



AVIATION TIMES

Autumn 2014



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“We are back in a growth mode. It will continue throughout 2015 and beyond.”

Roger Whyte

Lunch with a Veteran of Business Aviation

Interview with Roger Whyte, chairman of CEPA 2014

The last time I met Roger Whyte was four years ago at the NBAA Annual Convention in Atlanta at the press conference where his retirement from Cessna was announced, after 28 years being a key player and leader of Cessna's sales force, and leaving behind a legacy that cannot be forgotten. A couple of weeks ago, Roger and I met again for

lunch at the Lvi Dvur (Lion's Court) restaurant behind the Prague Castle on the edge of, and looking over the beautiful Royal Gardens.

“Welcome to Prague Castle, the new wonderful location of CEPA EXPO 2104,” Roger saluted me open armed and with a big smile. “You know, the

castle is really a most inspiring venue with a unique atmosphere which will be very conducive to the exchange of information, for generating ideas and forging relationships.”

It was a pleasure to see Roger again after all those years and I remember what he said that last time about planning to stay in Wichita, Kansas for some time, and travel and enjoy retirement. I wondered whether he still lived in the States or maybe returned to his native UK. And what does ‘enjoying retirement’ outside the aviation industry activities mean to a person who was a senior executive and will always remain an authority in the field.

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Lunch with a Veteran of Business Aviation

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“My wife Ingrid and I enjoyed three summers in Wichita after my retirement. During that time I travelled extensively, including living in China for several months helping NBAA to lay the groundwork for ABACE which, I’m pleased to say, has become an extremely successful annual convention.” In 2012, the NBAA had invited the business aviation veteran to bring his vast knowledge of the industry to ensure that the Asian Business Aviation Conference becomes one of the most important aviation events in the world.

“As always planned, we moved to Germany at the end of August last year,” Roger continues. “We now live in Laufen, Bavaria, the town we lived in before moving to Wichita in 1994. Laufen is located on the German/Austrian border 20 kilometers north of the city of Salzburg. I am spending time with my grandchildren, horse riding, skiing in the winter, hiking in the mountains, gardening and hosting our many visitors. I also receive invitations to speak to various groups; next week, for instance to the Salzburg Airport Fan Club. When I’m not following developments in aviation, and meeting old friends at Salzburg Airport, I’m planning for CEPA EXPO.”

Recently, Roger Whyte was named Chairman of CEPA Expo 2014. In the past he was a Member of the Board of Directors of the National Business Aviation Association and was the Vice Chairman of the NBAA Associate Member Advisory Council. The event around the industry activities in Central and Eastern Europe will draw on his experience in global business development and event management to further position the CEPA Expo as the leading event in the region. I asked him what he has in mind for the event that is held in Prague, November 19-20.

“I have been following the progress of CEPA since its inception and having attended the CEPA Expo, I am impressed with what has been achieved so far and

I am looking forward to help take the organization and the conference to the next stage of its development. We have extended the scope of the agenda to increase emphasis on operations, safety, maintenance, and future requirements. How the current Russian, Ukrainian situation is affecting business aviation and the implication for the future will be a major agenda item. This year we have been successful in expanding the spectrum of speakers and panelists participating in CEPA Expo including global business aviation leaders, policy makers and regulators.”

“Business aviation is a growth industry. The size of the business aviation fleet worldwide will double between now and the year 2030.”

We paused for a moment as the waiter brought us the typical hearty Bohemian dishes we ordered, goulash cooked in beer for Roger and for me the roast pig from the spit rod, a specialty which harks back to the 16th century. From the restaurant window we had a fine view the beautiful, serene setting of the castle gardens and the old St. Vitius Cathedral in the background.

“Bon Appetite,” said Roger. Isn’t this a great environment for networking around an event such as CEPA Expo?” How could I possibly not agree with him? I wanted to know from Roger what he thinks of industry forecasts and statistics. Personally, I felt that in most cases it is like listening to a broken record over a number of years and I am getting tired of the expression “carefully optimistic”. We cannot foresee things long term; experts didn’t foresee in 2004 not even in 2007 that there would be a global recession coming up. What does Roger foresee for business aviation?

“New business jet deliveries for the first half of 2014 increased 12.4 per cent compared to the same period in 2013. This is the second year of increased deliveries following the recession. Business jet movements in the United States have increased by four percent in the last twelve months. We are back in a growth mode. It will continue throughout 2015 and beyond. Business aviation is a growth industry. The size of the business aviation fleet worldwide will double between now and the year 2030. It will more than double in the growth regions of Central and Eastern Europe as well as South East Asia by 2020 if not earlier. Growth will not be linear, there will be up and down years driven by economic cycles, company profits and new product introductions, but growth there will be.”

Business Aviation is not just manufacturing and selling aircraft. In what other segments of the industry does Roger expect significant growth in the CEE?

“In Central and Eastern Europe the business aviation fleet will continue to grow at least at the same rate as for instance that of China. As the fleet continues to grow and hours flown increase, all segments of the industry will benefit. Worldwide business aviation keeps millions of people in highly qualified, well-paying jobs. In the growth markets of Central and Eastern Europe, but also in South East Asia there is vast potential for growing the whole infrastructure to support the efficient operation of business aviation. This includes fixed based operations, maintenance and repair facilities, fuel suppliers, handling agents, ground handling equipment, flight planning services, aircraft management, training, catering and much more.”

I wondered what the hotspots for business aviation development in Central and Eastern Europe including Russia were, and whether there are other

activities besides charter operations and aircraft sales, which we should keep an eye on in the region.

“Business aircraft are being delivered to customers throughout the Central and Eastern European region. Many of them are flown on flags of convenience, operated by western European management companies. Russia is the largest country in the region with the largest fleet. The number of business aircraft owned by customers in other countries in the region has increased rapidly and continues to do so. Expect to see service centers, parts distribution warehouses, FBOs, dedicated airport terminals and other facilities for business aviation to be added to the airports in the region. The supply base for business aviation products in Central and Eastern Europe continues to expand. Parts and components for business aircraft, avionics, engines, interiors and flight simulators are being manufactured in the region, aircraft painting is being performed; I could continue with more examples.”

If Roger was given an assignment to promote the image of business aviation to general audiences, defined as those people who will never be able own or fly a private jet but, who for instance may raise their voice against business airport development, what would Roger’s message to this audience be?

“The major benefits of business aviation to a community is that it brings investment and jobs, directly and indirectly. Companies evaluating locations for new facilities look very closely at how easy it is to access a particular town or city. A location with an airport which accommodates business aviation will always have an advantage. The use of business aircraft helps established companies to grow their businesses bringing economic benefits in the form of greater employment, higher incomes and tax revenues to the local community. There is much empirical evidence to show that companies using business aviation are more successful than those that do not.”

While enjoying our desert at the historic Lvi Dvur Restaurant, fresh grilled pineapple for Roger and raspberry mascarpone for me, and having a relaxed odds and ends exchange of some personal experiences in Prague and in the business aviation industry, it was time to say goodbye and to take my short trip with the tram back to the low lying areas of the old city of Prague. After we shook hands, Roger concluded:

“I really look forward to seeing our many friends in November in Prague at CEPA Expo. Hand on my heart,” Roger made the gesture, “this much will be true, it is going to be a worthwhile meeting for all who will join us for networking, dynamic use of knowledge on technology, or holding social events that may result in the beginning of new partnerships or joint ventures.”

