the marketplace.

PHENOM 300: SAFETY, ADVANCED AVIONICS, COMFORT

“What inspired my purchase was a combination of the passion and love of aviation and to pilot a jet like the Phenom 300. But also for business purposes, I can fly around the world and meet with vendors who supply us raw materials. I can meet with retailers, so it’s very exciting to fly very quickly to them and avoid the delays and cancellations of commercial air travel. Plus, you can fly into smaller airports that are closer to your destination.

And what got me so excited about Embraer was its DNA building airliners, the ERJs. I always tell people Embraer forgot it’s building executive jets. They still believe they’re building airliners for endurance, safety, redundancy.

Embraer treats me as well or better than its airline customers. The company goes out of its way to keep the plane upgraded with service bulletins, improving the systems of the plane, improving every aspect of the airplane. I like the fact that Embraer is just constantly improving the Phenom 300, and they do a phenomenal job of keeping parts in stock.

The plane is very stable. Passengers like the combination of the safety of the airplane, the advanced avionics, combined with the comfort of the plane. The lavatory being externally serviceable is awesome for both the owners/operators and passengers.

I wanted the latest, greatest, best, safest technology, and Embraer had it all, from the avionics to the engines to the systems.”

- Wayne Gorsek, Founder & CEO, DrVita.com

Watch Wayne’s story and request more information at EmbraerExecutiveJets.com/Wayne
Textron Includes a HUD for Longitude
Cockpit Feature Is Emblematic of Aggressive Investment Strategy

Textron Aviation’s announcement this week of an available head-up display aboard the 3,500-nm range Citation Longitude provides clear evidence of a surge in product investment—$200 million to $300 million per year. Garmin’s GHD 2100, driven by the Citation Longitude’s G5000 integrated avionics system, features a 30-deg.-wide-by-24-deg.-high field-of-view combiner and compact overhead projector. It offers all the standard HUD symbology including flight path vector, acceleration cue, speed deviation and air data. It also will offer standard synthetic vision with future growth provisions for EVS.

Textron Aviation officials declined to quote a price for the HUD, but Rob Scholl, senior VP sales and marketing, said that it would be “priced very competitively” with the Rockwell Collins HGS3500 that’s available on the Embraer Legacy 450 and 500. The $24 million Citation Longitude is powered by well-proven Honeywell HTF7500 turbosfans. In addition to the five flight-test aircraft, the first four customer aircraft are being assembled at Textron Aviation’s Wichita, Kansas, factory. Textron Aviation is using computer-controlled mills to make single-piece spars, ribs, and upper and lower wing skins, thereby eliminating hundreds of parts. Robots drill 9,000 holes in the wing structure with high precision, providing tight dimensional tolerance in the final assembly. The aircraft is designed to have the lowest direct operating costs in class because of its advanced, high-sample-rate diagnostics system and maintenance-friendly design.

Brad Thress, senior VP engineering, says Textron Aviation achieves product development times that are 40% to 50% shorter than competitors’ because of the depth of talent on his engineering team; vertical integration that enables the firm to build its own test articles for static and fatigue tests; and the ability to perform accelerated life testing on vendor parts and do its own bird strike, high intensity radiated field and lightning tests. Further, Textron invests in multiple flight-test aircraft so that tasks may be accomplished in parallel rather than in series.

Textron, (Booth V22, SD14), however, long has embraced an iterative and evolutionary product design philosophy, greatly reducing risk and substantially shortening development times. The CE-680A Citation Latitude, for instance, was developed as a derivative of the CE-680 Citation Sovereign+. That fast-paced development program resulted in the aircraft being certified in June 2015. Sixty-eight units have been delivered to date.

Similarly, the Citation Longitude shares its fuselage cross section with the Citation Latitude and borrows many design features from the Hawker 4000. Both aircraft use Garmin G5000 integrated avionics, with standard synthetic vision PFDs and autothrottles.

Conversely, Textron’s 4,500-nm range Citation Hemisphere is a clean-screen design featuring a larger and longer three-zone cabin, new wing and 12,000-plus-lb.-thrust Safran Silvercrest turbofans. Thress says that in spite of the engine’s well-known teething problems, Safran is “making progress.” Textron recently completed preliminary wind tunnel tests of a scale model and it’s building a full-scale test rig to wring out the fly-by-wire control system.