Cdr. Bud Slabbaert 



Dagmar Grossmann and Roger Whyte

TEN YEARS OF ABS JETS – A ROAD TO SUCCESS

Interview with Vladimir Petak, CEO and Member of the Board of Directors of ABS Jets



“ABS Jets’ real competitive advantage is its people using their ingenuity to save the customers’ time or money, solve their problems, or just make them feel good. Ten years have cemented dedication, devotion and passion of a team of two hundred people with diverse backgrounds. There are still some among us who said ten years ago “today was my first day of work at ABS Jets.”

The year 2014 marks the 10th Anniversary of ABS Jets. Corporate entities are invariably represented by their product quality, brand image and..., it’s CEO. Vladimir Petak is the torch bearer of ABS Jets and is, as highest executive, responsible to do everything that will ensure the success of a company that in a ten year period has steadily progressed to become a major global player in the business aviation industry. According to Petak: “Ten years have seen magical cherished memories to reflect back on, now and in the years to come. Who would have thought in 2004 when a modest company by the name of ABS Jets was founded that it would become one of the most outstanding and respected performers in the world of Business Aviation?”

Petak believes that one of the keys to the ten years of success of his company

lies in the spirit and motivation of a lineup of well-trained professionals who are prepared to take on whatever challenge, and to provide immediate responses to any customer request or needed business aviation service. “ABS Jets’ real competitive advantage is its people using their ingenuity to save the customers’ time or money, solve their problems, or just make them feel good. Ten years have cemented dedication, devotion and passion of a team of two hundred people with diverse backgrounds. There are still some among us who said ten years ago “today was my first day of work at ABS Jets.” More professionals have joined them through the years, who like me have benefitted enormously both personally and professionally, from their ABS Jets experiences.”

All modesty aside, Petak feels that a strong company is built on team work

performance: “I believe in my team, I trust them, and I listen to them. My role is to lead by guiding, encouraging, accommodating, also by protecting, and what is most important, by listening. It is pleasing to see people come to their workplace with a smile on their face and looking forward to handle the challenges of the day. They are all positive and want to see their company grow, extend its services, and perform at its best. We are well aware that none of us can do it alone, but with a strong commitment and a united effort, we will make more great strides and remarkable achievements.”

There are a few remarkable elements of what makes Vladimir Petak the professional that he is. He understands finances and appreciates that shareholders are expecting positive figures. Vladimir joined ABS Jets in

2007 coming from the financial industry. Therefore he has the expertise needed for building profit structures. He did have aviation background as a pilot, but it was a bit more unusual kind of flight experience; his hobby was aerobatic flying. It taught him to respect the human factor and physics in what is defined as “precise maneuvering in three-dimensional space”; trust what instruments are telling but also trust the own judgments and know where limits end. There are three words that cannot be found in Vladimir’s dictionary: mediocrity, failure, and impossible.

Vladimir Petak points out that every year in the decade of ABS Jets’ existence has shown several highlights and benchmarks: “I’m personally im-

pressed by all the accomplishments. Take a look at the compilation of performances and you will see that in all areas where it counts tremendous progress was made. Our success is obvious in the positive annual financial statements and performance records. We operate one of the largest Embraer Legacy aircraft fleets in the world. We have received numerous national and international awards. Our accommodations and facilities are top of the line with our 6,000 m² ‘Hangar N’ being the pride of the company. In 2004, ABS Jets started as Aircraft charter and management operator, now we also provide flight trip planning, FBO and executive handling, aircraft sales and consulting, and we have one of the finest maintenance departments in Central and Eastern Europe.”

A CEO develops a strategy, creates a vision, and drives growth forward. It takes true leadership to bring all the dynamics and synergy seamlessly and flawlessly together. Vladimir Petak is the resolute company executive who will do anything without compromises to ensure that customers will get high-class performance from ABS Jets that goes beyond their expectations; 24/7! He concludes: “We have come a long way in ten years. There is a popular saying that every day is the beginning of the rest of your life. As for ABS Jets after ten years, I would say: we have arrived where we begin, and we will continue to extend our reputation of top class performer in the business aviation industry from here on!”

Cdr. Bud Slabbaert



ABS Jets marks 10th Anniversary

"I remember when I came on board eight years ago; we had four people available for dispatch. There were times when we would do a dayshift of 14 -16 hours, then go home quick, have a fast sleep, and be back again at our workstation at seven in the morning. Presently, we have twelve people for dispatch, always at least three at daytime and two at night."



Jan Králík
Director of Ground Operations



"We have come a long way in ten years. There is a popular saying that every day is the beginning of the rest of your life. As for ABS Jets after ten years, I would say: we have arrived where we begin, and we will continue to extend our reputation of top class performer in the business aviation industry from here on!"

Vladimir Petak

ABS Jets Hangar N

ABS Jets reaches a milestone this year as it celebrates its 10 years anniversary. What began in 2004 as a humble aircraft charter and maintenance operator of two jets with a staff of twenty, has grown into one of the major players in European business aviation industry with a fleet of twelve and more than 200 employees. The company is now also providing flight trip planning, FBO and executive handling, aircraft sales and consulting, and it has one of the finest maintenance departments in Central and Eastern Europe. Ten years have forged a solid ABS Jets out of challenges and opportunities and it has earned the reputation of a company that delivers premier quality of services and complies with the



Zuzana Václavová
Commercial Manager
and Spokeswoman

"New business opportunities and the strengthening of brand awareness is a big challenge for me."

highest standards in the industry in every element of its organization.

"An organization builds relationships with customers called 'goodwill'. Part of goodwill is developed by customers knowing and noticing that staff members are motivated and well trained. People are a key competitive differentiator that has led to ABS Jets' success. Committed people deliver value to customers and drive customer loyalty, customers bring growth to the business, and growth offers opportunities to a company," says Vladimir Petak, CEO and Member of the Board of Directors.

Having been with the company from day one as a pilot, Štefan Kukura, Director of Flight



Štefan Kukura
Director of Flight Operations and
Chief Pilot Embraer Legacy 600

"One of the most challenging aspects in my position is dealing with the necessity for permanent learning and training. We have to implement new procedures, regulations, higher requirements for safety stands and so on. Compliance with approved flying staff training programs required that 276 ground training and simulator training sessions be organized. I ensured that each ABS Jets pilot spent an average of 36 hours a year in the classroom or on the computer for self study; cabin attendants 28 hours.

During regular training and examinations, pilots flew more than 250 hours per year on simulators. ABS Jets' pilots and crews are among the most qualified and well trained professionals in the industry who are internationally recognized."

Operations and Chief Pilot Embraer Legacy remembers: "ABS Jets was one of first business aviation operators in this region. You can imagine that the conditions were pretty tough; being first meant settling the rules and conditions of business avi-

ation from scratch. Nowadays, ABS Jets is one of the very few companies in Central Europe that have the financial and human resources to support and implement the systems required to operate aircraft to the very highest level of safety and security. ABS Jets' pilots and crews are among the most qualified and well trained professionals in the industry who are internationally recognized."

"I remember when I came on board eight years ago; we had four people available for dispatch. There were times when we would do a dayshift of 14 -16 hours, then go home quick, have a fast sleep, and be back again at our workstation at seven in the morning. Presently, we have twelve people for dispatch, always at least three at daytime and two at night," says Jan Kralik who currently is Director of Ground Operations and he continues: "Being an established business jet operator ourselves gives us competitive advantage to fully understand the needs and requirements of demanding business jet customers. We can see and evaluate our operations not only from the side of the service provider, but also from the client's side, because we are a very demanding client ourselves."

"I see aptitude, attitude and latitude joining here at ABS Jets. Outstanding technicians who are treating customers like shareholders of the company and the result is feedback from our maintenance customers telling us "You know my aircraft better than anyone else!" What evolves is that customers tell other aircraft owners and operators that if they have an issue with their aircraft, to contact ABS Jets," says Thierry Barré, Technical Director and concludes: "Our team will make things move and happen with dedication and passion. It is the attitude, enthusiasm, and harmony that create state of the art performance. That is exactly what the customer expects from us."

In one decade, ABS Jets has become a benchmark company in the business aviation industry and is well



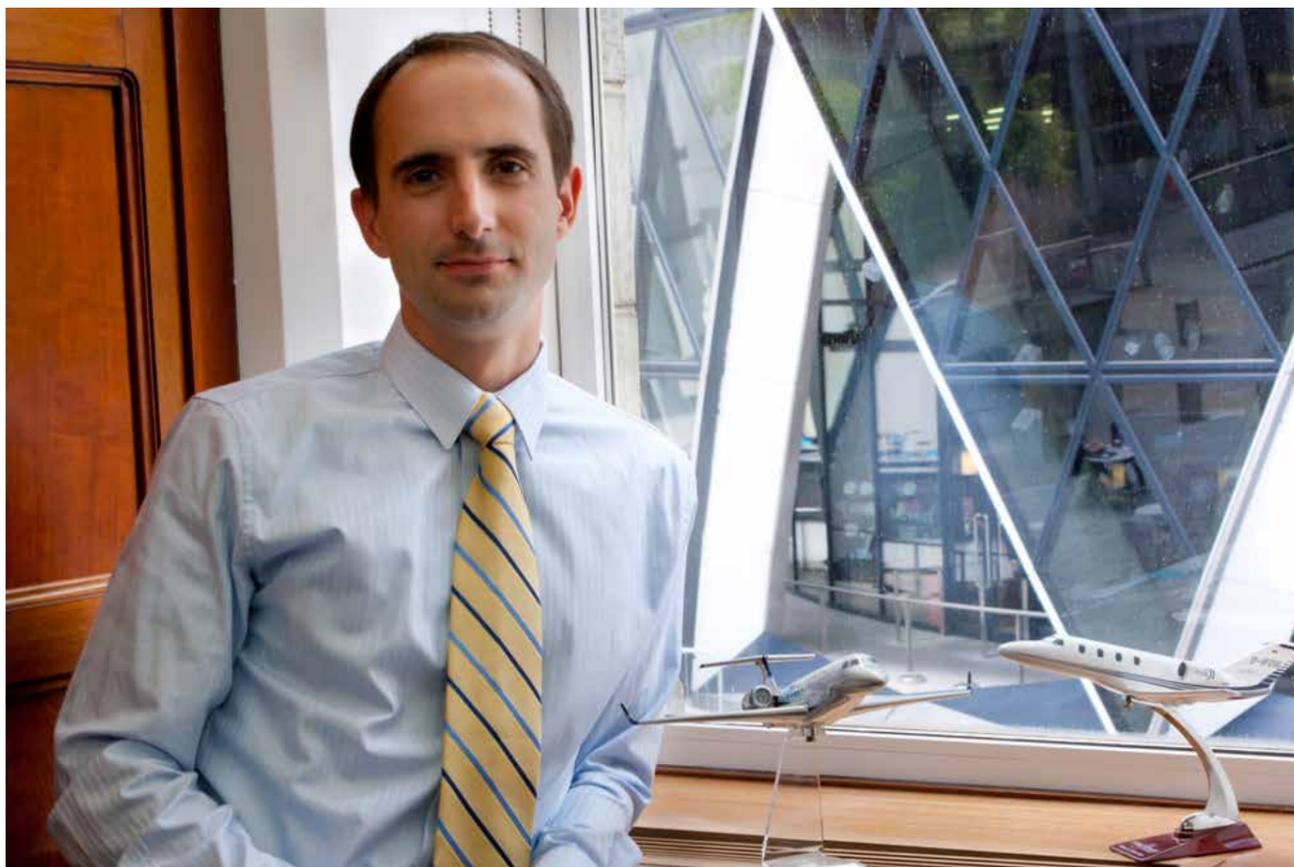
Thomas Brotanek
Chief Pilot, Learjet

"ABS Jets recognizes that the employees are its success story. I most appreciate the fact that the operation is able to harness the skills and talents of each employee. No other company that I have worked for in my past has been able to do this successfully. I am proud to say that a major achievement of ABS Jets is its ability to attract and engage the most qualified employees in the business aviation industry. ABS Jets consistently sets high standards, and treats its employees with the dignity and respect they deserve. We are fortunate to be able to pick the best of the best and our clients are able to experience this competitive difference on a daily basis."

poised to professionally handle any and all of customers' future business aviation needs. Throughout this year, ABS Jets organized events and activities to mark its 10th Birthday.

Advice worth hundreds of thousands of dollars

an interview with Oliver Stone, Managing Director of Colibri Aircraft by Cdr. Bud Slabbaert



Typically, a business card tells you the name of a person, it carries his formal title and his coordinates. What is hidden behind the letters of a name or title, are really the most important things: who is this person, what do they know and what can they offer to me. His name is Oliver Stone, his title is Managing Director of Colibri Aircraft. Oliver and I agreed to meet in London's Royal Exchange for an interview. I knew that his professional activity was aircraft brokerage and asset advisory but I wanted to know about his values and the wealth of expertise he gained through the execution of more than sixty airplane transactions involving import/export of aircraft across

“Oliver, I want buy a jet. It will be my first one. I have no prior experience; in fact I don't know anything about aircraft or flying.

There is no limit as to what I can afford. But I'm usually a bit arrogant and wonder why should I ask you to be my reliable advisor? What will you essentially point out to me in our first meeting?”

registrations. Nothing better than a straight forward way of questioning to see what I can get out of him:

“Oliver, I want buy a jet. It will be my first one. I have no prior experience; in fact I don't know anything about aircraft or flying. There is no limit as to what I can afford. But I'm usually a bit arrogant and wonder why should I ask you to be my reliable advisor? What will you essentially point out to me in our first meeting?”

“With first time clients like you, we take extra care to ask about their personal preferences and their planned use. Do you need the aircraft to fly from London to the USA or mainly around Europe?”

INDUSTRY NEWS

A BUSY WINTER SEASON AT WARSAW CHOPIN AIRPORT



In the winter season LOT Polish Airlines plans to increase weekly flight frequency on 18 European routes. The number of weekly flights on long-distance routes operated by LOT's Dreamliners will not change: 5 to New York and Chicago, 4 to Toronto and 3 to Beijing.

One of the largest low-cost carriers in Europe, Norwegian, is developing its Warsaw network as well. After launching a service from Warsaw to Gatwick in September, the airline opened two more new destinations to Canary Islands – Gran Canaria on 28 October and Tenerife a day later.

With 9 new services officially announced and increased number of seats on several existing routes, we can look forward to a promising Winter 2014/2015 season at Warsaw Chopin Airport.

BALTIC GROUND SERVICES SIGNING AGREEMENT WITH TRAVEL SERVICE AIRLINES

The continuously developing and expanding international ground handling and aircraft fuelling solutions' provider Baltic Ground Services is delighted to announce the signing of a cooperation agreement with Travel Service Airlines (Travel Service, a.s.). Based on the terms of the newly signed agreement, the company will provide the Czech charter carrier with integrated ground handling and fuelling services at Vilnius International Airport.