Design of the clean-screen 1,600-nm range Denali, the firm’s first pressurized single-engine turboprop, also is progressing. The aircraft will feature GE’s advanced turboprop engine and a five-blade, composite McCauley propeller. Assembly of the first flight-test aircraft will begin in July.

—Fred George

FDS Avionics Unveils Glass Cabin

TAKING INTERACTIVE MOVING maps to the next level, FDS Avionics (Booth V76) has introduced the “Glass Cabin.”

With the Glass Cabin, “Passengers can simply point their smartphone or tablet forward to emulate the cockpit view, or point down to see what’s directly below [allowing] an unobstructed view of the aircraft surroundings in breathtaking detail, adding an entirely new level of interaction, and fun, to an already robust entertainment platform,” said FDS marketing director Dave Dodson.

The Glass Cabin interfaces with the company’s “do 3D” moving map as an upgrade to the “do Capsule,” which itself is at the core of the “do Experience,” a platform for inflight entertainment including DRM-compliant movies, music, photos and business productivity.

Also being shown for first the first time at EBACE are two new moving maps - do 3D and do 2D. Both employ stand-alone hardware developed for do Capsule.

FDS’s 3D moving map can be configured to show different views and levels in detail up to 15 square meters per pixel for a bulkhead monitor.

The 2D moving map delivers high-resolution satellite imagery up to 20 sq. meters per pixel. Passengers can view the map on a bulkhead display, or with wireless upgrade interactively explore surroundings using a mobile device.

Finally from FDS, there is the new Penta Converter, an advanced hardware video converter for the company’s ultra-thin, high-resolution Edge series displays. Video sources include HDMI, DVI, DisplayPort, VGA and composite.
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- Flexible, Convenient Online Scheduling
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Aviation professionals from around the world trust us to provide the highest quality training and outstanding service. More than 1,800 highly experienced professional instructors deliver aircraft- and mission-specific courses, using our comprehensive training systems and advanced-technology flight simulators designed to enhance safety. Trust your training to FlightSafety. You’ll see why so many aviation professionals make the same choice. And have since 1951.

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London City Access Improves

At least three companies have new approvals for their aircraft to make the challenging 5.5-deg. steep approach to London City Airport (LCY) – as well as the ability to handle the short, 1,500-meter runway available for takeoff.

The payoff? LCY requires half or less the travel time from other area airports to the W1 (Mayfair) and SW1 (Kensington) districts – the final destinations for the majority of passengers.

The newly eligible aircraft?
- Textron Aviation’s Cessna Citation Sovereign+ and the Cessna Citation Latitude, with approach certification allowing approach angles of up to 6.65 deg. (Booth V22 and Static SD14).
- The Embraer Legacy 450: Belgium’s ASL, which boasts the first of the type to be registered in Europe, received approval from the London Airport Authorities to perform commercial charter flights in and out of LCY (Embraer Executive Jets is at Booth Z36 and Static SD17).
- Dassault Aviation’s new flagship Falcon 8X, which can fly from Los Angeles or Hong Kong to London City, nonstop (Booth Z90 and Static SD05).

“The ability to fly in and out of London City, and other hard-to-reach airports, affords a measure of flexibility and a significant operating benefit to our customers,” said Dassault chairman and CEO Eric Trappier.

Dassault notes that its entire in-production fleet, including the Falcon 7X and 900LX trijets and 2000S/LXS twins, is certified to operate at London City.

Acropolis Selects the LEAP-1A for ACJ320neo

THREE YEARS UNDER careful consideration, the process of selecting and commissioning the component parts of Acropolis Aviation’s forthcoming VVIP Airbus ACJ320neo culminated yesterday with naming of the CFM International LEAP-1A as powerplant.

The decision against the rival Pratt & Whitney PW1127 was not unexpected, for the Farnborough-based Acropolis already relies on CFM56 turbofans to propel its ACJ319 flagship, the luxuriously appointed G-NOAH, which first set sail in March 2010. As confirmed in Geneva on Sunday, the new ACJ will have an interior designed by Alberto Pinto and installed by AMAC of Basel, like its predecessor’s.

The LEAP engines entered commercial service last August, some time after Acropolis announced, at EBACE 2015, that it would be the lead customer for the ACJ320neo.

Airbus Corporate Jets president Benoit Defforge, Acropolis Aviation CEO Jonathan Bousfield and Safran commercial engines EVP Cédric Goubet celebrate the LEAP-1A selection.