“The market of regular and charter flights across Europe is rapidly growing. As a result, carriers are looking for new destinations to integrate into their already dense activity maps. Lithuania is especially convenient for its handy geographical location to serve clients from both the East and the West. Last August alone the air traffic in Europe increased by 2.4 %, whilst in Vilnius it increased 15% this year. As the com-



petition and demand for ground handling services rose accordingly, we are excited about the fact that a large number of new market players opt for the comprehensive solutions offered by Baltic Ground Services. It comes to show that our company is capable of providing high quality support for optimal prices. After all, it is a highly competitive market, where only the companies which can offer the best value, succeed,” shares Darius Aleknavicius, the CEO of Baltic Ground Services.

Will you likely be flying your entire management board of 10 people or just your close family of 4? Aircraft are extremely personal – every person around them has their own subjective preferences, and as a first time buyer it can be very difficult to decipher all the information as you often hear many different opinions. Actually, One of the things that surprises first time owners is the actual expense of operating an aircraft. We don't want our clients to have a bad experience with aviation as we want them to enjoy their aircraft for many years to come. We work very hard to set realistic expectations of what ownership is like and what the client wants to achieve by owning the aircraft.

This business is extremely detail oriented. Between the technical aspects of the aircraft and its condition, the operation, the tax structures and international ownership jurisdictions, it can be overwhelming to begin with. If there's one piece of advice we would give anyone, first or tenth time buyer, it would be to ask questions. If something sounds confusing or technical, ask us to explain it.”

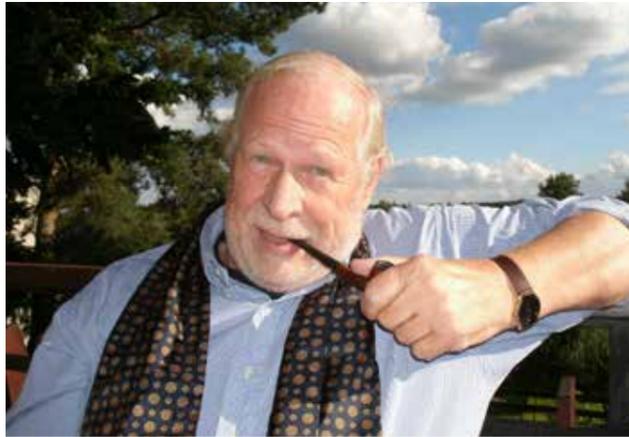
“So, what I hear you saying, Oliver, is that when I hire you and your company Colibri Aircraft to represent me, it means that I will have a trusted partner on my side to help avoid and understand the many risks involved with entering into a very detailed industry, correct?”

“Yes, we are your secure guide in an unregulated business and mistakes are virtually always measured in the thousands of dollars or higher. We approach each transaction as if we owned the aircraft ourselves and were spending our own money. For us, protecting clients like you while helping them realize what is the beginning of a truly exciting phase of their life is what we do.”

“Well, Oliver, I've got news for you. I am going to buy an aircraft for sure and I think that I've already found a good deal. The plane looks good, the price is okay, the background information that was provided to me seems fine, as far as I can judge. Yet, I have an instinctive feeling that doesn't sit comfortable; I don't know why. Should I contact you and what could you do for me?”

Cdr. Bud Slabbaert 

Bud's Viewpoint: Ta-dah; here comes Sukhoi



Gulfstream's Russia based business jet fleet grew more than six-fold in the last six years. There are 53 customer-operated aircraft in Russia and a combined 76 in Russia and the Commonwealth of Independent States (CIS). The number of Dassault Falcon jets in the region has doubled over the past five years, with currently more than 60 Falcon jets in operation. Airbus delivered more 25 corporate jets to Russia and the CIS which 15% of all Airbus business jets. By the end of this year Boeing will have 25 Business Jets in VIP service in the CIS of which 21 in Russia alone. Embraer has 40 business jets in Russia.

Expectations? The market will continue to grow steadily and all are optimistic about increasing their share. Airbus estimates that Russia is the second top region after the USA for high net worth person. Bombardier goes as far as suggesting that Russia could become the driving force of the world market for business aviation. According to their research Russia and the CIS countries have a share of 22% of the global portfolio of business jet orders and in that regard it is currently the third region in the world after North and South America.

Ta-dah, here comes Sukhoi

On August 19, 2013 the Director General of the United Aircraft Corporation, of which the airplane manufacturer Sukhoi is a subsidiary, announces that the VIP version of the Sukhoi Superjet 100 will be displayed for the first time at the upcoming International Aviation and Space Salon, MAKS 2013 in Moscow. Four days later the media report that the right to demonstrate the airplane is disputed in a US court by an American designer and manufacturer of aircraft interiors, claiming that the company's interior was allegedly borrowed illegally. It should also be noted that the aircraft on display was not new either but rather a passenger SuperJet that was to be delivered in 2012 by the now bankrupt Armenian Armavia. It was not a full Sukhoi Business Jet variant with increased range, but a light-configuration airframe to just show the advantages of the SSJ 100 VIP cabin. The interior was a mock-up produced by Moscow-based Aerostyle. Yet, the Sukhoi SBJ business jet product brochure says that a SBJ cabin will have the luxury of bespoke Italian interior design?

How it began

At the 2011 Le Bourget Airshow, Sukhoi Holdings, one of the most renowned Russian aviation companies and its Italian partner Alenia Aermacchi, member of the Finmeccanica group announce that a new Business Jet will be launched at the NBAA 2011 and it will be called the SBJ. Sounds a bit like the BBJ for Boeing Business Jet. Nowadays, Sukhoi calls it the SSJ100VIP. In the 2011 announcement the manufacturer forecasts to sell about one hundred of these aircraft in the next 2 decades. A year later, the forecast was reduced to 80 planes. What a difference one year makes in a 20 year prediction; a 20% difference. A proud announcement at the MAKS Aviation and Space Salon 2011: the Indian company Aviatech is to become the launch customer of the new business jet. A Letter Of Intent (LOI) for 10 SBJs in VIP configuration and 10 aircraft in option was signed. Aviatech commented that it chose Sukhoi Business Jet for its excellent economic advantages and technological features. In the nearest future, the companies plan to start negotiations on the technical layout of the aircraft to be delivered. Thereafter things remain silent around this Indian corporate and defense aerospace specialist, who was supposed to be Sukhoi's first big customer. In fact they were not mentioned any more. An LOI may resemble a written contract, but is usually not binding on the parties.

She loves me, she love me not, she loves me, she....

Shortly thereafter and still in October 2011, great news; a new launch customer is announced. Comlux will purchase two jets and complete the VIP versions of the SuperJet at its Comlux facility in Indianapolis, USA. The company also took options for two more. They will likely be used for charter service in Europe and deliveries are planned for 2014. However in August 2013, an aviation magazine reports that Sukhoi's launch customer Comlux has decided not to complete the first two aircraft and could back out of its deal to buy

the aircraft altogether. The completion deal is definitely off, according to the President of Comlux USA, because the Indianapolis completion center is too full and the deal to acquire the jets is pending on whether Comlux's requirements for aircraft performance criteria can be met. A Superjet executive countered that they are in the process of setting up their own VIP and corporate shuttle completions capability in a dormant hangar that was once home to the Alenia Aeronavali MRO in Venice, Italy. However, the Comlux-Group President told another aviation magazine that the implementation of the contract for acquisition and option will remain in accordance with previous agreements. The interior design and installation will be done in Indianapolis. He further stated that Comlux is confident that the SBJ will provide performance and reliability of operations to its VIP-customers. The aircraft will likely be operated by Comlux Kazakhstan. Thus not Europe. A month later the same Comlux Group President tells the media that he expects delivery of the two jets in 2015 and the Indianapolis completion center will not be producing the cabin interiors.

Virtue of origin

It is difficult to keep track of this story without little note stickers with dates and numbers all over one's desk. Mind that the Sukhoi communication comes from the United Aircraft Corporation of which Sukhoi is part, from Sukhoi Civil Aircraft (SCAC) or from

Superjet International. Anyway, in 2011 it was announced that the deliveries for Comlux were planned for 2014 and but now it will be 2015. In February 2012 the Sukhoi president reports that the company will start deliveries of business-jet version next year; thus 2013. Deliveries to who? At MAKS 2013 there is a converted passenger Superjet airliner that was delivered in 2012 but not paid for and thus taken back. It was equipped with a mock-up interior made in Moscow just to show the advantages of the VIP cabin. The aircraft has the colors of Rosoboronexport, a Russian defense export agency as it is due to go to this client. Then at Jet Expo 2013, "RusJet" announced that in the first quarter of 2014 it will begin operating the VIP jet belonging to the "Rosoboronexport". The General Director of Rusjet states that the Sukhoi SBJ has similar characteristics as the Brazilian classmate Lineage 1000, but in Russia it will have a competitive advantage by virtue of its "origin."

Appeal

In marketing it is important to realize that there are things that are needed and things that are wanted. Airlines buy aircraft because they need them. In private aviation owners buy them because they want them. In private aviation mediocrity of anything related to the passenger's comfort and feeling well is unacceptable. Wannebees and governments are willing to accept something else if the price is lower or conditions are more favorable. Suk-

hoi may be selling Superjet airliners, however the executive jet market is a different league. It also requires a different marketing performance and a different communication style and strategy. Appeal makes a deal. It is not easy anyway to go on the market with a new product right now. Embraer, Gulfstream, Dassault, Boeing, and Airbus have been present in the business aviation market and trusted for many years. They have a considerable production portfolio and a clear progress of development. They also have reliable products, always kept promises, and they have a track record. Business aviation clients tend to look at well-established OEMs. And when it comes to financing such an investment, a question that comes up is: what will the airplane be worth ten years from now.

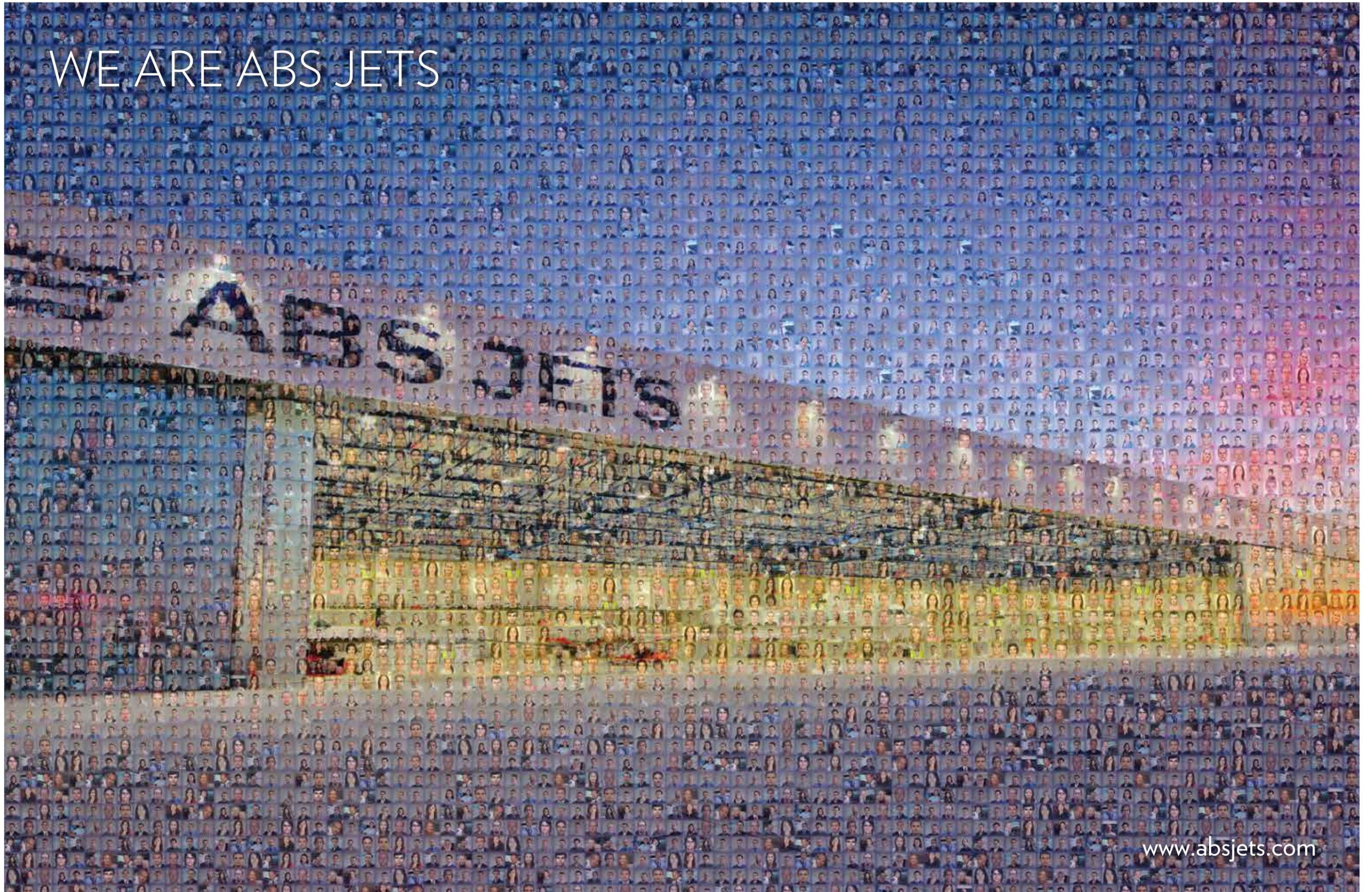
Facit

There is no doubt that Sukhoi knows how to build an airplane. Their biggest problem seems to be poor and problematic communication. Many different things have been said by many different sources over a considerable period of time. To say it in a popular manner: it is a quagmire of uncoordinated comments and every next time they seem to stumble over what they said the last time. If corporate communication and product promotion is not credible how can one expect to be successful in marketing and sales?

Cdr. Bud Slabbaert 



WE ARE ABS JETS



www.absjets.com

Airports - what's in a name?

"Ladies and gentlemen, please make sure your seat belt is securely fastened. We have just been cleared to land at Genghis Khan Airport". I don't know about you, but that announcement would scare the heck out of me and I couldn't help thinking that there may be fifty ways to leave your lover but only four ways out of the airplane. Genghis Khan Airport? That sound s like landing in a medieval war zone to me. I thought we were flying to Ulaanbataar. To celebrate the 800th anniversary of the establishment of the Mongolian State, the airport was named after the legendary warrior "Chinggis Khaan International Airport" in 2005. In much of Russia, Middle East, Korea, China, Ukraine, Poland and Hungary, Genghis Khan and his regime are credited with considerable damage, destruction and loss of population. History books in Western Europe don't reflect a positive image either. In Mongolia, he is regarded as one of the prominent leaders in their history and a central figure of the national identity. Mongolians maintain that the historical records written by non-Mongolians are unfairly biased against Genghis Khan and his positive role is underrated.

What is in a name anyway; I mean in an Airport name? Let's find out some things and then you can make up your own mind what to think of it. First, here is a question for you! Would you ask your travel agent to check the fares and schedules for a flight from Frederic Chopin to Franz Liszt? He would probably suggest to you to buy your concert tickets online. Do you really think anyone would use composer names when flying from Warsaw to Budapest? Go tell a taxi driver in Warsaw to bring you to Chopin or in Budapest to bring you to Liszt and most like likely he'll ask: "Which concert hall?" If instead you just say "Airport", he'll get you there.