“The reliability and worldwide support network [for G-NOAH] has been very important for our long and fruitful relationship with CFM International, and, in our mind, this is the superior engine for our next Airbus,” said Jonathan Bousfield, the Acropolis CEO.

Following delivery of the ACJ320neo in the fourth quarter of 2018, Acropolis Airbuses will be going into Farnborough two by two.

—Paul Jackson
GE Honda united two of the most respected engine manufacturers to develop one of the world’s most advanced jet engines. Such an engine deserves an equally superior form of service—which is why we created EMC. We keep your engine performing up to our highest standard so you’re always cleared for takeoff.

VISIT EBACE BOOTH #T126 TO LEARN MORE

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Piper Fails to Fight-Off Customers Wanting the M600, – To Buy It RIGHT NOW

“I’ll buy that one.”
“Sorry, you can’t. It’s our demonstrator.”
“I want THAT one.”
“Oh, alright, then. But you’ll have to wait until we’ve finished our sales tour of Europe and Africa.”

Piper’s M600 in the EBACE static display was snapped up as soon as it started its European promotional tour at the Aero show in Friedrichshafen last month. Its current “score” is three sales and more in the pipeline – most certainly so since EASA’s Steve Higgins formally handed over the aircraft’s European validation of its FAA TC to Piper COO and president Simon Caldecott in Geneva on Monday.

M600 No. 33, N600EU, was ferried to Piper representative, OK Aviation at Pribram, Czech Republic, from Florida via the Azores: 5,150 nm in 19 hr., 20 min., averaging 266 kt. at less than 44 U.S. gallons per hour. So far, six countries have been visited in 100 hr. and 50 demonstration sorties, while in July, “Echo Uniform” will be off to South Africa for an encore.

CTP Invest – the customer that wouldn’t take “No” for an answer – will wait until the autumn to take delivery.

Caldecott says the M600’s market debut has contributed significantly to Piper’s recently improved fortunes. Billings for 2016 were up 26%, while 2017’s first quarter argues well for even better figures: deliveries up 13%; revenue up 60%; and 40% of sales outside the U.S. To that end, Piper (Booth Y65 and Static S012) said Monday that Airflite of Australia – to Buy It RIGHT NOW

Rolls-Royce Expands Service Network

Rolls-Royce has announced that it is further expanding its global network of Authorized Service Centers for its CorporateCare customers. Rolls-Royce now has 72 ASCs in place with key maintenance providers worldwide, allowing it to respond to customers’ needs as quickly as possible. The network expansion includes: Lufthansa Bombardier Aviation Services GmbH in Berlin, TAG Farnborough Engineering Ltd. in the UK, Embraer Aviation International at Le Bourget Airport in France, and Jet Aviation Vnukovo LLC in Moscow. Rolls-Royce is at Booth 809.

World Fuel Services Adds to Air Elite Network

World Fuel Services (Booth A67) has announced that the Air Elite Network has grown to 72 Diamond Service locations with the recent additions of Business Aviation Centre-Frankfurt, Avjet Asia Co. Ltd. and Fast Air Jet Centre. BACF is based at Frankfurt Egelsbach Airport in Germany. Avjet Asia, the first and only full-service FBO in South Korea, is located at Gimpo International Airport in Seoul. Fast Air Jet Centre, the Air Elite Network’s first Canadian FBO, is located at Winnipeg James Richardson International Airport in Winnipeg, Manitoba.

F/List Sets a New Subsidiary in Germany

Germany’s F/List (Booth 7110) reminds EBACE attendees of its acquisition last month of OHS Aviation Services, and the close collaboration of its new F/List Germany unit with Lufthansa Bombardier Aviation Services “to perform any kind of cabin modification – from cleaning and touch-up works over refurbishments to entire retrofits,” all in one-stop shop near Berlin Schönefeld. F/List works closely with Inairvation too, employing pre-engineered retrofit packages for Bombardier Globals and Challengers, and Gulfstream G450s and G550s, “elegantly integrated in a full cabin interior environment, with ergonomic sideledges, illuminated wood flooring and other innovative features.”