A trigram says it all

Recently the Georgian media reported that the renaming of the Tbilisi Airport has been postponed for an indefinite term. It may have been the right decision, but probably for the wrong reason. Whatever the rationale was, it wasn't a practi-

cal reason; the airport was suggested to bear the name of Zviad Gamsakhurdia, the first President Georgia. If renaming an airport makes sense from an economic perspective, it may be considered; but for other reasons? By the way, the IATA code of the airport is TBS, almost simpler and remarkably similar to Tbilisi.



A full official airport name is merely something for the sign outside the terminal building or for the welcome billboard at the entrance of the airport premises. In the airline industry full names of airports are rarely used. Most travelers and aviation professionals think in terms of the three letter airport code that is issued and maintained by International Air Transport Association (IATA). There are about 9,500 airports worldwide identified by the trigram letter location identifier. Actually, memorizing the majority of these codes, or let's just say the 500 most visited destinations, is very well doable. WAR for Warsaw, BUD for Budapest, SOF for Sofia, PRG for Prague, AMS for Amsterdam, FRA for Frankfurt, NCE for Nice, and so on. In general it neither needs a high human IQ nor a high computer processor capacity to come up with the IATA code for a destination. There are some odd codes though, like ORD for Chicago O'Hare Airport. Long ago when pilots still wore goggles, it was just a grass landing strip surrounded by fruit trees and called Orchard Field (ORcharD).

Why the fuss?

Do you think you might remember 500 official names? To make it easy; I only suggest five to you:

Eleftherios Venizelos International Airport Athens, Greece

Sir Seewoosagur Ramgoolam International Airport Mauritius

Netaji Subhas Chandra Bose International Airport Calcutta, India

Comodoro Arturo Merino Benítez International Airport Santiago, Chile

Saint-Exupéry International Airport Lyon, France

Got them in your head? Why not? After having seen these five only so far, and some of them may be harder to read aloud than your mouth could handle, you might come to the conclusion: "Why the fuss? What is the practicality? It is understandable that a community would want to name an airport after someone it has an emotional attachment to; the problem is that it is just not very practical.

Dracula Airport

In a global tourism trade, it makes little sense to use a tongue breaking long name that is unrelated to the geographical location of the front door to a city or region. When tourists plan their holidays online they want to know exactly at which airport they will arrive. A travel agent or tour operator in China or Brazil should know immediately where these places are. It should be easy to find on a map and not need an encyclopedia to figure it out. Tourism may not suffer under it, but it doesn't benefit from official names either. Unless..., you give Castelul Bran near Brasow in Romania the name "Dracula Castle", a name that sticks. A Dracula Airport doesn't exist and it may not be an inspiring name but, for instance people in Bozeman, Montana, USA also thought that it was better to rename their "Gellatin Field Airport" into "Bozeman Yellowstone International Airport" to cash in on name of the famous Yellowstone National park. The airport of La Vegas is officially called McCarran International Airport. The Vegas Convention and Visitors Authority Board of Directors, formally proposed dropping the McCarran and just go by the name of "Las Vegas International

Airport". A city councilman pointed out that practically anyone in the world knows what Las Vegas is and that you don't even need the "Las" since most people are perfectly happy calling it "Vegas" or even "Vegas, baby".

Scary locations

In 2012, a group of three Bulgarians, proposed to rename Sofia International Airport after the inventor of the modern day computer John Atanasoff, who is of Bulgarian origin but was born and raised in the USA, studied and worked there, and lived there all his life. According to the initiators it could help improve Bulgaria's image and provoke greater international interests towards the country on part of foreign investors and tourists. Another argument was that the airport is located in Vrazhdebna which translated means "Hostile"; thus not very positive sounding. A name change is not going to relocate the airport and most international visitors to Sofia are neither acquainted with the Bulgarian language nor the Cyrillic alphabet, and thus would not be aware that they may be entering a territory that carried the name "hostile". If you see how Chek Lap Kok is written in Chinese, you wouldn't know what it was. Chicken with oriental sweet sour sauce maybe? If you were told to fly there, you wouldn't know where it was unless you were told that it is Hong Kong International Airport. The Dutch are proud that Amsterdam Airport is called Schiphol. Little do you know that the name means ship's grave or ship's hell as it once was the lee side of a sizeable lake that was reclaimed in 1852 and is now the location of an airport with five runways.

Dum Dum needed a change

With all due respect for deserved honor, a name attached to an infrastructure does little or nothing to describe the person after which it was named, nor does it describe the person's achievements or contributions. In Albania, Tirana renamed its airport International Airport Nënë Tereza. True, Mother Theresa was Albanian. However, she was born in Skopje, Macedonia and her parents were believed to be of mixed nationality. She grew up in Macedonia, and then went to Ireland where she founded her charity organization and settled in Calcutta India where she helped millions of needy people and also found her final resting place there. Skopje or Calcutta may have had a reason

to name their airport after Mother Theresa. But Skopje calls its airport "Alexander the Great"; by the way, Kavala International Airport in Greece is also called "Alexander the Great". Calcutta had already changed its name from Dum Dum Airport into Netaji Subhas Chandra Bose International Airport.

Brute logic

People in the airline industry will tell you that the constant name-changing of airports is a headache to deal with. Maps and documents worldwide would need to be edited. It takes a tremendous effort to change data in all travel portals, reviews, and you name it. After all is said and done, there will still be confusion for quite some time and in most cases the local people will continue to call the airport by its common original name and foreigners will call it by the city name that is familiar to them since their first geography lessons in the school benches. Airports are the key economic portals into a community, the place where it gets most of its global investment. Renaming airport should be an economic decision and neither an emotional nor a political one. Brute logically, airports should not be named after people but rather after the respective cities, for the simple reason that airports are international. As for including the "International" in the name, some airports consider dropping that tag as it is assumed one would be able to fly abroad from it and it has little benefit since airlines wouldn't offer it as a destination if it wasn't international.

Up and down and up again

In 2010, Zurich Airport announced that it abolished its failed brand name "Unique". The names Unique Airport and Zurich Airport have often led to confusion explained the airport spokesperson and that was the reason for the one-name strategy. The public had never accepted the "artificial" name that was introduced nine years before. What was intended to become distinctive was only considered peculiar. The relabeling had come with an estimated price tag of approximately three million dollar at that time. But already a year after the introduction of the "Unique" name, the new logo was removed from the control tower. After the abolishment announcement, a reader of the national Swiss NZZ newspaper commented bluntly: "That "Unique" was to

become a brand name, was built on idiocy ideas from the beginning. But maybe such idiocy should reach such outgrowth until the managers also realize that especially with the creation of a name there can only be one premise: authenticity and not brain burnt unrealistic fantasies, that are based on emotional tutelage. Sometimes, it just takes a bit longer until insight comes." Another commented: "A typical armchair action. It takes a jiggled mass of stupidity to pull such a thing through. Presumable "Unique" was debauched by management consultants that one has to be unique! Anyway, the money is not gone, someone else has it now: the graphic designers, the technicians that put up the signs and the ones who had to take it down again and then put up the old signs..."