Sky Valet for Cannes and Ibiza

Sky Valet, the FBO arm of Aéroports de la Côte d’Azur, is at Booth C34 promoting Level 2 IS-BAH certification of its facility at Cannes Mandelieu. “This world first is a source of pride that allows us to strengthen our position, highlight our ground handling expertise and maintain a partnership with our business aviation customers based on trust,” said Sky Valet GA business unit director Michel Tohane. In addition, following a competitive bidding process, Sky Valet is refurbishing the Ibiza business aviation terminal and is to open a state-of-the-art FBO on the island next month.
As president of Jet Aviation in our 50th anniversary year, I’d like to extend sincere thanks on behalf of the entire Jet Aviation team for your business and support over the years. To celebrate this milestone — which we would not be doing without your ongoing trust and loyalty — we launched our ‘One Jet Aviation’ initiative earlier this year. We are investing in One Jet Aviation to ensure consistent global standards and processes across our sites and portfolio of services for the next 50 years, and beyond. We look forward to seeing you soon!

Rob Smith | President, Jet Aviation

Many Advantages

www.jetaviation.com
Daher sees sales prospects for its TBM family in the recent – some would say, belated – European approval for single-engine commercial operations under IMC. Since March 22, regulation (EU) 965/2012 has allowed aircraft including the TBM 850, 900, 910 and 930 to take advantage of the new freedom. But, as always, the devil is in the detail.

As explained at the show by Nicolas Chabbert, Daher airplane business unit CEO, training is the key. Operators such as France’s Voldirect are able to benefit immediately, having held, since 2013, an exemption for its commercial flights in night/IMC. To date, it has carried more than 2,100 passengers in 1,200 hr. with a TBM 850 under that regime.

Daher will strongly support its clients in adapting to meet new national and specific operational requirements. Some variation between local authorities is expected, but, in general, operators will have to satisfy the regulators of their pilot training and in-house flight-planning procedures to cope with emergencies.

Bluntly spelled out: maneuvering for dead-stick landing with restricted visibility. Estimates vary, but an informed view suggests it would take three to six months even for an existing AOC operator to tick all the boxes.

The “900 series” TBM has gained 194 orders (from 829 of all versions), of which 170 have been delivered to date. Chabbert expects about 52 to be delivered in the current year, two-thirds of them the 930 model, with its Garmin G3000 avionics. These are often preferred by customers who started out looking for a jet but were converted to the TBM’s superior operating economics and $4.1 million price-tag.

With its Garmin G1000 NXi displays, the $3.9 million TBM 910 has more of an appeal to existing owners renewing or expanding their fleets.

Daher is at Booth U118 and SD04. —Paul Jackson
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GE: Single-Leaver E-Control for Small Turboprops

GE Aviation is pioneering electronic single-lever engine control for small turboprop aircraft, making flying easier and safer than ever before.

Those who have not flown a single-lever turboprop don’t understand the simplification and reduced pilot workload that it brings, says Brad Mottier, VP and general manager of GE Aviation’s business and general aviation and integrated systems operation. The single lever control manages the propeller and fuel control, with limit protection for overspeed, overtemp and overtorque. “The pilot can push the throttle forward and not have to look at the gauges” during critical phases of flight such as takeoff, or a go-around, he notes.

GE’s EEPC (electronic engine propeller control system) with full auto-start capability, the first in the industry for small turboprops, was certified last year by EASA and this year by the U.S. FAA, giving the go-ahead for entry into service. It is fitted to GE Aviation’s H series of turboprops that equip Nextant Aerospace’s King Air G90XT conversion (Static SD18), and to the Thrush S10G cropduster. Many other applications for the H series, some unannounced, will also use the EEPC.

“This puts all the complexity of managing the engine into the background,” says Mottier. “The pilot doesn’t even worry about it any more.”

“Pilots who have flown it in the experimental category have been surprised at the linearity of throttle versus torque compared with a hydromechanical system,” he says. This means pilots of EEPC-equipped King Airs, for example, no longer have to “dance” on the rudder pedals when pushing the throttles forward together as both engines respond in unison.

The EEPC is not as sophisticated as a FADEC (which GE is developing for its Advanced TurboProp that will power Cessna’s Denali). It is a single-channel electronic control with mechanical backup on the fuel control and a default position on the propeller. Some 300 H-series engines have been delivered in the last three years.

GE Aviation is at Booth S34. —John Morris

Boutsen – Still Fast

MONACO-BASED
Boutsen Aviation closed 2016 with a record four sales in December, chalk-ing up a Gulfstream G550 in Basel and a GV in Luton, as well as “a double sales transaction” of two Falcon 7X jets in the U.S., giving the go-ahead for entry into service. It is fitted to GE Aviation’s H series of turboprops that equip Nextant Aerospace’s King Air G90XT conversion (Static SD18), and to the Thrush S10G cropduster. Many other applications for the H series, some unannounced, will also use the EEPC.