Cost of renaming

San Francisco International Airport is a perfectly fine name that is serving the city and everything it represents, including its famously tolerant welcome mat to the world. There is no need to change it. Yet,

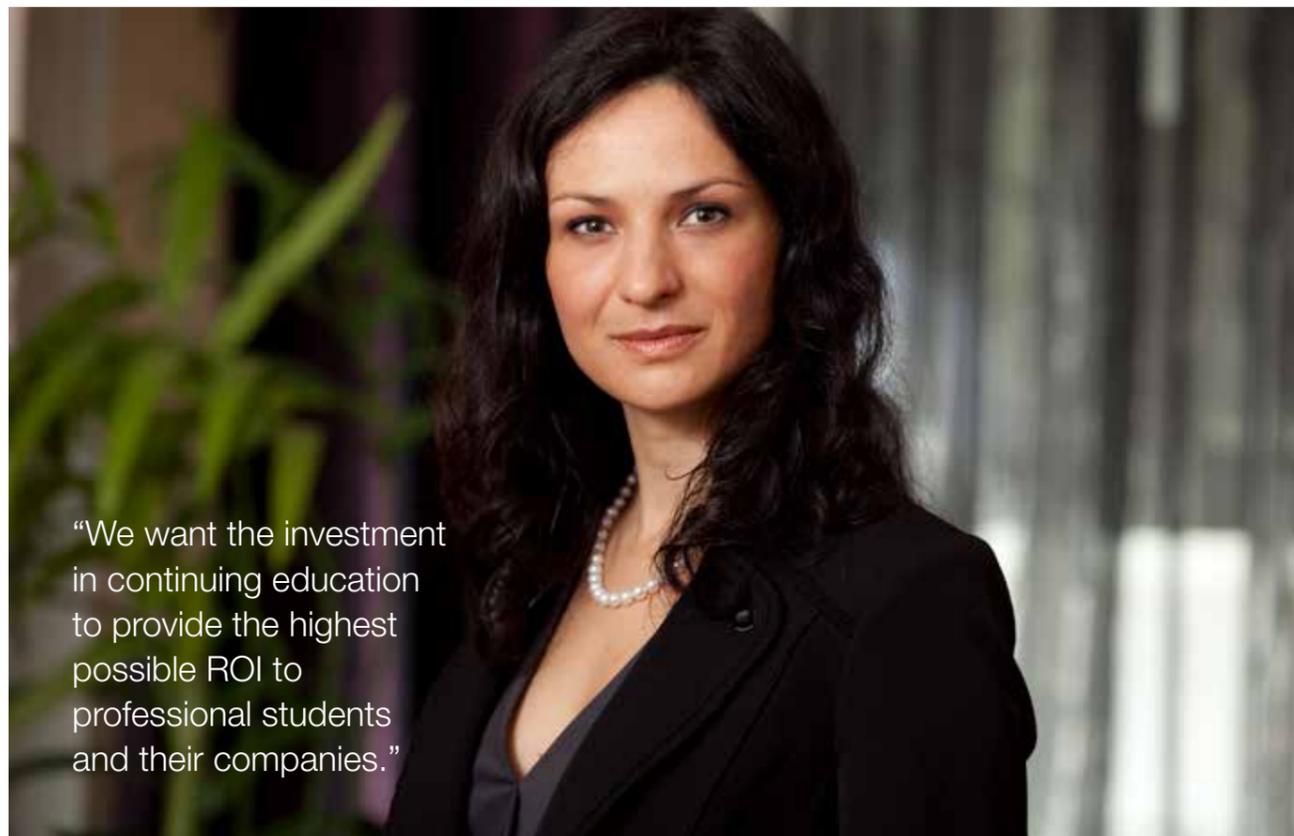
a city supervisor proposed to rename the airport after a gay-rights pioneer named Harvey Milk. He believed the name change might only cost between \$ 50,000 and \$ 250,000. That offers an insight on how much the logistics and potential complications were thought through. Airport administrators completed a quick calculation of how much it might realistically cost to change highway signs, airport signage, maps and directions - and came up with the figure of \$ 4,076,500. That still doesn't include the potentially significant marketing costs of rebranding one of the better recognizable destinations for international travelers. Nor does it account for the expense of changing logos and paperwork, reprinting airline schedules and maps and redoing signs at ground transportation connections.

May I make a suggestion?

Did you know that the airport of the "Capital of the European Union" doesn't have an official name yet? Maybe it should be named after Brussels' famous landmark: "Manneken Pis" which means "Little Man Pee". How about renaming the airport to "Brussels Little Man Pee International Airport"?

Ivana Goosen: An investment with ROI

Interview with Director of University of Pittsburgh in Prague



“We want the investment in continuing education to provide the highest possible ROI to professional students and their companies.”

With the speed of change in the modern world, University programs for executives are becoming a necessity. Often, companies send their best talents back to school as a way to prepare them for more strategic leadership roles and to stimulate a much needed higher level of innovation. Also managers decide for themselves that want to link their practical experience with the most up-to-date theoretical framework and be challenged to

think about problem solving from different perspectives. Designed for high-potential individuals ready to reach new heights, the University of Pittsburgh's Katz Executive MBA program prepares professionals to lead organizations with confidence. As a truly global program, it operates classes across three continents: in North America (Pittsburgh, United States), South America (São Paulo, Brazil), and Europe (Prague, Czech Republic).

Ivana Goossen is the director of the Executive MBA Worldwide at the Katz Graduate School of Business in Prague. She clarifies who enrolls in the program and what motivates them to do so:

„Our applicants are experienced

managers and they expect that their MBA will provide them with access to top-class know-how, with an opportunity to gather further international experience and contacts, and to obtain a globally respected degree. Their goal

is to grow in strategic roles. That is why they choose from among internationally accredited programs that are globally ranked. Our prospective students know that it is an investment with a proven return.“



Education is an investment. Time and resources spend on education and training always pays off. That is something every professional in the aviation industry is well aware of. The results are usually career success for the graduate and value creation for the company. A large number of aviation professionals are not involved in flying or engineering, but rather as executives and leading managers who make the decisions from their desk or in the board room to create a company that functions effectively and at profit levels. However, they have studied years ago. Without constantly upgrading their knowledge in management and leadership, they may fall behind the global competition. In a global environment such as the aviation industry, it is important to be up to date on any international aspects of business and its economics as well as being exposed to insights and knowledge from abroad.

„For example in our EMBA Worldwide program, it is exclusively our professors from Pittsburgh who teach,” explains Ivana Goossen. „They fly to Prague and São Paulo and deliver each study module in person. This is how we guarantee that students who attend the program in Prague have access to the latest knowledge and acquire an absolutely identical

education and degree as if they studied in the USA. By contrast, most schools in the Czech Republic and other countries in Central and eastern Europe use instructors that are available on the local market.“

Through the Global Executive Forums of the Katz EMBA program, participating students learn as part of an international cohort. During the international immersion trips, they travel to the Katz international campuses in Pittsburgh, São Paulo and Prague, and enhance their international studies. It gives them the opportunity to meet and interact with other new interesting professionals and to enlarge their networking not only within the various European countries but also in North and South America. These forums give a valuable global perspective to the various industries, including aviation.

“We want the investment in continuing education to provide the highest possible ROI to professional students and their companies,” concludes Ivana Goossen. “We want graduates of the program to be prepared from day one not only in terms of academic accomplishments, but also practical skills such as ability to set goals, to communicate, to present, to manage projects, or other tech-

nical skills depending on the profession.”