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GE Aviation is at Booth S34. —John Morris

Geneva Airpark Bucks the Trend

Geneva Airpark (Static SD11) says its covered parking and associated range of services for business jets “once again registered an increase in 2016, despite a slowdown in traffic generated by business aviation that has been going on for several years at Geneva Airport.” For the year as a whole, all aircraft combined, the company’s hangar recorded an average occupied surface area of 93% of the 10,000-square-meter total space.

Geneva Airpark accommodated 17 aircraft per day in 2016, on average, and as many as 24 were hosted at a time, “directly accessible from the runway.”

The firm signed 18 new customers, representing more than 32% of active clients on a daily basis.

Geneva Airpark is located opposite Geneva Airport’s Terminal C3.
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PT6 – Engine of Change?

Pratt & Whitney Canada (Booth N114) is celebrating the recent delivery of its 100,000th turbine engine but is adding little to an earlier revelation that a 2,000-shp powerplant is in prospect for both helicopter and airplane applications.

Speaking in Geneva on Sunday, P&WC general aviation marketing VP Nicholas Kanellias would say only that the company was running demonstration programs for technologies to be incorporated.

But having stressed how much the venerable PT6 has changed during its 50-year life, P&WC seems curiously reluctant to consign the designation to history and adopt a new number for a 21st century turbine. The decision, it seems, has yet to be made.

Speaking in March, P&WC president John Saabas noted that the company had identified a gap in its product range between the 1,750-shp PT6C-67C/E and the 2,300-shp PW100 family of engines. The new “PT-Something” would likely be a further development of the PT6C core and be ready to launch by the end of the year—at least in an initial, helicopter platform, delivering a 10-15% reduction in specific fuel consumption.

—Paul Jackson

Dassault Eyes Swiss Fighter Contract (Again)

Visitors to Dassault Aviation at Booth Z90 may be forgiven a double take. Yes, that is a model of a Rafale fighter; but, sadly, its appearance at EBACE does not mean the French airframer is courting the executive who wishes to take the fight to their competitors with unprecedented vigor. Rather, it affirms that the jet is back in play for one of the most contentious military procurements of modern times.

In May 2014, Swiss voters rejected their defense ministry’s 2008 decision to replace the Swiss Air Force’s Northrop F-5 Tiger fighters with Saab Gripen jets. Last year, the Swiss defense minister confirmed that the process will be restarted but will also include replacement of the country’s Boeing FA-18s, due out of service in 2025. Although an official announcement of the re-start has yet to be made, Dassault opened an office in Bern in February.

The business package bidders assemble will be as vital as aircraft performance. In the original competition, each bidder was expected to include work for Swiss industry of at least $2.2 billion. Dassault told the Aargauer Zeitung newspaper in February that Swiss industry could be involved in “all parts of the program: production, assembly, maintenance, logistics, further development.”

—Angus Batey

FlightSafety G650 Sim at Farnborough

FlightSafety International (Booth A89) is talking up the start of “the only factory-authorized Gulfstream G650 training program located close to operators in Europe, the Middle East and surrounding regions.”

The company’s fifth G650 sim, qualified to Level D by both the European Aviation Safety Agency and the U.S. FAA, is at Farnborough in the UK.

“Gulfstream and FlightSafety work closely to ensure the simulator reflects the exact flying and operating characteristics of the Gulfstream G650 aircraft now and in the future,” said FlightSafety commercial EVP David Davenport.

“As the only factory-authorized training provider for the G650, our training materials meet Gulfstream’s highest standards and include the latest aircraft configuration updates and operating guidance.”

“We value having this additional capability available to our growing operator base in the region,” said Gulfstream product support president Derek Zimmerman.

“This simulator and the partnership we have with FlightSafety reflect our companies’ mutual commitment to supporting our customers,” he said.

The FS1000 sim for the G650 features “Vital 1100” visual generation, electric motion cueing and a new instructor operating station. “Tightly integrated computer hardware and software across subsytems,” FlightSafety says, “allow for more accurate and higher fidelity simulation than found in other current and previous generation simulators.”

Gulfstream is at Booth T134 and Static SD06.
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At Jet Aviation, what goes around comes around – if it is a BBJ.