Established in 1972, the Katz EMBA Worldwide program is one of the very first in the world; today it is among the most innovative. The EMBA is an excellent platform to bring in the latest business trends from one of the leading educational institutes. Harnessing the intellectual capital of the University of Pittsburgh, the program is taught by professors internationally respected for their research and consulting. They've created a management focused curriculum that encompasses the business concepts and analytical tools used by senior executives. Built for working professionals, the program is structured to accommodate demanding schedules. After the intensive EMBA study, the graduates usually energize their company or organization with their new ideas. They have learned to think about business challenges in multiple dimensions. Instead of applying the standard solutions they have utilized for years in their earlier career; after their studies they are confident to try new advantageous approaches. Since Katz EMBA graduates are well connected to different cultures, this helps ultimately to grow business in a global environment.



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GRADUATE SCHOOL
OF BUSINESS

Executive MBA in Prague

An APP That Masters passenger rights

meeting with Jakub Ladra, founder of ClaimAir



I have travelled a lot in recent years and was several times confronted with flight delays as well as with a loss of my baggage. For sure, I found it easy to handle such situations but I realized that it could be damn hard and annoying for anyone who has no clue about related regulations, laws and conventions. I found out that every year, 26 million passengers are entitled to compensations from the airlines, but only less than 1% get what they deserve. In August 2013, my idea of ClaimAir was born; a mobile app that helps air passengers to master their rights and collect flight compensations in case of flight delays, cancellations, denied boardings, and baggage related issues.

related issues. You just simply input your flight data, answer several easy questions and the app tells you what you are exactly entitled to obtain. The app further gives you instructions how to get the compensations and in case

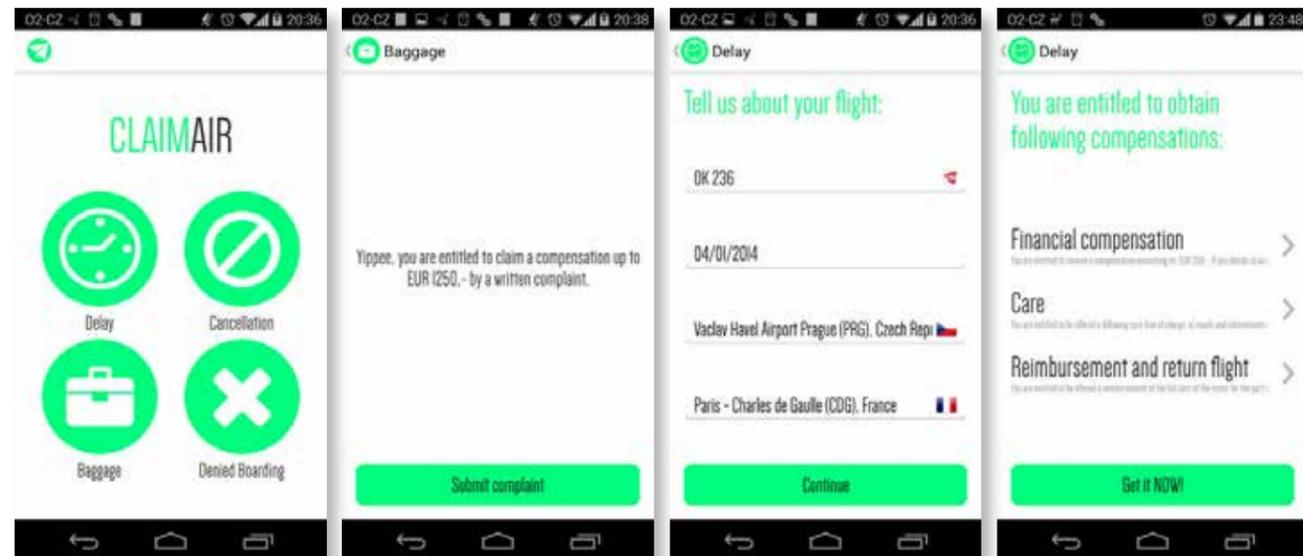
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ClaimAir is an App that works as an automated guided tour that instantly evaluates and determines specific claims with respect to passengers' situation, like delayed or cancelled flight, denied boarding or baggage

that airlines unlawfully refuse your claims (yes, it happens quite often), it encourages you to create a 1-click formal complaint and send it to the airline. If ClaimAir customers prefer not to claim their rights on their own, we can also act on their behalf in pursuing their complaints for a success-

based fee - however, it's not our core business at the moment.

The very first time I got in touch with air passengers' rights was at the university. It had started as a short semestral project which subsequently turned to my bachelor thesis. Actually it was in 2007, several years before I installed my first mobile app. No surprises, the thesis ended up in a box - luckily, not forever. In 2009, I successfully graduated from the Czech Technical University in Prague with a master degree in Air Transport Operations, Economy and Management. All my life I assumed that having a six-year degree would get me through the door at any company and would guarantee me a good life. I quickly realized that if it had been 1990 instead of 2009, when the Great Recession began affecting every business all around the world, which might have been the case. I experienced a difficult stage of unemployment and underemployment and found out that if I wanted to succeed and be fully



satisfied with my life, I had to begin my education all over again. I began reading everything I could on business and marketing, started learning how to code and attended various startup-related events. As time went on, I was more and more convinced that rather than asking others for a job interview and hoping for a success, I wanted to create my own business.

So I went through a phase of entrepreneurship, over a few attempts of building something extraordinary (guess how it worked) and last year I finally ended up with my most recent project called ClaimAir. In the beginning, I started ClaimAir on my own. I didn't even know whether the idea was viable so I wanted to test my initial assumptions before hiring anyone else. Afterwards, I found a co-founder and advisor who was in many areas more experienced than me so we were able to make important decisions together and I still learn new things, which is awesome.

Our goal of ClaimAir is to develop a solution that allows people all over the world to complain easily on their own and get what they deserve, even if they don't have any legal background. We are currently working on implementation of the U.S. rules so intrastate and interstate U.S. flights will be covered in terms of denied boarding and baggage related issues. Together with this task we are going to finalize the iOS version of the app with improved user interface both for iOS and Android version. Then we'll be ready to enter the U.S. market. Our business development strategy is simply based on strong communication with our customers and utilizing their valued, we have a number of new ideas that may be implemented soon. ClaimAir will surprise passengers.



The most wanted aviation's job...

Flight attendant is aviation's most wanted job. With the aviation industry growing at an unprecedented pace, according to Bloomberg Businessweek flight attendant applications are currently far outpacing the positions available. For instance, Emirates has been reported to receive over 15 000 cabin crew job applications per month. At the same time, however, Air India has recently cancelled or temporarily withdrawn as many as 12 flights from its network due to shortage of cabin crew. Moreover, as over the next 20 years China alone is estimated to need an additional 2 000 cabin crew per year, may the optimism over cabin crew supply be exaggerated?

Since the demand for cabin crew depends highly on the demand for air travel, currently domestic and international carriers all over the world are stepping up their recruitment to cater to the expected growth. Partly this has to do with airlines adding more capacity and switching to larger aircraft. After all, it takes from 3 to 10 cabin crews to fully serve one aircraft, while such giants as A380 require up to 24 flight attendants per flight. Moreover, the demand is

expected to accelerate even further due to the need of replacements for current specialists who retire or transfer to other jobs.

"Thanks to rapid growth of the aviation industry the need for cabin crew will only strengthen over the next years. Moreover, as much of this growth is coming from emerging economies in Asia and South America, an increasing number of job opportunities is appearing abroad, especially for those with the right language skills," shares Skaiste Knyzaite, the CEO of AviationCV.com. "Nevertheless, even though airlines do receive quite a large amount of applications, most of those candidates don't end up being hired, since the standards within the industry are exceptionally high, and finding the right person for the job can often get especially tricky. Thankfully, given a set of perks and an opportunity to earn more than \$50 000 annually, cabin crew probably always remain an occupation that is desirable and exciting, as long as one is aware of the related challenges."

Business growth through aviation

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