Basel-based Jet Aviation (Booth R134) has just redelivered a Boeing B737 after major refurbishment, but that’s not quite the dog-bites-man news it may seem for a well-known completions contractor. This is not just another BBJ – it is also the very first Boeing Business Jet that the company worked on, way back in 1999.

The low-hours machine had been languishing for some time before its current owner acquired it and commissioned Jet Aviation to undertake the nose-to-tail upgrade in conjunction with a scheduled C-1 maintenance inspection. Achieved without any structural changes, this involved the wood marquetry; all seats, sidewalls and carpets; and entire exterior repainting.

Jet Aviation also improved the soundproofing using its new targeted sound prediction technology, and implemented a number of Service Bulletins, including a low cabin altitude modification.

Not forgetting the crew’s needs, the maintenance facility installed a new Rockwell Collins Venue cabin management system, activated Swift Broadband, upgraded the Future Aircraft Navigation System and configured ADS-B Out.

“As an old aircraft with old documentation, it was a challenging project that’s produced terrific results,” said Simon Koenig, Jet Aviation supervisor of maintenance interior design.

Showing no bias, Jet is also a factory-approved service center for Airbus, Bombardier, Dassault and Gulfstream. It has just completed an ACJ319 and an ACJ330 for a Middle Eastern customer with downtimes of 10 and 14 months, respectively – and a custom-designed BBJ3.

Jet is also just starting work on two medevac conversions of Embraers: a Legacy 600 and a 650.

—Paul Jackson

Completions Industry Adjusts to Overcapacity

While EBACE 2017 has opened on an overall positive note, there has been some less encouraging news with the closing of three well-known VIP completion centers in the last two years, each conspicuous by its absence here.

Most obvious was Airbus Corporate Jet Center, which exited the business of Airbus Corporate Jet completion, refurbishment and MRO work earlier this year, after nearly a decade of operation.

Parent company Airbus formally announced in mid-April that Airbus Corporate Jet Center would “re-orient” to become an upgrade center for existing commercial airliners. At the same time, the new Airbus Interiors Service would be replacing ACJC at the same location in Toulouse.

AIS is built on the engineering know-how and experience of the former Airbus Corporate Jet Center, a company spokesman explained, adding that the innovative spirit of ACJC “is now dedicated to supporting airlines with their cabin upgrade development strategy.”

Meanwhile, existing Airbus VIP jet customers will find completion, refurbishment and MRO capabilities at six Airbus-approved centers: AMAC Aerospace Switzerland (Booth K121), Associated Air Center (075), Comlux (996), HAECO Cabin Solutions (M68); Jet Aviation (R134), and Lufthansa Technik (J79).

In November 2015, Tulsa, Oklahoma-based Bizjet International Sales & Support announced its VIP completion and refurbishment business was being placed “in a dormant mode,” while the firm focused on engine service.

The company’s VIP segment handled the outfitting and modification, maintenance, refurbishment and green completions of VIP business jets. Parent company Lufthansa Technik made the decision to go dormant as soon as current projects were completed.

As a result, the total workforce at the Tulsa center was reduced by approximately 60%. The company noted that it had been facing a continuing decline in the VIP market and expected it to continue for the foreseeable future.

Just a year earlier, AIM, a UK-based designer of custom interiors, acquired New Zealand-based VIP completion and refurbishment center Altitude Aerospace Interiors, then owned by Air New Zealand.

The proximity of Altitude Aerospace to the Asian and Pacific Rim markets was a complement to AIM’s European, Middle East and North American business. In January 2015, the two companies merged to form AIM Altitude with a focus on airline luxury interiors.

The intent, said AIM Altitude CEO Mark Edwards, was that the combined companies would provide for “the entire cabin interior from cockpit to rear pressure bulkhead.”

—Kirby Harrison
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RUAG Aviation, a leader in aircraft maintenance and products integration, is offering a special service for business aviation customers: the one-stop shop principle. The idea is to make a scheduled overhaul, maintenance or refurbishment break as efficient as possible by performing other tasks at the same time. RUAG operates this as a distinctive service at its Geneva, Lugano and Munich sites. The goal is to help the customer keep the aircraft flying productively for as long as possible by avoiding additional downtimes in the nearer future, as well as to add new features while the aircraft is in maintenance. “For instance, during an aircraft’s heavy maintenance check, we can review possible upcoming maintenance and refurbishment requirements,” says Mark-André Mann, head of Sales for maintenance and refurbishment requirements. “When we see that a change of the leather or carpet will be necessary we discuss it with the customer, especially when we know that he plans on owning and operating his aircraft for a longer time.”

Over decades of dealing with business aviation, RUAG has accumulated a lot of know-how not only about the different types of aircraft but also about the different kinds of customers. “Some simply want to have their aircraft in good shape, or make it look exactly the same again, but fresh, every 10 years. Others always want the latest technologies and developments to be installed in their aircraft,” says David Ricklin, general manager of the Geneva site. Therefore, RUAG is investing significantly in innovative engineering to offer new features for business jets, he says. “We are creating solutions in partnership with other companies. Thanks to our Design Organization approvals, we certify the new solutions to the latest EASA and FAA rules, and then own it exclusively,” confirms Ricklin. For example, over the last six months, RUAG has developed three new supplemental type certificates (STCs) for the Dassault Falcon.

Among them: electronically dimmable window shades. The EASA-certified solution has no moving parts or pleated curtains,” says Ricklin.

Another plus is the attractive location of the RUAG facilities. “Many of our customers are flying to Geneva and then doing business while the aircraft is in our shop. Or they go for a ski holiday in the Swiss Alps,” says Ricklin.

Munich-Oberpfaffenhofen owns another special feature: the cabin design, materials selection showroom. Here customers can see, touch and feel a wide bandwidth of materials, their textures and different smells. “By changing the materials you can really change the appearance of an aircraft,” says Mann.

Early this year RUAG completed a major three-month project in Munich: The Indian owner of a recently purchased Bombardier Global 5000 wanted a complete cabin restyling, with a second divan at the rear of the cabin to create a really big double bed. A lot of engineering had to be done, new floor plans were necessary, and new side panels had to be mounted. The inflight entertainment system was also upgraded. Then the aircraft was repainted.

RUAG Geneva recently installed dimmable windows in a Falcon, which also went through a complete cabin refurbishment at the same time. This included the wood veneer, a new galley and a new inflight entertainment system.
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Scott Ernest

Ernest joined Textron Aviation in 2011 after 29 years at GE Aviation. He has led the company through a number of development projects and the merger of Cessna Aircraft and Beechcraft. He recently sat down with The Weekly of Business Aviation to talk about the company and the business aircraft market.

**FAST FIVE**

**INTERVIEW BY MOLLY McMILLIN**

**Questions for Scott Ernest**

President and CEO, Textron Aviation, Wichita, Kansas

1. **Textron Aviation walked away from some business jet transactions in the fourth quarter of 2016 because of pressures to reduce prices. The company lowered 2017 production on legacy jets and increased Citation Latitude volume. How is the new year shaping up so far?**

   **Ernest:** If you look at ’16, we were up 12 (business jet) units over the previous year. We are trying to manage volume and price and making sure that we’re seeing a little more on the price improvement side than we’d seen in the previous year. The fourth quarter from our standpoint was probably what we expected, because we started to manage some of that pricing. There were some deals that we didn’t want to do based upon some of the pricing activity as we moved into this year. I would say people are waiting and seeing where we’re going to stand on some of that pricing, so we’ll get tested. We feel pretty comfortable that we adjusted our lines to what we think we need to do for the year.

2. **How is the used market?**

   **Ernest:** The used market has kind of stabilized. When you look at what is available for sale, Citations are down to about 8% (of the total Citation fleet for sale) and King Airs are down to around 6.5%. If it’s a good new used plane with low hours, it sells immediately. The older products with a lot of hours on them sell for less than where we would like to see it. That’s a function of supply and demand. We see a lot of older aircraft with high hours going outside the U.S. I’d say overall, we feel pretty comfortable with where it’s at.

3. **One way to grow the market is to attract new users. What is Textron Aviation doing along those lines?**

   **Ernest:** What you have to do, and I think we’re pretty good at it because probably 20% of the new (jets and King Airs) are to new people, you’ve got to go back and put a strong focus on your market development activities. How do you take someone who’s been at Cirrus for two or three years in a plane and move him into an M2 and make him feel comfortable about that? We know how to do that. We’ve cracked that code a little bit. But we had to put a lot of resources into that, into market development.

4. **You mentioned that Textron Aviation is one of the most integrated aircraft manufacturers. What is your philosophy?**

   **Ernest:** We’re much more vertically integrated than our competitors. I feel that’s a good thing for us. We control all our interiors now. We control our seats – basically everything besides the engine, avionics and some of the actuator systems. We’re in a much better position to control our own destiny with that level of detail. We can provide a more efficient, quality product on time. As the market does grow a little bit, we can control how we manage that.

5. **You have a number of new products coming forward. What is the status?**

   **Ernest:** The Latitude has really done well for us. It is our highest-volume product. The Longitude is getting certified at the end of this year. We probably have 100 engineers working Hemisphere right now. That gives us an opportunity to get into flight departments in a bigger way with those three products. We’re getting a lot of traction around that. The other program is the Denali. We should by the end of the year have our detailed drawings on that one.
WHERE ADVENTURES TAKE OFF

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Air Charter Broking: Room for All

Stigma is a dangerous but common attachment. In the air charter market, there is no stigma more keenly embedded into the psyche than the “bedroom broker.” This is not descriptive of a pimp, although it might be more socially acceptable if it were. Instead, it is an umbrella term applied to the extensive market for individual air charter brokers, operating outside of the major broking houses.

Traditional broking remains a people business. A knowledgeable broker needs little more than a smartphone and a loyal client base to generate significant revenues. Key clients still buy that personal service, and so top performing brokers who are outperforming the brokerage need to be nurtured to lessen the temptation to take their turnover and go it alone.

It is a myth to suggest that all so-called “bedroom brokers” are incompetent, unreliable or present a risk to their clients. Of course, they lack the infrastructure and support of a major brokerage. They will generally not have significant resources behind them to support the client when things go wrong. Some will routinely receive and pay significant operator fees through their own bank accounts. Their cybersecurity might not be as sophisticated as that of major brokers. They may lack insurance or other protections.

However, for many clients, the highly specialized, dedicated and trusted client service offered by many of these individual brokers is highly valued.

As chairman of BACA - The Air Charter Association, I am often asked “What am I going to do about ‘bedroom brokers’ giving the market a bad name?” Our Association is entirely focused on raising and maintaining standards of conduct among air charter brokers. However, that applies to all brokers, and poor conduct is not the exclusive preserve of “bedroom brokers.” Developments in technology are providing ever more sophisticated tools to aid brokers at all levels and while we seek to raise market standards, we always have in mind that barriers to entry to the market need to be conduct-based, rather than financial.

I started my career as a financial services lawyer. In that capacity, I was heavily involved in the expansion of regulation into the insurance broking market. That process drove significant consolidation in the market. However, it was really interesting to watch large, corporate brokerages buying in books of business attached to individual brokers. Typically, the individual broker would be tied in for two years at the brokerage, followed by a period covered by a non-compete covenant. This provided ample time to assimilate both the broker and his client base into the large corporate structure. Yet often neither worked, and the broker and the client base would slip away back into the old world. Real market consolidation was driven more by the costs of compliance than by any genuine commercial advantage.

Not all brokers are suited to a corporate environment, and nor are all clients. This is not to denigrate the larger brokers, who by and large provide a fantastic service to their clients and a valuable gateway to operators. However, for clients with really specific preferences or who are particularly sensitive about their private or business affairs, that perception of the individual, safe, known quantity is of paramount importance.

BACA has made it clear that it is here to focus on the brokers. There are myriad other associations that handle the operators and other more regulated areas of the market. However, I identified the need to reconnect with the wider broking market, to ensure we take cognizance of all broking, from helicopters to private jets, to large passenger flights and tours, to aid flights and cargo.

As part of that process, I have sought to reconnect with the large airlines, which have developed a degree of justified cynicism about some of the more lazy practices in the market. They receive hundreds of enquiries each day, often asking them for aircraft types they do not have and routes they cannot fly. Those facts should be manifest to any decent broker. As a result, they focus their limited resources on a small number of brokers who they know and trust. Interestingly, that often includes smaller or individual brokers who they know are experts in their field and who have a reliable understanding of the market and a genuine and dedicated client base.

So, clients like good “bedroom brokers,” and many operators like them too. They are not universally good or bad in terms of their market conduct. However, because they survive only on their repeat client base, they are generally focused on adding value to their role in the charter transaction. For all these reasons, BACA has them very much in mind when making decisions about the future of the market, and we seek to balance the need to raise standards with the need to avoid arbitrary barriers to entry or policies that stifle innovation, service or efficiency.
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